

This Report will be made public on 7 June 2021



Report Number **C/21/11**

**To:** Cabinet  
**Date:** 23 June 2021  
**Status:** Non Key Decision  
**Assistant Director:** Charlotte Spendley – Director for Corporate Services  
**Cabinet Member:** Councillor David Monk – Leader of the Council

**SUBJECT:** Annual Performance Report 2020-21

**SUMMARY:** This report sets out how the Council has delivered for local people in the district in 2020-21 in response to the previous Corporate Plan (2017-20) vision of *investing for the next generation ~ delivering more of what matters*.

**REASONS FOR RECOMMENDATIONS:**

The Annual Report highlights the activities and achievements of Folkestone & Hythe District Council in 2020-21 against priorities set out in the previous 2017-20 Corporate Plan.

**RECOMMENDATIONS:**

1. To receive and note report C/21/11.
2. To approve the Annual Performance Report 2020-21.

## **1. Introduction**

1.1 The Council's Corporate Plan (2017-20) for the district, introduced six strategic objectives:

- More homes
- More jobs
- Health Matters
- Appearance Matters
- Achieving Stability
- Delivery Excellence

1.2 Underpinning each strategic objective was a set of priorities that explained how each objective would be achieved.

1.3 As Members will be aware, the Council adopted a new Corporate Plan 'Creating Tomorrow Together – 2021-30' in February 2021, at the end of the monitoring period covered by this report; this report will therefore be the last to monitor the strategic priorities of the previous 2017-20 Corporate Plan.

## **2. Annual Report 2020-21**

2.1 The Council has faced an unprecedented year as a result of the Coronavirus pandemic, but has continued to pursue an ambitious agenda in 2020-21 and the annual report set out in appendix 1 reflects the hard work and resilience of teams from across the organisation in contributing towards the priorities set out in the previous Corporate Plan.

2.2 Some of the highlights from the year include:

- Over 200 private sector homes being improved across the district as a result of interventions by our Private Sector Housing team.
- The successful reintegration of our Housing service from East Kent Housing in October 2020, with a dedicated team of staff that over the past six months has worked hard to put a series of improvements in place for the benefit of tenants.
- Securing a combined total for £5.5million to boost the Romney Marsh economy to deliver a new business centre at Mountfield Road, and supporting infrastructure over the next two-year period, helping to create 700 new jobs for the area.
- Adoption of a Carbon Action Plan to help the council in reducing its carbon emissions to net zero by 2030.
- Successfully renegotiation of the waste and street cleansing contract with Veolia that will introduce new green initiatives to help meet the commitments in the Carbon Action Plan.
- Awarding of a 'Certificate of Excellence' for the Council's swift establishment of District-wide Community Hubs in response to the Coronavirus Pandemic.
- Administering over £36 million in business grants to over 2,000 local businesses across the district since March 2020.

- Achieving 2 star accreditation from the 'Best Companies' survey that recognises the council as an '**outstanding**' organisation to work for.
- Successfully building on the previous recognition for customer service by being awarded a further three compliance plusses as part of the Customer Service Excellence accreditation.
- Adopting the Places and Policies Local Plan, in September 2020, to guide development on sites throughout the district, as well as holding virtual public hearings into the Core Strategy Review before two independent planning Inspectors.

2.3 These achievements have been achieved despite significant challenges: resources have had to be redeployed from planned work to the Coronavirus response, the Council's income has been affected as demand has risen, the Civic Centre has been closed, staff have had to adapt to home working and the capacity of our partners has been similarly affected.

2.4 Given this, it is inevitable that some areas of performance measured by KPIs has fallen short during the year due to the direct impact of the coronavirus pandemic on our operations and those of external delivery partners, most notably in bringing forward new affordable housing and employment schemes. Other reasons include, current legislation guiding both homelessness approaches and penalty charge recovery rates as well as temporary staff resourcing issues within some teams and seasonal factors affecting activities, including recycling collections.

2.5 Where performance has not been achieved, explanations have been sought from the relevant Service Managers and noted in Appendix 2.

### 3. KPIs in 2021/22

3.1 Following the adoption of the council's new corporate plan, further work has been undertaken with officers on developing a corporate action plan that will support the delivery of corporate priorities over the next three year period.

3.2 A draft of the action plan with supporting KPIs will be considered for comment by the Overview and Scrutiny Committee in the near future. Following scrutiny by the Committee it will then be taken to Cabinet for adoption.

### 4. Implications

4.1 Please give consideration to the following and provide information here (if relevant):

- **Legal (NE)** - There are no legal implications or risks arising directly out of this report. The Key Performance Indicators (as amended) must continue to take account of both existing and new statutory duties and responsibilities that are imposed on the Council by the Government. Failure to do so will put the Council at risk of legal challenge by affected residents and/or businesses. Whilst reporting on performance is not a statutory requirement, it is considered best practice to review the Council's progress against the Corporate Plan and Service Plans on a regular basis.

- **Finance (CS)** – There are no direct financial implications arising from this report. There is a presumption that targets will be delivered within existing resources of relevant departments and that officers will regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year. Adverse performance for some indicators may have financial implications for the Council. In the event that targets cannot be achieved within the agreed envelope of resources officers are expected to raise the issue through the appropriate channels as the needs arise.
- **Human Resources (RB)** –There are no direct Human Resource implications emanating from this report. The council has a People Strategy in place to support the delivery of the corporate plan and achievement of associated KPIs.
- **Equalities (GE)** Equality Impact Assessments (EIAs) are carried out on any services, projects or other schemes that have the potential to impact on communities and / or staff on the grounds of particular protected characteristics or socio-economic disadvantage. Over the course of the year, performance against some indicators might potentially have equality and social inclusion implications, if performance is not at an acceptable level. These will be highlighted as necessary in the corporate performance reporting.
- **Communications (KA)** – The annual performance report should be widely communicated internally and externally.

## 5. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

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### Appendices

**Appendix 1:** Annual Performance Report 2020-21

**Appendix 2:** 2020-21 KPI Data