



# Folkestone and Hythe District Council Making a difference: a snapshot of our year 2019/20



**2019/20 Leader's Statement:** An annual report is always a good opportunity to pause and reflect on all that has been achieved during the past year. Due to COVID-19 towards the close of 2019/20 we ended the financial year as never before. Like all local authorities we had to adapt to the challenge of serving our residents and our business community in many different ways, using new technologies and processes. Without doubt Folkestone & Hythe District Council addressed those challenges positively and in establishing our three community hubs, with teams of volunteers, achieved so very much for our local community in the most challenging of times. I have never felt more proud to be the Leader of such a resourceful, imaginative and hard-working district council.

Picking out highlights from the year is always difficult. There are so many star qualities in the services that local people depend on. For some it is the colourful transformation of our parks and gardens every spring and summer. For others it is making sure we get those everyday tasks right - that the streets and beaches are clean, bins are emptied regularly and parking is provided.

Whilst we continue to make improvements in our services we recognise that it's important for us to also take a long-term view for our future generations. Our district is extraordinary – and that's why we're investing in the future of the district. Otterpool Park, the proposed garden town, is just one example of that investment. I am delighted that during the year we secured the purchase of the former Folkestone Racecourse. This has enabled us to progress exciting plans to provide new homes, employment opportunities, leisure facilities, accessible green and open space and major infrastructure improvements. The purchase of Westenhanger Castle, which I see as the jewel in the place-making crown for Otterpool Park, will provide a fantastic community resource for local people creating a distinctive sense of place whilst celebrating our local history.

Another major milestone in the year was the decision to disband East Kent Housing. East Kent Housing tenants that engaged with us agreed overwhelmingly that they wanted their housing to return to the management of the council. We look forward to welcoming back our tenants and leaseholders and welcoming the staff to the council. I expect our ambitious vision for the service will be strongly supported by tenants as we invest an additional £10 million in those homes while building over 1,000 new council homes over the coming years.

Folkestone, Hythe and the surrounding area is a place like no other. An extraordinary place to live, work, invest in and visit. Last year we launched our place campaign to spread the word about our beautiful district. We want to make sure everybody knows about our exceptional place and our campaign is really taking shape. You can find out more (including how to support the campaign) at [www.folkestone-hythe.co.uk](http://www.folkestone-hythe.co.uk). Some of what is extraordinary is included in this Annual Performance Report and I encourage you to take time to read about what we can achieve. **Creating Tomorrow Together.**

**Cllr David Monk** - Leader of the Council

## 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  
Property Management & Grounds  
Maintenance



**Cllr David Godfrey**  
Cabinet Member  
for Housing, Transport &  
Special Projects



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



**Cllr Lesley Whybrow**  
Cabinet Member for the  
Environment



**Cllr Tim Prater**  
Cabinet Member for Revenues,  
Benefits, Anti-Fraud and Corruption



**Cllr David Wimble**  
Cabinet Member for the  
District Economy



**Cllr Ray Field**  
Cabinet Member for  
Digital Transformation

## 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 113,000 of which 57.5% (32,800) of female residents and 59.1% (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 13.2% by 2038 (128,000). The proportion of older people in Folkestone & Hythe is 24.8% (28,000), 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 14,700 (53.4%) by 2038. 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 innovative small and medium size businesses (SMEs) and is home to strong brand names including Saga, Eurotunnel, Holiday Extras, the Aspinall Foundation and Church & 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 shaping that future.

## Your Council – an overview

There is a three tier local Council system in Kent made up of the county council, 12 district and borough councils, parish and neighbourhood councils, alongside Medway Council operating as a unitary. There are 13 wards in the district currently represented by 30 elected councillors.

Folkestone & Hythe District Council is responsible for the delivery of many different public services. Some of our key priorities include planning for a successful local economy with a diverse range of employment opportunities, delivering excellent value and high performance in service delivery, and working together to support the life of our working communities. Services provided include household waste collection and recycling, street cleaning, car parks and on-street parking, environmental health, housing and homelessness, managing local parks and open spaces and supporting local culture and leisure activities and facilities.

The Council and its staff won a number of national awards during 2019/20 for the delivery of its services, including:

- **Customer Service Excellence Accreditation:** a Government standard developed to offer a practical tool for driving customer-focused change within their organisation. The Council re applied for this accreditation in November 2019 and after a successful three day visit we were re-awarded the accreditation and 12 Compliance Plusses, an improvement on previous years.
- **Ministry of Defence Employer Recognition Scheme Award:** The Council received the 'Silver Award' as an employer for supporting staff members who have worked in the Armed Forces or are reservists.
- **IRRV Finalists** – Our Revenue and Benefits team were finalists for the second year running in the IRRV Revenues Team of the Year, and finalists in the Benefits Team of the Year category.

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

### **We said we would:**

- Deliver homes that meet the needs of our changing population
- Accelerate supply of housing
- Prevent homelessness through early intervention
- Create a new Garden Town at Otterpool Park
- Improve private sector housing conditions
- Bring empty homes back into use



*New affordable homes in Stelling Minnis*

### **How we performed in 2019/20:**

- 528\* new homes were built across the district, significantly above the Core Strategy requirement of 350 and target of 400, helping support our local requirement of 8,000 new homes for the period 2006-2026.
- A £100million of future funding was agreed by both Cabinet and Full Council to progress the delivery of Otterpool Park.
- Together with partners, we delivered a total of 75 new affordable homes for rent and shared ownership boosting the supply of much needed homes in the district.
- 257 private sector homes were improved for local people as a result of enforcement action and the provision of the Disabled Facilities Grant, Winter Warmth and Home Safe loans.
- A further 44 long-term empty homes were returned to use across the district, providing more good quality homes for local people.
- We announced an ambitious £20million fund to invest in the district's housing stock and measures to help combat the climate emergency. Half of the total funding will be used refurbish the council's social homes over the next three years and help contribute to the building of a further 1,000 residential properties - bringing the total to 1,200 in the next decade.
- A number of public hearings have been held into the Places and Policies Local Plan before an independent planning Inspector in May 2019. The Inspector scrutinised the plan in great detail and put forward a number of changes which were consulted on in September/October 2019 and January/February 2020. The final report from the Inspector will be used to guide development across the district.
- A key stage in the preparation of the Core Strategy Review has been reached when we submitted the document to the government in March 2020. Independent planning Inspectors have been appointed to fully scrutinise the plan and there will be public hearings at which people can put their views to the Inspectors.
- We successfully launched a new 'Self Build Register', an online system to help people register for plots to build their own homes within the District. Planning permissions have started to be granted for self-build developments, with the district's first site now being marketed in Brookland, Romney Marsh.
- The Council, along with neighbouring Dover District Council, successfully secured funding totaling over £469,000 through the government's Rough Sleeping Initiative to continue to complement existing services to homeless rough sleepers within the districts. The

funding received will pay for an out-of-hours outreach service run by Serveco - a long-standing partner of Kent councils - which will enable rough sleepers to be helped more quickly.

Description	Q1	Q2	Q3	Q4	Target	2018/19 Comparison	2019/20 Summary	Target Met
Number of new homes built within the District	-	-	-	-	350 (Annual)	419	528*	-
					* Estimated based on number of dwellings under construction in the 2018/19 Housing Information Audit as this year's survey has not been undertaken due to the Coronavirus pandemic. Recently the Government has introduced a new target for housing delivery that is above the figure set out in the current Core Strategy Review (CSR). The target for 2020/21 will be addressed with in the revised CSR.			
Council new builds and acquisitions started on site	1	0	0	34	20 (Annual)	8 (Total)	35 (Total)	✓
Additional affordable homes delivered in the District by the Council and its partner agencies	16	13	17	30	80 (Annual)	79 (Total)	76 (Total)	✗
					<p>The number of new affordable homes delivered by Council and partner agencies fell short by just four properties during the year. The remaining new affordable homes due to complete in New Romney during 2019/20 are now anticipated to complete in early 2020/21, with delays as a result of the Coronavirus pandemic.</p> <p>In 2020/21, the Council's affordable housing partners have advised that approximately 90 additional affordable homes for rent and shared ownership purchase are due to be delivered across the district. The new homes will be located in New Romney, Stelling Minnis, Sellindge, Cheriton and Hawkinge. In addition, the Council is also looking to acquire a further 20 properties during 2020/21 to help meet the demand for more affordable homes.</p>			
Affordable homes provided in the District for low cost home ownership	0	4	7	21	32 (Annual)	22 (Total)	32 (Total)	✓
Long-term empty homes brought back into use	4	8	19	13	70 (Annual)	93 (Total)	44 (Total)	✗



Description	Q1	Q2	Q3	Q4	Target	2018/19 Comparison	2019/20 Summary	Target Met
					<i>Since the introduction of the Homelessness Reduction Act in 2017, the Council has continued to see an increase in the number of households approaching for housing assistance. The increase in demand has continued in 2019 and is in line with neighbouring councils.</i>			
Number of homelessness preventions under Prevention Duty	26	21	25	23	No Target	118 (Total)	96 (Total)	-
					<i>This performance indicator has been set by the Ministry of Housing Communities and Local Government and the figures are collected and published by them.</i>			
Average number of households in temporary accommodation	25	24	20	35	35 (Quarterly)	20 (Average)	26 (Average)	✓
Average number of households in Bed and Breakfast accommodation	1	1	1	8	0 (Quarterly)	1 (Average)	2 (Average)	✗
					<i>The Council uses bed and breakfast accommodation only as a last resort. During March 2020, the Council began placing households in bed and breakfast accommodation as part of its response to the Coronavirus pandemic.</i>			
Number of private rental properties provided through the Social Lettings Agency	13	35	10	15	60 (Annual)	-	73 (Total)	✓
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)	1,281 (as at the end of December 2019)	1,322 (as at the end of March 2020)	-	-	1,322 (Total)	-

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

### **We said we would:**

- Support local employers to flourish
- Identify key sites for future employment opportunities
- Encourage appropriate development and promotion of commercial premises
- Support partners to deliver dynamic and diverse high streets
- Explore opportunities to support the nuclear industry
- Enable appropriate infrastructure to enhance connectivity



***The 'High Street Fund' will help regenerate Folkestone town centre***

### **How we performed in 2019/20:**

- In October 2019, we successfully launched our £3million 'High Street Fund' with the aim of supporting projects to drive the regeneration of Folkestone town centre and high streets across the District. By the end of 2019/20 a total of 38 applications had been received and 22 grants had been awarded totalling over £338,000.
- A funding package of over £2million was successfully secured to build and operate a new business centre at Mountfield Road Industrial Estate, New Romney in partnership with the Nuclear De-commissioning Authority and East Kent Spatial Development Company. The Business Centre is due to open in September 2021.
- We partnered with Visit Kent and other local authorities to secure European funding of 1.6m euros for initiatives over the next 2 years to extend the tourism season (October – March) across the County.
- Our Folkestone Community Works (FCW) programme has allocated £420,000 to create a modern business centre for starts-ups and businesses in the heart of Folkestone. This funding is helping to bring into use 16 Bouverie Place (empty for 14 years) to create 555 sqm of office space, including a meeting/training room, dedicated area for co-working and hot-desking facilities.
- We partnered with Kent Downs AONB to include Elham Valley in a proposed project 'Green Pilgrimages' for rural areas around Canterbury. The project aims to show how growth and development policies can economically exploit and protect natural and cultural heritage. Funding is now being sought from the 3.1m euros 'EXPERIENCE' capital programme for the County.
- Our Folkestone.Works website was swiftly utilised in response to the Coronavirus pandemic by promoting Government and local authority support for businesses which enabled it to become the 'go to' website locally for up-to-date information.
- The Folkestone & Hythe 'Scale-up' programme introduced in April 2019 has engaged with nine local small businesses with growth potential to receive in-depth support and mentoring over the year.
- We supported the Kent & Medway Growth hub to establish a COVID-19 hotline to help with more detailed enquiries from businesses. A hotline webchat was made directly accessible from the Folkestone.Works website.
- We commissioned a research company to conduct 10-minute questionnaires, allowing people to share their views and experiences of the current Folkestone town centre offer in order to help shape its future prospects. The topics included the present range of shops and businesses, the attractiveness of the area, and the sense of community as well as suggestions of how the ongoing regeneration of the area

can be further enhanced. The information will be used to inform the development of a masterplan for the town centre. Where appropriate, it will also be incorporated into future council policies which impact the area.

Description	Q1	Q2	Q3	Q4	Target	2018/19 Comparison	2019/20 Summary	Target Met
Number of employment sites or schemes where new employment space has been delivered	0	0	0	0	2 (Annual)	-	0 (Total)	<span style="color: red;">✗</span>
				<p><i>A significant amount of work has been undertaken by the Economic Development team this year to prepare for the following schemes which are due to come forward in 2020/21, including:</i></p> <p><b>16 Bouverie Place</b> – EKSDC were encouraged to invest in this scheme which has been granted £420,000 ERDF funding through the Folkestone Community Works scheme for the refurbishment to create a new business centre in the heart of Folkestone during 2020/21.</p> <p><b>Mountfield Road</b> – funding has been secured from F&amp;HDC, EKSDC and Magnox. A joint venture between F&amp;HDC &amp; EKSDC is being put in place and this will be developed during 2020/21</p> <p><b>Biggins Wood</b> – Legal work continues to establish a joint venture (led by Strategic Development) with a development partner and discussions continue with existing businesses with expansion needs.</p>				
% Increase in employment or turnover for businesses that participate in the Scale Up Folkestone & Hythe programme	-	-	-	-	5% (Annual)	-	26% (Total)	<span style="color: green;">✓</span>
External funding sources applied for to deliver better infrastructure or business accommodation within the district	0	0	1	2	3 (Annual)	-	3 (Total)	<span style="color: green;">✓</span>
Number of key employers met and supported as part of the business engagement programme	5	3	4	5	12 (Annual)	20 (Total)	17 (Total)	<span style="color: green;">✓</span>

Square metres of employment space granted permission	-	-	-	-	20ha (Accumulative over 20 years)	-	Figure Unavailable*	-
				<i>*This figure is unavailable as a result of the annual survey not been being undertaken this year due to the Coronavirus pandemic.</i>				
Value of Grant Funding Agreements agreed under the Folkestone Community Works SME Business Grant Scheme funding programme	£101,636	-	£15,000	£14,946	£70,000 (Annual)	-	£145,888 (Total)	✓

## Appearance Matters - *Provide an attractive and clean environment*

### We said we would:

- Keep the district clean and tackle environmental issues
- Maintain and improve natural and historic assets
- Maintain a high quality environment through active enforcement
- Work with partners to boost the appearance of the district
- Prepare a new recycling, waste and street cleansing contract for the district
- Provide clean and well maintained public spaces
- Protect and manage the coastal sites in an environmentally sustainable way



*Planting new trees in the district's open spaces*

### How we performed in 2019/20:

- Following the Council's declaration of a climate emergency in July 2019, work is being undertaken on an audit to show the impact of the Council's operations on greenhouse gas emissions. When the audit is complete it will show the Council how it can help reduce its overall emissions by adopting more efficient practices and better technologies.
- Our Planning Policy team worked in conjunction with neighbouring Rother District Council to produce the Dungeness Sustainable Access and Recreational Management Strategy (SARMS) that aims to tackle concerns about pressure and disturbance on the internationally important wildlife sites at Dungeness caused by recreational activities. It proposes supporting actions to ensure sensitive management of recreation and access for the Dungeness complex of sites. An action list was approved by Cabinet in July 2019.
- We worked with Sandgate Parish Council on updating their design statement for the parish, finalising the new document in March 2020. The document contains a number of policies that will encourage the highest standards of design in new developments.
- Our grounds maintenance team have planted over 900 more trees in parks and recreational spaces across the district that will help the council in its efforts to combat the climate emergency as it works towards becoming a carbon neutral authority.
- A total of 219 Fixed Penalty Notices (FPNs) were issued by our Environmental Enforcement Officers during the year for a range of environmental offences including dropping litter, fly tipping of domestic waste, dog fouling and fly posting.
- We held a joint training programme with Kent County Council, around litter and fly-tipping enforcement. This allowed us to offer small businesses a free workshop on their duty of care and how to dispose of waste correctly. This was also used for those who were given the option of a £300 FPN or to undertake the training.

- We achieved 3 successful prosecutions for fly-tipping and a further 3 for offences under Section 110 of the Environment Act 1995 for failing to provide information relating to fly-tipping investigations.
- A total of 66 Unauthorised Encampments were dealt with by our Environmental Enforcement Officers, 18 of which were on Council owned land.
- We repeated the Dog Award Scheme this year for those responsible dog owners who continue to pick up after their dogs, instead of leaving their mess behind. Due to the previous success, we offered two £50 shopping vouchers that were given to two responsible dog owners for clearing up after their dogs correctly.
- Our Local Area Officer team successfully actioned 10,336 'See 'See it, Own it, Do it' jobs including litter picks and graffiti removal to ensure the district remains a welcoming and attractive place to live, work and visit.
- A total of 96 community and corporate social responsibility events were organised during the year to support environmental activities including litter picks and beach clean ups.
- In January 2020, we agreed to take over the responsibility of the Step Short commemoration memorial arch and committed an annual budget of £6,000 for the monument's upkeep and maintenance of the Step Short website following the decision of Step Short Charity to wind up its organisation. The monument is significantly important as it pays tribute to the millions of troops who marched through the town and down to Folkestone Harbour on the way to the battlefields between 1914 and 1918.
- Following our purchase of Westenhanger Castle in August 2019, we held our first public open day at the castle on the 30<sup>th</sup> November 2019 which was well attended by local residents. The event enabled residents to explore the Castle House and Grounds and find out more about its history and how the Castle fits into the Otterpool Park Masterplan.
- Following years of closure due to vandalism, we took over the lease of the public convinces in Bouverie Place Shopping Centre and invested £20,000 on revamping the WCs and allocated an additional £12,000 for future maintenance and upkeep of the facilities to provide an important amenity within Folkestone Town Centre.

Description	Q1	Q2	Q3	Q4	Target	2018/19 Comparison	2019/20 Summary	Target Met
Maintain a 4+ rating on trip advisor for the Coastal Park	-	-	-	-	4+ (Annual)	-	4.5	✓
Community environmental events (e.g. litter picks) held	23	21	21	16	15 (Quarterly)	66 (Total)	81 (Total)	✓
Community environmental volunteer hours committed	916	658	642	604	600 hours (Quarterly)	1,780 (Total)	2,820 (Total)	✓
Corporate social responsibility environmental events held	5	5	3	2	5 (Quarterly)	-	15 (Total)	✗

				<i>The number of corporate social responsibility events held did not meet target during Quarter 3 as no volunteers came forward in December and a scheduled event was cancelled due to poor weather. In Quarter 4 there was lack of overall uptake for these events in the early winter months of January and February. In March, team efforts were diverted to support the local response to the Coronavirus pandemic resulting overall in annual target of 20 events not being achieved.</i>				
Corporate social responsibility hours committed	267	328	318	60	240 hours (Quarterly)	996 (Total)	973 (Total)	✓
				<i>The number of hours in Quarter 4 was down due to lack of overall uptake for these events and team efforts being diverted to support the local response to the Coronavirus pandemic. However, the above target hours undertaken within the previous three quarters has seen the annual target of 960 hours exceeded.</i>				
Number of recorded See It, Own It, Do it, interventions completed	3,096	3,258	2,796	1,186	1,200 (Quarterly)	-	10,336 (Total)	✓
				<i>The team's efforts were diverted in March to support the local response to the Coronavirus pandemic, however the above target numbers for interventions achieved in the previous three quarters has seen the annual target of 4,800 exceeded.</i>				
Average time for graffiti to be removed from the time of being reported (Local Area Officers)	48 hours	24 hours	24 hours	24 hours	48 hours (Quarterly)	-	30 hours (Average)	✓
Warning Letters issued (Environmental Protection and Enforcement)	12	23	17	21	100 (Annual)	55 (Total)	73 (Total)	✗
				<i>Quarter 4 saw an increase in warnings letters being issued from Quarter 3. The number of warning letters has seen an overall increase on the previous year.</i>				
Number of enforcement notices served (e.g. Abatement Notices,	39	43	34	20	100 (Annual)	151 (Total)	136 (Total)	✓

Community Protection Notices)								
Enforcement - % of successful prosecutions	-	100%	100%	100%	100% (Annual)	-	100%	✓
Enforcement - Fixed Penalty Notices issued	38	61	52	68	150 (Annual)	180 (Total)	219 (Total)	✓
Enviro-crime patrol hours (dog fouling and littering)	426	415	414	411	2,800hrs (Annual)	1,818 (Total)	1,666 (Total)	✗
				<p><i>The number of patrol hours missed the annual target due to the number of Unauthorised Encampments that the Environmental Protection Team dealt with. However, the quality of intelligence received allows our officers to be in the right place at the right time which means more offences are being witnessed and more FPNs are being issued.</i></p> <p><i>The team overall has achieved great results with a significant amount of time being taken to deal with prosecutions and admin function. Additional resource is being employed to enhance the capacity of the team.</i></p>				
% of unauthorised encampments successfully removed from FHDC Land	100%	100%	100%	100%	100% (Annual)	-	100%	✓
Compliant air quality monitoring sites	16	16	16	16	14 Sites	14 (Total)	16 (Total)	✓
% of household waste recycled	50%	48%	44%	42%	50% (Quarterly)	47.5% (Average)	46% (Average)	✗
				<p><i>The overall reduction in tonnage associated with garden waste due to seasonality and increased incineration of household waste during Quarters 2-4 has directly impacted on the overall recycling rate.</i></p> <p><i>The Waste Services team have carried out a further campaign to reduce contamination within recycling bins to ensure that the material collected is of a good quality, this has involved speaking with residents to encourage them to recycle their waste correctly. A review of communication messages and initiatives to increase recycling rates will be undertaken next year alongside</i></p>				

				<i>further work with the Kent Resource Partnership through their own 'reduce, reuse and recycle' initiatives.</i>				
Number of missed collections per 100,000 population	9.5	7.52	3.79	9.03	50 (Quarterly)	6.7 (Average)	7.4 (Average)	✓
% of streets surveyed clear of litter within in the district	95%	93%	93%	94%	95% (Quarterly)	96.2% (Average)	93.7% (Average)	✗
				<p><i>Resources are now being deployed to high footfall areas and several changes have been made to the cleansing provision due to the extremely high demand around the district's beaches and promenade areas, these resources continue to be reviewed on a weekly (if not daily) basis.</i></p> <p><i>A monthly contract meeting with all managers continues to be held to oversee the progress of this.</i></p>				
% of returns to empty a missed bin by the end of the next working day if it is reported within 24 hours	92%	99%	95%	91%	95% (Quarterly)	90.2% (Average)	94.2% (Average)	✗
				<p><i>The percentage of returns to missed bins by the end of the next working day has been impacted this year due the poor collation of data at Veolia during Quarter 1. In the last part of Quarter 4, this has proved challenging operationally due to the Coronavirus pandemic and whilst a full collection service has been sustained, the returning to collect missed bins has been directly impacted as a result.</i></p> <p><i>The Waste Services Manager is working closely with Veolia to address underperformance by reviewing current service provision to target an increase in next working day returns.</i></p>				
Number of days to remove fly tipped waste on public land once reported	2.8	1	4	1	3 Days (Quarterly)	1.5 days (Average)	2.2 days (Average)	✓
Parking: Number of PCNs issued	5,387	5,697	5,667	4,829	No Target	21,492 (Total)	21,580 (Total)	-

Parking: British PCN recovery rate	66.5%	64.6%	63%	41.7%	70% (Quarterly)	61.3% (Average)	58.9% (Average)	✘
	<p><i>Under the Council's appeals process set in legislation for PCNs, the driver does not have to make payment whilst their objection is being dealt with. The parking services team have progressed cases more quickly this year, however some recovery cases can still take up to 9 months to obtain payment.</i></p> <p><i>In light of the Coronavirus pandemic recommendations from the British Parking Association and the LGA were for councils to put all outstanding PCN cases on hold during the Coronavirus lockdown period in recognition of the difficulties many people may be in. Bailiff enforcement was also suspended. This has impacted on the recovery figure for Quarter 4 and the overall average for the year.</i></p> <p><i>Case progression recommenced on the 13<sup>th</sup> May 2020, but with a flexible approach towards taking payments. Bailiff enforcement will now recommence on the 24<sup>th</sup> August 2020.</i></p>							
Parking: Foreign PCN recovery rate	45.2%	41.9%	37%	33.3%	50% (Quarterly)	44.4% (Average)	39.3% (Average)	✘
	<p><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. This year it has often proved challenging 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. Enforcement agents have continued throughout the year to pursue debtors, but due to the lack of legal grounds, the overall recovery rate has remained below target.</i></p> <p><i>In light of the Coronavirus pandemic recommendations from the British Parking Association and the LGA were for councils to put all outstanding PCN cases on hold during the Coronavirus lockdown period in recognition of the difficulties many people maybe in. Bailiff enforcement was also suspended. This has impacted on the recovery figure for Quarter 4 and the overall average for the year.</i></p> <p><i>Case progression recommenced on the 13<sup>th</sup> May 2020, but with a flexible approach towards taking payments. Bailiff action stills remain suspended.</i></p>							

## Health Matters - *Keeping our communities healthy and safe*

### We said we would:

- Promote healthy lifestyles within our communities
- Reduce the impact of anti-social behaviour
- Support the South Kent Coast Health & Wellbeing Board and Local Children's Partnership Group
- Ensure access to high quality open space
- Provide a new district leisure facility
- Ensure the best use of our community assets to support community and voluntary sector organisations
- Help reduce health inequalities through our services and partnership working



***Local volunteers from our Community Hubs have been supporting vulnerable people who are self-isolating.***

### How we performed in 2019/20:

- Our Community Safety Partnership (CSP) undertook a range of multi-agency operations across the district with partners including, Kent Police, Children's Services, Probation, KFRS. 'Operation Ariel' a monthly OP to tackle anti-social behaviour (ASB) and enforce the Public Space Protection Order. 'Operation Xenophon' was the setup of a multi-agency office in Pavilion Court, this is attended by the Community Safety Unit, Kent Police, Probation and Forward Trust and there has been a decrease in the number of issues within this building due to the location of partners. 'Operation Lion' was a full day of action at a targeted hot spot area every quarter and has been successful in terms of engagement with the community and residents, it has also dealt with some high risk ASB which was having a detrimental effect on the area. All these operations have helped to support and signpost vulnerable people to local services and enforce against anti-social behaviour, by providing warnings and serving enforcement notices.
- Our Community Safety Unit over the last year has been successful in obtaining a total of 5 closure orders on properties within the district that were deemed to be a nuisance to members of the public or had the potential for disorder.
- An East Kent Cuckooing working group was formed by our Community Safety Unit to produce district wide cuckooing guidance and a tool kit. This tool kit has been adopted by all Kent Local Authority's and received additional funding from the Violence Reduction Unit to launch the tool kit to all partners with a video raising awareness of Cuckooing.
- In November 2019 a multi-agency operation with Trading Standards resulted in the seizure of thousands of pound worth of illegal tobacco off the streets. This was well received by the local community and included a tobacco enforcement bus in the town location to raise awareness.
- The Community Safety Partnership was awarded over £31,000 of funding towards local projects and services to help tackle anti-social behaviour and crime and address issues such as Domestic Abuse and exploitation. A total of 13 projects were funded between April 2019 – March 2020 with the continuation of services including, the One Stop Shop, Aspire homelessness outreach and Urban Pastors. The CSP

were also successful in obtaining further funding for Rapid Deployment CCTV and Knife Wands to take forward more work within the district on violence reduction.

- In July 2019 more than 30 children from local schools took part in the Tall Ships programme, a life changing cross border project with schools in Boulogne, France. Those involved experienced different cultures, formed new friendships, improved confidence and self-esteem and overcame many personal and physical challenges, culminating in a 4 day sailing voyage as part of the Boulogne Sea Festival.
- In the wake of the COVID-19 Pandemic, we swiftly funded the establishment of three community hubs in the District. The hubs are operated by key partners; Three Hills Sports Centre supported by Citizens Advice and Kent Coast Volunteering in Folkestone; Age UK in Hythe and the Romney Marsh Day Centre in New Romney to provide vital support to locally vulnerable people who are self-isolating. The hubs are supported by local volunteers and council officers, which in the period (30<sup>th</sup> March – 17<sup>th</sup> April 2020) dealt with over 9,000 calls, 3,500 hot meal requests, 1,000 shopping requests and 724 prescription requests on behalf of residents.
- We provided funding of £3,500 towards the ‘Safety In Action’ interactive workshops for over 600 year six children from local schools at the Three Hills Sports Centre in Folkestone. The sessions organised by Salus and supported by organisations including Kent Police, British Transport Police, Kent Fire and Rescue Service, the RNLI, Kent County Council taught children about avoiding potentially dangerous situations and dealing with issues they may face as they become more independent and prepare for transition to secondary school.
- Our online community directory ‘Spotlight’ has continued to be enhanced to connect people across the district with local activities and support services. A new digital tool kit was launched to enable greater promotion of activities and services in the district through social media platforms. In the wake of the Coronavirus pandemic, Spotlight has been successfully utilised to sign post users to ‘virtual activities’ and support during the lockdown as well as ensure community groups could continue providing their activities ‘virtually’ during the pandemic.
- In July 2019, we installed a new wheelchair swing in Radnor Park to enable local disabled children to experience the unique sensation of being on a swing. The local Radnor Park community group raised funds for the wheelchair swing which the council match funded through the Roger De Haan Charitable Trust. The remaining costs were funded through Kent County Council and via local councillor ward grants.
- In addition to a new wheelchair swing, outdoor gym facilities were introduced for adults and young people aged 14 and over in Radnor Park, Folkestone in September 2019. The new facilities included gym rings, high bars, plyometric step boxes, and easy fixing points for TRX strength bands. The project was also funded through the Radnor Park Community Group with additional funding provided by Kent County Council and local ward councillor grants.
- A total 98 people with hoarding disorder were referred to the Home Straight Service funded by the council and run by Peabody South East Home Improvement Agency. 41 of these people have had their properties cleared and cleaned and are receiving ongoing support to prevent their home becoming dangerously cluttered again in the future.

Description	Q1	Q2	Q3	Q4	Target	2018/19 Comparison	2019/20 Summary	Target Met
% of premises rated 3 or above for food hygiene	97%	94%	94%	95%	95% (Quarterly)	95% (Average)	95% (Average)	✓
Number of licensing complaints investigated	9	8	5	7	<100 (Monthly)	107 (Total)	29 (Total)	✓
Number of visits and inspections to licensed premises	8	24	35	47	45 (Quarterly)	-	114 (Total)	✗
	<p><i>The number of visits and inspections to licensed premises did not hit target during the year due to resources focusing on the statutory compliance of taxi and private hire vehicles as well as an extensive investigation and preparation of evidence for a legal case against an unlicensed animal premises. Further training is planned to broaden specialist knowledge across the team, which should facilitate increased inspection work moving into 2020/21.</i></p>							
Number of people engaged in Public Space Protection Order education and prevention activity	200	200	75	135	200 (Quarterly)	-	610 (Total)	✗
	<p><i>The Community Safety Unit (CSU) experienced an increased level of engagement during Quarters 1 and 2 as result of proactive communications around the revised Public Space Protection Order (PSPO) introduced in June 2019. In Quarters 3 and 4, other methods engagement with the public around the PSPO were undertaken through a total of 10 OP Ariel's attended by multiagency partners to help tackle anti-social behaviour that breached principles defined within the order. Quarter 4 saw slightly higher engagement for the CSU due to the introduction of new Local Engagement Meetings which took place Jan, Feb and March, however in the final weeks of March, further planned multi agency operations were affected by the Coronavirus pandemic that impacted on overall engagement achieved during the final quarter of the year.</i></p>							
Fixed Penalty Notices issued under the Public Space Protection Order	4	1	0	0	No Target	-	5 (Total)	-

Number of young people engaged in ASB diversionary activities	125	100	46	691	100 (Quarterly)	-	962 (Total)	✓
				<p><i>Both Quarters 1 and 2 had higher levels of ASB diversionary activities due to council involved activities, including events such as Tall Ships. Quarter 3 was a quieter period for engagement due to the autumn months and the Christmas holidays. In addition the District Contextual Safeguarding Meetings were a new addition that did not begin until near the end of the 2019 year. Quarter 4 was significantly higher due to the Safety In Action event which was attended by 631 Year 6 pupils from 18 different primary schools.</i></p>				
Number of hospital admissions prevented or hospital discharges accelerated as a result of Private Sector Housing Team and partner intervention	65	79	76	42	100 (Annual)	-	262 (Total)	✓
No of Disabled Facilities Grants administered	17	20	20	21	No Target	-	78 (Total)	-

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

### **We said we would:**

- Ensure strong financial discipline
- Explore alternative income streams including commercial opportunities
- Develop an investment strategy for the longer term benefits of the district
- Explore opportunities including working collaboratively to achieve efficiencies, reduce costs and improve resilience
- Optimise the financial benefit from major developments in the shorter and medium term
- Identify 'Invest to Save' opportunities



***Westenhanger Castle will be a central feature of a new public park created as part of the long term vision for Otterpool Park.***

### **How we performed in 2019/20:**

- We successfully completed the purchase of land owned by Cozumel Estates at Otterpool Park for £25 million. The purchase included the freehold of the former racecourse and several houses, a total of approximately 200 acres and also includes the ability to purchase neighbouring farmland of a further 440 acres. The purchase will enable the Council to take the lead in delivering an exemplar garden town, bringing homes across a range of tenures, employment opportunities, leisure facilities, green spaces and major infrastructure improvements, together in a new, vibrant community.
- In August 2019, we purchased Westenhanger Castle and 14 acres of surrounding parkland. The castle is a popular wedding venue, managed by Idyllic Events and a management agreement was successfully negotiated with the company ensuring any maintenance of the grounds and castle are at no extra cost to the council. In the longer term, our commitment to Otterpool Park will see a new public park created around the castle. The park will feature a lake, improved water course and the moat refilled. The historic medieval barns on the site will also be brought back into use.
- Following the closure of Debenhams in Folkestone Town Centre in January 2020, we successfully agreed terms to purchase the freehold of the former department store as a centerpiece of the town's regeneration. Proposals for site include a health centre, leisure facilities, flexible work space and residential properties.
- Our Organisational Development team's contracts with Dover District, Thanet District and Canterbury City Councils to deliver apprenticeships in leadership and management and other learning and development courses raised over £125,000 of income for the Council exceeding the annual target of £100,000.
- Over £381,000 in Community Infrastructure Levy receipts was received in 2019/20 to help deliver the infrastructure needed to support housing development within the District.

Description	Q1	Q2	Q3	Q4	Target	2018/19 Comparison	2019/20 Summary	Target Met
Council tax collection	29.38% (cumulative)	56.67% (cumulative)	84.14% (cumulative)	97.48% (cumulative)	97.3% (Annual)	97.3% (cumulative)	97.48% (cumulative)	✓
Council tax reduction collection rate	23.62% (cumulative)	45.49% (cumulative)	65.91% (cumulative)	83.4% (cumulative)	82.5% (Annual)	84.2% (cumulative)	83.4% (cumulative)	✓
Business Rates collection	34.37% (cumulative)	58.57% (cumulative)	82.03% (cumulative)	98.03% (cumulative)	97.5% (Annual)	98.7% (cumulative)	98.03% (cumulative)	✓
Total annual income accrued from Oportunitas for the Council	-	-	-	-	£275,000 (Annual)	-	£227,481 (Total)	✗
	<p><i>The total annual income accrued from Oportunitas did not hit target for the year because lower than anticipated loan interest was received. The loan facility of £778k was not required until late March 2020 resulting in a reduction in interest to the Council of approximately £38k.</i></p>							
Total income collected from the Council's corporate property portfolio	£425,901	£434,720	£459,887	£444,500	£1.6 million (Annual)	-	£1,765,008 (Total)	✓
Total income received from delivery of East Kent apprenticeship programme	£14,631	£15,954	£35,215	£60,100	£100,000 (Annual)	-	£125,900 (Total)	✓
Total income received from FHDC apprenticeships	£2,769	£2,769	£2,769	£1,003	£8,000 (Annual)	-	£9,310 (Total)	✓
Total value of Community Infrastructure Levy Liability notices	£60,369.63	£519,212.80	£600,183.51	£105,769.26	No Target	-	£1,285,535.20 (Total)	-

Total value of Community Infrastructure Levy receipts	£106,292.20	£57,021.90	£83,340.65	£134,810.38	No Target	-	£381,465.13 <i>(Total)</i>	-
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## **Delivering Excellence** - *Deliver excellent customer service through commitment of staff and members*

### **We said we would:**

- Focus on the customer in delivering excellence
- Create a 'Digital by default' approach to services
- Keep all councillors, staff and customers informed
- Retain and recruit staff to deliver the new ways of working and challenges ahead
- Motivate and enable staff to maintain and enhance performance
- Sustain and develop a flexible and responsive workforce
- Recognise and reward the value of staff



***We achieved 12 compliance plusses in our Customer Service Excellence assessment this year.***

### **How we performed in 2019/20:**

- We were successful in re-applying for the Customer Service Excellence Accreditation and achieving 12 compliance plusses (given for innovative practise and for delivering a service that is over and above what the customer could normally expect). The independent assessor praised the rate and scale of improvements which illustrates the Council's focus on continuous improvement, positive feedback from our customers, the ongoing passion and motivation of staff, as well as our commitment to partnership working.
- 90% of customers using our web chat service positively rated it good/excellent.
- The introduction of our new multi-media contact centre system has enabled the customer services team to work from home and continue to respond to our customers' enquiries during the Coronavirus lockdown period.
- The expansion of our Welfare Team has enabled the Revenues & Benefits Team to reach out and support more vulnerable customers than ever before and encourage customers to claim the support they are entitled to. Folkestone & Hythe is the first Council to work with the Money Advice Trust, and staff have been trained on a variety of issues such as vulnerability, mental health and suicide prevention and awareness.
- Our Organisational Development Team has offered a broad range of training and support to help officers adopt new ways of working (e.g. Transformation launch event, Skype training video, and Supporting Customers to Self-serve training session). In March 2020 the team introduced the Zoom conferencing platform to the council and trained Councillors and Officers to use it in order to be able to respond quickly to our sudden changes in working practices in the wake of the Coronavirus pandemic.
- We successfully launched our new Folkestone & Hythe place brand promoting the district as an extraordinary place to live, work, visit and invest.
- Our ever popular 'Your District Today' publication reached more than 52,000 households across the district.

- The 2019/20 results of our organisation's gender pay gap shows the average gap between male and female employees is continuing to fall. We achieved a mean average difference of 1.11%, which represents a near 4% reduction year-on-year and is the second consecutive year the gap has fallen. The numbers are also significantly better than the mean average rates of 13.1% (nationally) and 6.1% (within local government) recorded last year.

Description	Q1	Q2	Q3	Q4	Target	2018/19 Comparison	2019/20 Summary	Target Met
Calls served (versus volumes of calls received)	86.6%	84.6%	93.2%	93.8%	80% (Monthly)	78.6% (Average)	89.6% (Average)	✓
Reduction in abandoned calls	9.73%	6.43%	7.52%	12.06%	1% (Annual)	-	9.93% (Average)	✓
Increase of customer self-serve transactions (compared to 2018/19)	-	-	-	-	5% (Annual)	-	41.18%	✓
% of dissuaded calls	0.15%	1.15%	0.25%	0.25%	2% (Annual)	-	0.46% (Average)	✓
% of customers satisfied with Web Chat service	90%	90%	89%	91%	88% (Annual)	-	90% (Average)	✓
Average number of days taken to process new claims for Housing Benefit	20	15.2	12.5	15.5	21 Days	20.9 days (Average)	15.9 days (Average)	✓
Lifeline - Number of calls answered within 60 seconds	98.5%	98.2%	98.4%	98.1%	97.5% (Monthly)	98.4% (Average)	98.3% (Average)	✓
Lifeline - Number of calls answered within 180 seconds	100%	99.9%	99.9%	99.8%	100% (Monthly)	100% (Average)	99.9% (Average)	✗
	<p><i>The target for the number of calls answered within 180 seconds was not met due to an increased level of calls the Lifeline Service received and the complexity of some of the calls requiring operators to spend longer dealing with individual client calls. In Quarter 4 alone, a total of 28,686 calls were handled. Home working for the service was fully implemented during the first half of April</i></p>							

				<i>and is now enabling staff to work remotely to meet the needs of customers using the service.</i>				
EKH -Average time taken to re-let council dwellings excluding major works	24.65 days	15.8 days	15.8 days	22.2 days	16.5 Days (Quarterly)	20.6 Days (Average)	19.6 Days (Average)	✘
				<i>The average time for re-letting council dwellings did not hit target in Quarter one due to a combination of repairs delays and letting refusals on council dwellings. In Quarter 4, the re-letting of dwellings was impacted due to allocation delays and Coronavirus in the final weeks of the quarter. Work is currently ongoing to transition the Council's social housing stock back in-house by October.</i>				
East Kent Housing - % of emergency repairs completed on time	99.62%	99.28%	99.55%	100%	98% (Quarterly)	99.6% (Average)	99.6% (Average)	✓
East Kent Housing - % of routine repairs completed on time	97.66%	99.61%	98.82%	99.06%	90% (Quarterly)	95.3% (Average)	98.7% (Average)	✓
All complaints will be acknowledged within 5 days as required in the policy	100%	99%	100%	100%	100% (Monthly)	97% (Average)	99.7% (Average)	✘
				<i>The average annual outturn for acknowledgment of complaints within 5 days was impacted as a result of staff changes.</i>				
All Freedom of Information / Environmental information Requests to be responded to within the statutory period of (20 working days or lawful extension).	93.1%	90.7%	44.9%	48.2%	90% (Monthly)	-	69.2% (Average)	✘
				<i>The Information Governance Team has faced ongoing challenges due to staff illness. More resource has been put in place. It is expected that there will be an</i>				

				<i>upturn in performance statistics in 2020/21 as training is completed and the team's professional capabilities are enhanced.</i>				
All Subject Access Request responses to be provided within the statutory period (1 calendar month or lawful extension).	55.5%	58.7%	88.6%	50%	100% (Monthly)	-	59% (Average)	x
				<i>See above commentary</i>				
No of website unique visits	137,169	119,822	138,700	149,697	>100,000 (Quarterly)	-	545,388 (Total)	✓
% change in unique website visits	- 9.8%	14.6%	20.4%	12.1%	5% increase (Quarterly)	-	9.3% (Average)	✓
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)	14,306 (as at end of December 2019)	15,300 (as at end of March 2020)	>12,400 (Quarterly)	-	15,300 (as at end of March 2020)	✓
Number of absence days per employee (Per full-time equivalent)	0.81	0.9	1.24	1.62	7 days (Annual)	5.86 (Total)	4.57 (Total)	✓
Number of apprenticeships made available for East Kent Authorities (Folkestone & Hythe, Thanet, Dover and Canterbury)	24	47	69	69	26 (Annual)	-	69 (total)	✓
Employee Net Promoter score	-	-	-	-	-20 or above (Annual)	-	-8	✓

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