



Folkestone and Hythe District Council Quarter 2 Performance Report 2019/20 – July to September 2019



Your Cabinet Members



Cllr David Monk
Leader of the Council



Cllr Jenny Hollingsbee
Deputy Leader
Cabinet Member for Communities



Cllr John Collier
Cabinet Member for
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Digital Transformation & Customer Services



Cllr Stuart Peall
Cabinet Member for Enforcement, Regulatory
Services, Waste & Building Control



Cllr David Wimble
Cabinet Member for the District Economy

Your district – an overview

Our district is situated on Kent's south east coast and covers an area of 140 square miles. It is a place of variety and contrast with a landscape characterised by rolling chalk downland, wooded valleys, wild marshes, and a 26-mile coastline. The district has a population of approximately 111,000 of which 58.2% (32,700) of female residents and 60.1% (33,000) of males are of working age. Folkestone & Hythe has a growing population in line with the growth for the county of Kent, with a projected population increase of 8.3% by 2036 (120,400). The proportion of older people in Folkestone & Hythe is 23.8% (26,500), higher than Kent, South East and England and Wales. The number of people aged 65 and over within the district is set to increase by about 14,000 (52.7%) by 2036. This has implications for a wide range of services provided by the district council including housing and health.

Our principal town, Folkestone, accounts for just under half the district's population. It is also the area's commercial hub, particularly for creative and digital media - one of the UK's fastest-growing sectors. The Creative Quarter in Folkestone's Old Town is home to a thriving collection of artists' studios and creative business and offers artists, retailers and business people the chance to become part of this lively and ever-growing community.

As well as its strong creative focus, the district attracts a variety of small and medium size businesses (SMEs) and is home to great brand names including Saga, Eurotunnel, Holiday Extras, the Aspinall Foundation and Church and Dwight.

The historic town of Hythe is the district's second centre of population and one of two ancient Cinque Ports in the district. Its central feature is the Royal Military Canal, built for defence against invasion in the Napoleonic wars with France. To the west are the wide open spaces of Romney Marsh, home to New Romney, our second Cinque Port; Lydd, a member of the Confederation of Cinque Ports as a 'limb' of New Romney, and a number of smaller coastal communities. Contrasting with the wild expanse of marshes are the North Downs, a ridge of chalk hills that stretch from Dover to Farnham. The Downs are home to pretty villages, including Elham, Lyminge and Postling, hidden valleys and thriving vineyards.

Although the district is rural and coastal in character, it is very well connected. The M20 offers easy access to London and other major motorway networks, London is under an hour away via High Speed 1 (HS1) from Folkestone and we have unrivalled access to mainland Europe via the Channel Tunnel.

We think our district is a great place to live, work and visit. It's where the past has made its mark and where a bright new future is unfolding. As the local authority for the district, we have a key role to play in that future.

Introduction

During 2017/18, the Council introduced its refreshed Corporate Plan, setting out its three year corporate plan vision of investing for the next generation ~ delivering more of what matters and outlining six new strategic objectives:

- **More Homes** - provide and enable the right amount, type and range of housing
- **More Jobs** - work with businesses to provide jobs in a vibrant local economy
- **Appearance Matters** - provide an attractive and clean environment
- **Health Matters** - keep our communities healthy and safe
- **Achieving Stability** - achieve financial stability through a commercial and collaborative approach
- **Delivering Excellence** - deliver excellent customer service through commitment of staff and members

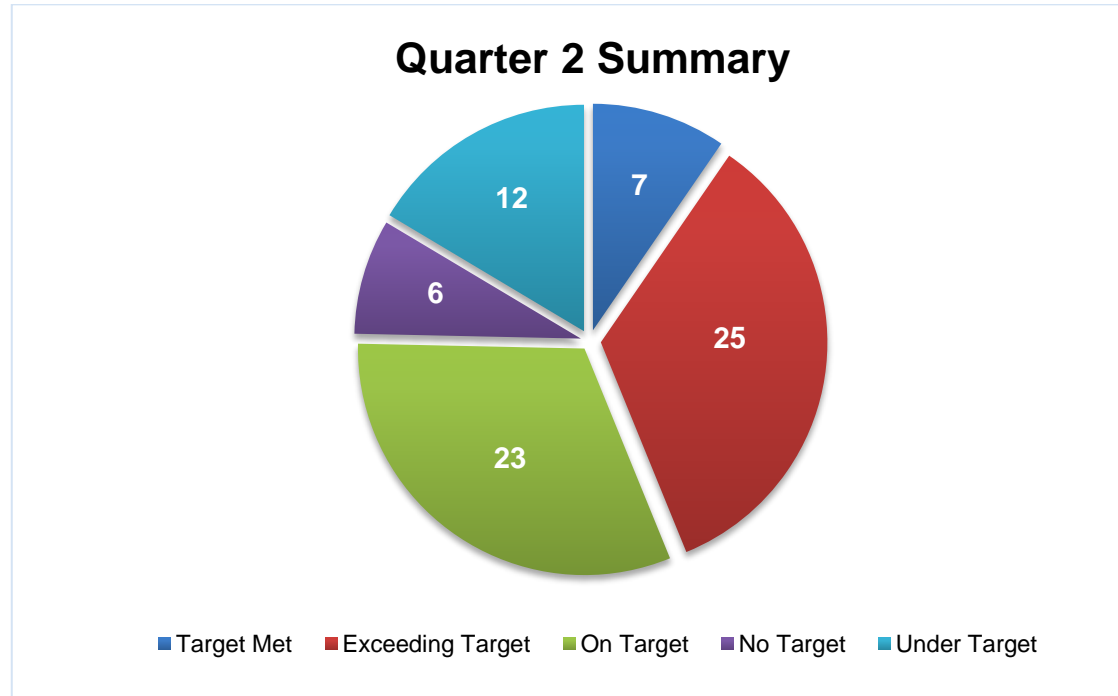
The first four objectives are externally focused and detail how the Council will contribute to the district and its communities. The last two objectives are internally focused to identify the priorities required for the Council to ensure its stability and excellence in service delivery. An accompanying Corporate Delivery Plan provides the detail of what the Council plans to achieve over the next three years to support the objectives and priorities of the Corporate Plan 2017-20.

As a district council with big ambitions, we will continue to deliver a range of major projects and initiatives ensuring we are progressive and innovative in our strategic approach by:

- Working with our businesses and communities to promote and invest in our assets - a beautiful coastal district with great connections to London and Europe
- Developing a thriving economy for our residents and attract new people; supporting activities to develop jobs, homes and healthy living
- Designing our services from our customers' perspective and using technology to best effect
- Using the next year to continue working together with customers and staff to further modernise the Council to help achieve our ambitions and continuously improve the way we do business

Summary of performance – Quarter 2 2019/20

The Council has performed well in Quarter 2, with 61 of the 80 indicators meeting/exceeding target or on track at the end of the quarter.



More Homes- Provide and enable the right amount, type and range of housing

Description	Q2 2018/19 Comparison	Q1 Actual 2019/20	Q2 Actual 2019/20	Q3 Actual 2019/20	Q4 Actual 2019/20	Target
Number of new homes built within the District	-	-	-			350 (Annual)
		<i>This indicator is collated on an annual basis and not available quarterly. However, the district currently has 567 properties under construction, indicating that the annual target of 350 should be exceeded.</i>				
Council new builds and acquisitions started on site	0	1	0			20 (Annual)
		<i>Start/completion dates can be affected by a range of factors including land acquisition, planning consent and procurement. Although, no construction of Council new builds commenced in Quarter 2, the Council remains on track to meet its annual target. Subject to planning approval, work is due to start on site on the former High View School site, later in 2019/20. The site will deliver 35 Council homes for rent and shared ownership purchase.</i>				
Additional affordable homes delivered in the District by the Council and its partner agencies	1	16	13			80 (Annual)
Affordable homes provided in the District for low cost home ownership	9	0	4			32 (Annual)
		<i>Over the next 6-9 months, a further 57 Council and housing association homes for rent and shared ownership purchase are due to complete on sites in Cheriton, Folkestone, New Romney, Sellindge and Stelling Minnis.</i>				
Long-term empty homes brought back into use	10	4	8			70 (Annual)
Private sector homes improved as a result of intervention by the Council and its partner agencies	145	48	51			150 (Annual)
% of major planning applications to be determined within statutory period	80%	83.3%	81.8%			60% (Quarterly)
% of non-major planning applications to be determined within statutory period	89.1%	50.9%	45.9%			70% (Quarterly)

Description	Q2 2018/19 Comparison	Q1 Actual 2019/20	Q2 Actual 2019/20	Q3 Actual 2019/20	Q4 Actual 2019/20	Target																								
		<p>Performance was below target again in Quarter 2 due to the ongoing staff resources issues and hence more applications being issued out of time. However, since the end of Quarter 2 the following steps have been initiated to improve performance moving forwards:</p> <p>The team have been informed that all valid applications submitted after a certain date should be issued within the 56 days. Any delays needs to be agreed by their line manager first. In respect of older cases, the team have been instructed to seek Extensions of Time (EoTs) before the issue of any decision, subject to the agreement of the applicant. There are some agents who refuse to grant extensions of time as a matter of course. In these cases, we have collated their applications and they will receive renewed focus to avoid needing any EoTs.</p> <p>In addition the creation of two Validation officer posts are now ensuring that applications are validated in a timely manner, reducing complaints in this area, in turn freeing up officer time. These posts have been in place for 3 months and we are already seeing an improvement in performance.</p> <p>In light of the steps taken above, time to validate applications has dramatically reduced and the number of applications determined within statutory or agreed time frames has significantly improved as set out below:</p> <table border="1" data-bbox="943 885 2078 1125"> <thead> <tr> <th></th> <th>July</th> <th>August</th> <th>September</th> <th>October</th> <th>November</th> </tr> </thead> <tbody> <tr> <td>Major apps in 13 weeks</td> <td>100.00%</td> <td>100.00%</td> <td>66.67%</td> <td>100%</td> <td>100.00%</td> </tr> <tr> <td>Minor apps in 8 weeks</td> <td>22.73%</td> <td>44.44%</td> <td>47.62%</td> <td>61.29%</td> <td>72.41%</td> </tr> <tr> <td>Other apps in 8 weeks</td> <td>23.53%</td> <td>48.44%</td> <td>19.05%</td> <td>70.00%</td> <td>72.73%</td> </tr> </tbody> </table> <p>Following an extensive and challenging recruitment drive, 3 new permanent experienced planners have been recruited. Further one temporary agency planner has been secured to cover a member of staff who left mid- November. These posts will be in place in the first two months of 2020. This will provide further capacity to the team, which it is hoped will go some way towards offsetting the inevitable dip in performance that will result from implementing the new computer system in January as well as ensuring we are able to meet local and national targets.</p>						July	August	September	October	November	Major apps in 13 weeks	100.00%	100.00%	66.67%	100%	100.00%	Minor apps in 8 weeks	22.73%	44.44%	47.62%	61.29%	72.41%	Other apps in 8 weeks	23.53%	48.44%	19.05%	70.00%	72.73%
	July	August	September	October	November																									
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Description	Q2 2018/19 Comparison	Q1 Actual 2019/20	Q2 Actual 2019/20	Q3 Actual 2019/20	Q4 Actual 2019/20	Target
% of other planning applications to be determined within statutory period	91.5%	46.6%	43.9%			85% (Quarterly)
		<i>See commentary above.</i>				
Number of homelessness approaches	325	396	357			75 (Monthly)
		<i>The Council along with all other local authorities in the UK has seen a marked increase in the number of approaches from clients seeking Housing Advice following the introduction of the Homelessness Reduction Act 2017. The Housing Options team continues to respond to the challenge by providing a coherent and marked increase in the number of positive outcomes for our clients, resulting in more households being able to maintain their existing accommodation, fewer households living in temporary accommodation, and significant reduction in the number of those sleeping or living rough as homeless in the district.</i>				
Number of homelessness preventions under Prevention Duty	78	157	54			550 (Annual)
Average number of households in temporary accommodation	26	25	24			35 (Quarterly)
Average number of households in Bed and Breakfast accommodation	0	1	1			0 (Quarterly)
		<i>In Quarter 2, Bed and Breakfast accommodation was temporarily provided to a client, who had mental health issues and posed a risk to themselves if placed within self-contained accommodation. The client was monitored pending a Social Services Assessment.</i>				
Number of private rental properties provided through the Social Lettings Agency	-	13	35			60 (Annual)
Number of people on the housing waiting list	-	1,255 (as at end of June 2019)	1,237 (as at the end of September 2019)			-

More Jobs - Work with businesses to provide jobs in a vibrant local economy

Description	Q2 2018/19 Comparison	Q1 Actual 2019/20	Q2 Actual 2019/20	Q3 Actual 2019/20	Q4 Actual 2019/20	Target
Number of employment sites or schemes where new employment space has been delivered	-	0	0			2 (Annual)
		<p><i>No employment sites or schemes for new employment have been delivered in quarter two, however work continues to be progressed by the Economic Development and Strategic Development teams to bring forward the 3 employment sites with construction expected to commence in 2020:</i></p> <ul style="list-style-type: none"> <i>16 Bouverie Place – EKSDC has now acquired the leaseholder and has applied for funding for the refurbishment to the Folkestone Community Works CLLD programme. A decision is expected in December and work is due to commence in early 2020 with completion for first tenants expected Autumn 2020.</i> <i>Mountfield Road – funding from FHDC and East Kent Spatial Development Company has now been agreed and the Magnox/NDA socio-economic fund application is being prepared for remainder is awaited with decision due in Feb 2020. Further work to meet the planning conditions is underway.</i> <i>Biggins Wood – legal work continues to establish a joint venture with a development partner.</i> 				
% Increase in employment or turnover for businesses that participate in the Scale Up Folkestone & Hythe programme	-	-	-			5% (Annual)
		<p><i>This indicator is collated on an annual basis and not available quarterly. A figure will be available at the end of Quarter 4. The Economic Development team continues to support and monitor the progress of the following eight local business participating in Scale up Folkestone & Hythe Programme: BigJigs Toys; Hendricks of Hythe; Oak Creative; Sprink Construction; Cinque Ports Mobility; Fudge Kitchen; JC White and Solaris.</i></p>				
External funding sources applied for to deliver better infrastructure or business accommodation within the district	-	0	0			3 (Annual)
		<p><i>No external funding sources have been applied for in quarter two, however the Economic Development are continuing to progress with the following:</i></p>				

		<ul style="list-style-type: none"> • The submission of a funding application to the Magnox/NDA socio-economic fund for the Mountfield Road employment hub. • Development of a framework bid to the Magnox/NDA Socio-economic Fund in line with expected Economic Development Draft Strategy for 2020 to 2023. • Exploring Opportunities for East Kent Spatial Development Company investment within the district. 				
Number of key employers met and supported as part of the business engagement programme	5	5	3			12 (Annual)
Square metres of employment space granted permission	-	-	-			20ha (Accumulative over 20 years)
		<i>This indicator is collated on an annual basis and not available quarterly. A figure will be available at the end of Quarter 4.</i>				
Value of Grant Funding Agreements agreed under the Folkestone Community Works SME Business Grant Scheme funding programme	-	£101,636	-			£70,000 (Annual)
		<i>No grant funding agreements under the Folkestone Community Works SME Business Grant Scheme funding programme were agreed in Quarter 2.</i>				

Appearance Matters - Provide an attractive and clean

Description	Q2 2018/19 Comparison	Q1 Actual 2019/20	Q2 Actual 2019/20	Q3 Actual 2019/20	Q4 Actual 2019/20	Target
Maintain a 4+ rating on trip advisor for the Coastal Park	-	-	-			4+ (Annual)
		<i>This indicator is collated on an annual basis and not available quarterly. A figure will be available at the end of Quarter 4.</i>				
Community environmental events (e.g. litter picks) held	15	23	21			15 (Quarterly)
Community environmental volunteer hours committed	596	916	658			600 hours (Quarterly)
Corporate social responsibility environmental events held	-	5	5			5 (Quarterly)
Corporate social responsibility hours committed	240	267	328			240 hours (Quarterly)
Number of recorded See It, Own It, Do it, interventions completed	-	3,096	3,258			1200 (Quarterly)
Average time for graffiti to be removed from the time of being reported (Local Area Officers)	-	48 hours	24 hours			48 hours (Quarterly)
Warning Letters issued (Environmental Protection and Enforcement)	2	12	23			100 (Annual)
Number of enforcement notices served (e.g. Abatement Notices, Community Protection Notices)	50	39	43			100 (Annual)
Enforcement - % of successful prosecutions	-	-	100%			100% (Annual)

Description	Q2 2018/19 Comparison	Q1 Actual 2019/20	Q2 Actual 2019/20	Q3 Actual 2019/20	Q4 Actual 2019/20	Target
Enforcement - Fixed Penalty Notices issued	75	38	37			150 (Annual)
Enviro-crime patrol hours (dog fouling and littering)	506	426	415			2,800hrs (Annual)
% of unauthorised encampments successfully removed from FHDC Land	-	100%	100%			100% (Annual)
Compliant air quality monitoring sites	14	16	16			14 Sites
% of household waste recycled	48%	50%	48%			50% (Quarterly)
		<p><i>The recycle rate has decreased from 50% in Quarter 1 to 48% in Quarter 2 due to seasonality. All material streams remained the same during Quarter 1 and Quarter 2 (paper and card collected in a black box and the container mix collected in the purple topped wheeled bin) with the exception of garden waste which was down by approximately 300 tonnes in Quarter 2, which has impacted on the overall recycling rate; in addition the amount of refuse collected for incineration was up by around 250 tonnes in Quarter 2, an overall impact of 550 tonnes compared to Quarter 1.</i></p> <p><i>Garden waste in particular is seasonal driven and trend data over previous years has shown that Spring (Quarter 1) is the busiest time of the year when residents prepare their gardens for the summer months, hence why more tonnage is collected during this period compared to the summer (Quarter 2). Previous Trend data also suggests that household residual waste is constantly higher in August, which can be indirectly associated with factors including, people visiting their holiday homes, more outdoor eating and entertaining in the home environment and additional waste being generated by children at home during the school holidays.</i></p>				
Number of missed collections per 100,000 population	7.44	9.5	7.52			50 (Quarterly)
% of street surveyed clear of litter within in the district	97%	95%	93%			95% (Quarterly)
		<p><i>In Quarter 1, a total of 879 inspections were carried out, 126 of these fell below the Defra code for cleansing standards and were rectified by Veolia within their contracted timescales. A total of 848 inspections were carried out in Quarter 2 and 208 fell below standard and were rectified by Veolia</i></p>				

Description	Q2 2018/19 Comparison	Q1 Actual 2019/20	Q2 Actual 2019/20	Q3 Actual 2019/20	Q4 Actual 2019/20	Target
		<i>in the contracted time. Overall staff shortages within Veolia have impacted on the litter score achieved during the quarter. To address the performance issue, the contractor has successfully recruited two supervisory positions and are temporarily using agency staff for operational duties (i.e. street cleaning and collections) where there is a shortfall in staff to ensure there is a full complement of staff for duties to be carried out.</i>				
% of returns to empty a missed bin by the end of the next working day if it is reported within 24 hours	91%	92%	99%			95% (Quarterly)
Number of days to remove fly tipped waste on public land once reported	2	2.8	1			3 Days (Quarterly)
Parking: Number of PCNs issued	5,314	5,387	5,697			No Target
Parking: British PCN recovery rate	61.64%	66.5%	64.6%			70% (Quarterly)
		<i>Under the Council's appeals process for a PCN for traffic offences, the driver does not have to make payment whilst their objection is being dealt with and is put on hold pending a decision. The parking services team continue to progress cases more quickly hence the improved recovery rate when compared with quarter two in 2018/19. Further work continues to be undertaken on chasing persistent evaders, which will make it possible to achieve the target in 2019/20.</i>				
Parking: Foreign PCN recovery rate	48.47%	45.2%	41.9%			50% (Quarterly)
		<i>Foreign registered vehicles (FRVs) are more likely to contravene traffic and parking regulations than drivers of UK registered vehicles – and are less likely to pay the penalty charges which they incur. It is often impossible to trace the owners of FRVs and, even when they can be traced, there is no legal process by which they can be made to pay civil penalties. Debtors are still being actively pursued through our enforcement agents. We are confident the target will be achieved in 2019/20.</i>				

Health Matters - Keeping our communities healthy and safe

Description	Q2 2018/19 Comparison	Q1 Actual 2019/20	Q2 Actual 2019/20	Q3 Actual 2019/20	Q4 Actual 2019/20	Target
% of premises rated 3 or above for food hygiene	95%	97%	94%			95% (Quarterly)
		<p><i>The percentage of premises rated three or above for food hygiene did not meet target primarily due to 20 new businesses within the district registering at the very end of Quarter two for their first inspection. These are automatically classed as "not broadly compliant" (i.e. equivalent to a rating below 3) before an inspection has taken place. The majority of these newly registered premises will be inspected during the months of October and November.</i></p>				
Number of licensing complaints investigated	23	9	8			<100 (Monthly)
Number of visits and inspections to licensed premises	-	8	24			45 (Quarterly)
		<p><i>The 24 reported visits and inspections consisted of:</i></p> <ul style="list-style-type: none"> • 4 animal welfare licence inspections • 14 premises licence inspections (under Licensing Act 2003) • 3 caravan sites inspections • 3 skin piercing premises registrations <p><i>Performance has shown a marked improvement in comparison with the previous quarter as a result of a review of the team's working priorities, but still remains under target. An extensive investigation into an unlicensed animal premises and preparation of associated evidence for a legal case has impacted on overall performance during the quarter.</i></p>				
Number of people engaged in Public Space Protection Order education and prevention activity	-	200	200			200 (Quarterly)
Fixed Penalty Notices issued under the Public Space Protection Order	-	4	1			No Target
Number of young people engaged in ASB diversionary activities	-	125	100			100 (Quarterly)

Number of hospital admissions prevented or hospital discharges accelerated as a result of Private Sector Housing Team and partner intervention	-	65	79			100 (Annual)
No of Disabled Facilities Grants administered	-	17	20			No Target

Achieving Stability - Achieve financial stability through a commercial and collaborative approach

Description	Q2 2018/19 Comparison	Q1 Actual 2019/20	Q2 Actual 2019/20	Q3 Actual 2019/20	Q4 Actual 2019/20	Target
Council tax collection	56.98% (cumulative)	29.38% (cumulative)	56.67% (cumulative)			97.3% (Annual)
Council tax reduction collection rate	47.8% (cumulative)	23.62% (cumulative)	45.49% (cumulative)			82.5% (Annual)
Business Rates collection	58.08% (cumulative)	34.37% (cumulative)	58.57% (cumulative)			97.5% (Annual)
Total annual income accrued from Oportunitas for the Council	-	-	-			£275,000 (Annual)
		<i>This indicator is collated on an annual basis and not available quarterly. A figure will be available at the end of Quarter 4.</i>				
Total income collected from the Council's corporate property portfolio	£81,776	£425,901	£434,720			£1.6 million (Annual)
Total income received from delivery of East Kent apprenticeship programme	-	£14,631	£15,954			£100,000 (Annual)
Total income received from FHDC apprenticeships	-	£2,769	£2,769			£8,000 (Annual)
Total value of Community Infrastructure Levy Liability notices	£307,970.38	£60,369.63	£519,212.80			No Target
Total value of Community Infrastructure Levy receipts	£0	£106,292.20	£57,021.90			No Target

Delivering Excellence - Deliver excellent customer service through commitment of staff and members

Description	Q2 2018/19 Comparison	Q1 Actual 2019/20	Q2 Actual 2019/20	Q3 Actual 2019/20	Q4 Actual 2019/20	Target
Calls served (versus volumes of calls received)	77.58%	86.6%	84.6%			80% (Monthly)
Reduction in abandoned calls	-	9.73%	6.43%			1% (Annual)
Increase of customer self-serve transactions (compared to 2018/19)	-	-	-			5% (Annual)
		<i>This indicator is collated on an annual basis and not available quarterly. A figure will be available at the end of Quarter 4.</i>				
% of dissuaded calls	-	0.15%	1.15%			2% (Annual)
% of customers satisfied with Web Chat service	-	90%	90%			88% (Annual)
Average number of days taken to process new claims for Housing Benefit	19.1	20	15.2			21 Days
Lifeline - Number of calls answered within 60 seconds	98.3%	98.5%	98.2%			97.5% (Monthly)
Lifeline - Number of calls answered within 180 seconds	100%	100%	99.9%			100% (Monthly)
EKH -Average time taken to re-let council dwellings excluding major works	17.98 days	24.65 days	15.8 days			16.5 Days (Quarterly)
East Kent Housing - % of emergency repairs completed on time	100%	99.62%	99.28%			98% (Quarterly)
East Kent Housing - % of routine repairs completed on time	96.09%	97.66%	99.61%			90% (Quarterly)

All complaints will be acknowledged within 5 days as required in the policy	100%	100%	99%			100% (Monthly)
		<i>The departure of an officer from the Business Support team at the end of July and the recruitment and training of new officer to process complaints had impacted on response times during the month of August, therefore impacting on the overall result for Quarter two. Training for the new officer was completed by end of August and performance returned to 100% in the month of September.</i>				
All Freedom of Information / Environmental information Requests to be responded to within the statutory period of (20 working days or lawful extension).	91.5%	93.1%	90.7%			90% (Monthly)
All Subject Access Request responses to be provided within the statutory period (1 calendar month or lawful extension).	-	55.5%	58.7%			100% (Monthly)
		<i>The number of Subject Access Request responses to be provided within the statutory period continues to remain below target during the quarter. Significant resources have been diverted in order to attend to governance and policy matters, resulting in limited resource for processing primary FOI and SAR caseloads. The Senior Information Specialist is raising the issue with senior officers, and remedies for increased resourcing are currently being investigated via the newly implemented Staff Hub and Case structures to ensure performance returns to satisfactory levels.</i>				
No of website unique visits	-	137,169	119,822			>100,000 (Quarterly)
% change in unique website visits	-	- 9.8%	14.6%			5% increase (Quarterly)
Number of social media followers (Facebook, Twitter, Instagram, LinkedIn)	-	13,702 (as at end of June 2019)	13,793 (as at end of September 2019)			>12,400 (Quarterly)
Number of absence days per employee (Per full-time equivalent)	1.33	0.81	0.9			7 days (Annual)

Number of apprenticeships available for East Kent Authorities (Folkestone & Hythe, Thanet, Dover and Canterbury)	-	24	47			26 (Annual)
		<i>The Organisational Development team aim to enroll a total of 52 members of staff from across the four East Kent Authorities on a 13 month apprenticeship course over a two year period. To ensure all apprentices complete within the current and next financial year, a further 23 staff members have been enrolled in Quarter 2 for apprenticeships due to complete in 2020/21.</i>				
Employee Net Promoter score	-	-	-			-20 or above (Annual)
		<i>This indicator is collated on an annual basis and not available quarterly. A figure will be available at the end of Quarter 4.</i>				

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