



Folkestone and Hythe District Council Making a difference: a snapshot of our year 2018/19



Leader's Statement: This annual report provides an excellent opportunity to pause, reflect and consider the many achievements of Folkestone & Hythe District Council over the past 12 months. As council Leader, I'm always impressed by the scale and diversity of what we have achieved – from delivering more of what matters to you such as keeping our district clean and tidy and ensuring we deliver the right mix of homes in the right places, to investing in the future and continuing to provide excellent services.

This work is underpinned by our three-year corporate plan, published in 2017, which set out our vision of *investing for the next generation ~ delivering more of what matters*. Our aim is to transform the district and make Folkestone, Hythe, Romney Marsh and the Kent Downs somewhere that everyone can be proud to call home and a great place to work and do business.

This year we have continued to deliver for local people, with many excellent examples outlined in this Annual Performance Report and brought to life through our magazine, Your District Today. At the heart of this is our commitment to getting the basics right – collecting your rubbish, maintaining your parks and increasing the supply of new homes across the district. This report tells you how we are doing this, despite continuing financial challenges as Government cuts hit all councils hard.

But we are determined not to let limits on our budget restrict our ambition. We have progressed a truly diverse range of capital projects that focus on putting the community and our customer first. Our drive to build more homes and create more jobs in the district was demonstrated in early 2017 when we brought the Biggins Wood site. We plan to deliver more homes there - including affordable homes - and create high quality, modern workspace. Our ambitions continue with another major capital project to redevelop Princes Parade, providing a state-of-the-art leisure centre and pool that will deliver ongoing health benefits to local people. Ultimately, our biggest aspiration is to deliver Otterpool Park – a garden town for the future, and a new growing settlement that responds to its unique setting close to the Kent Downs Area of Outstanding Natural Beauty.

As well as providing much-needed new homes for local people, these projects also help boost our economy, from construction to delivery. More jobs will be created and we will continue to support existing businesses, through schemes such as Folkestone Community Works and our rejuvenation of town centres. We will ensure the district is a place where local enterprise can flourish and people want to work.

I'm proud that we use money wisely, and treat every penny as if it were from our own pockets. It means we can protect the services that matter most while investing for the future. We have achieved a lot together already but we have not finished, and I look forward to building on our work into 2019-20 and reporting back to you.

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 Ian Meyers
Cabinet Member for
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.

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 high levels of employment, delivering excellent value and high performance, and working together to support the life of living, 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 providing local culture and leisure activities and facilities.

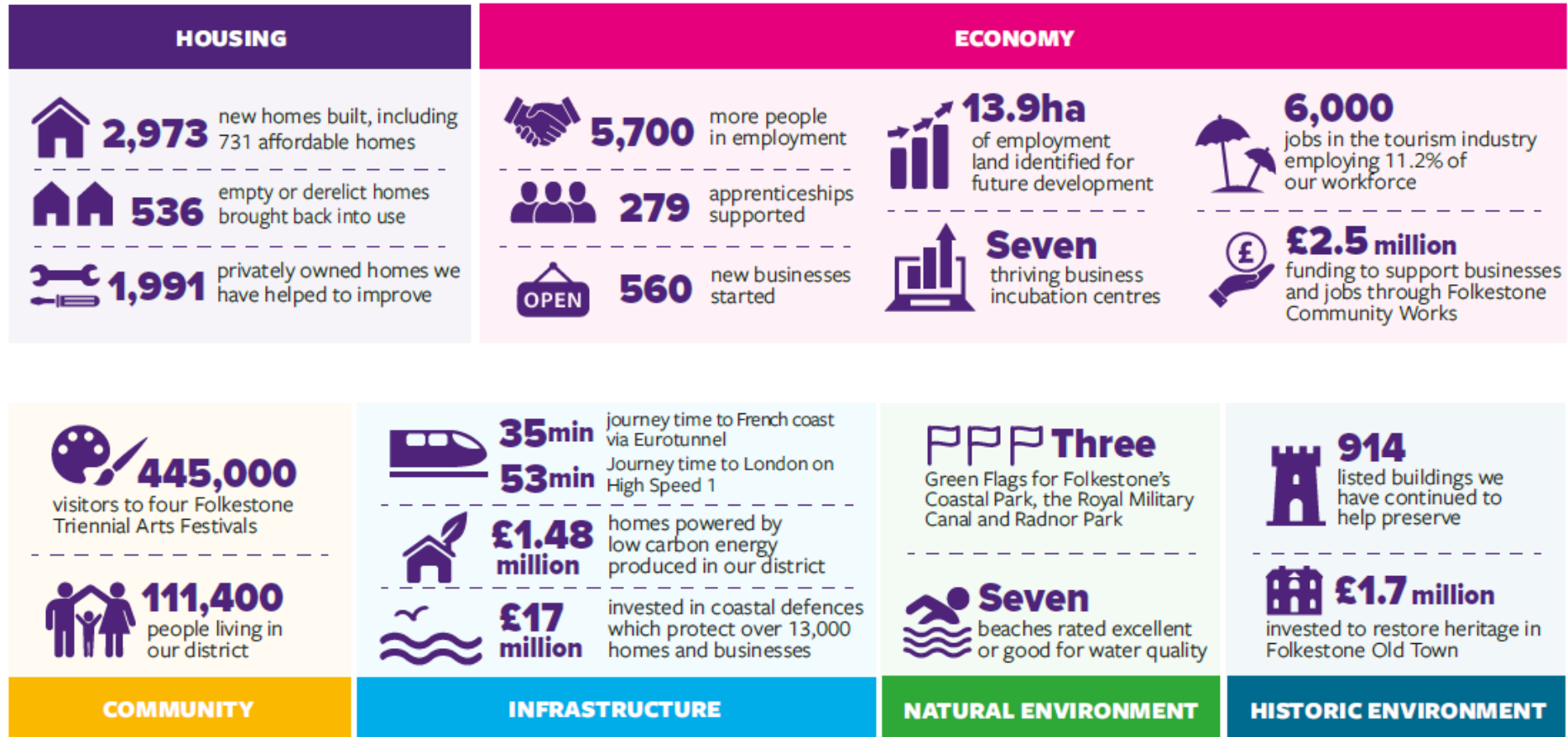
The Council and its staff won a number of national awards during 2018/19 for the delivery of its services, including;

- **Customer Service Excellence:** a Government standard developed to offer a practical tool for driving customer-focused change within their organisation. Following the completion of a surveillance visit, the Council retained its CSE accreditation with 7 compliance plusses were awarded, and a further 4 compliance plusses accredited.
- **IESE Silver Award:** Our Area Officer team was rewarded at the iESE Public Sector Transformation Awards, taking home Silver in two categories: Community Focus - Place, and Transformation in Environmental Services.



- **Granicus 'Creative Campaign of the Year award:** Our 'Pick me up before you go-go' campaign was shortlisted, making it into the top three in the UK!
- **Green Flag Award** - The Lower Leas Coastal Park, Royal Military Canal and Radnor Park were awarded the prestigious Green Flag, a national award recognising the district as having some of the best parks and open spaces in the country.
- **IRRV Finalists** – Our Revenue and Benefits Team reached the finals of IRRV awards for the category of 'District Team of the Year'
- **Armed Services Award** – Our Communities team received a service champion award for their work in supporting the Armed Forces community in our district.
- **UKHA Awards 2018** - Winner for No Use Empty scheme, bringing empty homes back into use across the district.

Your Council – the last 10 years



Summary of performance in 2018/19

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 Council uses the outturns of performance measurements, known as Key Performance Indicators (KPIs) to determine whether it has been successful in achieving its annually set targets. KPIs are monitored by the Council on a quarterly basis. During the past 12 months, all KPIs have been reviewed to ensure they align to the Corporate Plan, allowing the Council to measure progress in delivering its strategic objectives and priorities.

Therefore, this annual report contains a summary of the performance of Folkestone & Hythe District Council. The Council has performed well in 2018/19 with 54 of the 75 indicators performing satisfactorily and meeting/exceeding target or on track by the close of the year.

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 homes at Roman Way, Cheriton

How we performed in 2018/19

- 466* 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 £1.25m government grant was awarded to the Council to help prepare plans for Otterpool Park, the district's new Garden Town.
- The Council submitted its planning application for 8,500 homes at Otterpool Park. The application was successfully validated and a statutory consultation opened to the public to review and comment on the application between March-May 2019.
- Together with partners, we delivered a total of 79 new affordable homes for rent and shared ownership boosting the supply of much needed homes in the district.
- £3 million funding was secured from Homes England Accelerated Development Fund to help bring forward more than 220 new homes, including almost 70 affordable homes, at Biggins Wood in Folkestone and Princes Parade in Hythe.
- Individuals and families from our housing list moved into 28 new council homes in Gurkha Way and Military Road, Folkestone, as part of a housing development built in partnership with local housing developer, Jenner.
- Six new flats were completed at Roman Way, Cheriton, designed by a Council architect and built by Alliance, a local building company. The flats have been specially designed and adapted for wheelchair users and are part of a ten-year, £30m investment into council house building, delivering affordable homes for rent and shared ownership.
- 272 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.
- 93 long-term empty homes were returned to use across the district, providing more good quality homes for local people. The Council's success in bringing long-term empty properties back in to use was featured on the BBC series 'The Empty Housing Scandal'.

- Two suitable properties providing 8 units were acquired and renovated as part of the Council's drive to provide good quality, affordable temporary accommodation to homeless households.
- Over £70,000 was invested by the Council into funding local street homeless services, including Porchlight, Rainbow Centre, Salvation Army and Sanctuary.
- The Council was recognised by the Ministry of Housing Communities and Local Government (MHCLG) for its ongoing work to alleviate homeless and street homeless within the district, receiving additional funding of £296,321 for 2019/20.
- The Places and Policies Local Plan was submitted to the Secretary of State for independent examination and identifies sites considered suitable for development throughout the district to provide up to 2,500 new homes and land for offices, community uses and other types of development.
- We consulted on the Submission Draft Core Strategy Review, setting out how the development needs of the district will be met up to 2037.

Description	Q1	Q2	Q3	Q4	Annual Target	2017/18 Comparison	2018/19	Target Met
New homes built	-	-	-	-	400	612	*466 (Figure being verified)	✓
Council new builds to start on site	0	0	0	8	20	22	8	✗
	<p><i>Start/completion dates can be affected by a range of factors including land acquisition, planning consent and procurement. Work is in progress to start 35 additional homes for affordable rent and shared ownership purchase at Highview in Folkestone within the next few months.</i></p>							
Additional affordable homes delivered in the district by the Council and its partner agencies	50	1	12	16	80	99	79	✗
	<p><i>The annual target was missed by just one home during what has been a very successful year with 79 new affordable homes being delivered in the district. Over the next year, 43 new Council homes for rent and shared ownership will be delivered alongside a further 75 housing association homes for rent and shared ownership purchase in Cheriton, New Romney, Sellindge and Stelling Minnis. The Council is seeking to increase the number of Council homes</i></p>							

Description	Q1	Q2	Q3	Q4	Annual Target	2017/18 Comparison	2018/19	Target Met
				<i>for rent and shared ownership provided through its new build and acquisition programme, following Government's announcement to remove the Housing Revenue Account cap.</i>				
Homes provided in the district for low cost home ownership	15	9	5	0	32	51	22	x
				<i>Over the next 6-12 months approximately 70 affordable homes for rent and shared ownership purchase will be delivered by our housing association partners on sites in New Romney, Sellindge, Stelling Minnis and Cheriton. The Council will also be starting at least 7 units on site in Folkestone which will specifically be delivered for shared ownership purchase.</i>				
Long term empty homes brought back into use	24	10	22	37	70	74	93	✓
Private sector homes improved as a result of intervention by the Council and its partner agencies	60	145	42	24	130	254	272	✓
Number of homelessness approaches made to the Council	346	325	302	339	No target	610	1,312	-
				<i>The implementation of the Homelessness Reduction Act (2017) in April 2018 imposed new statutory processes on all local housing authorities. As a result, the Council has seen an expected, but significant rise in the number of clients approaching its homelessness services for assistance – on par with other local authorities based across Kent and Medway.</i>				
Number of homelessness approaches accepting a personal housing plan	38	60	45	73	No target	Not available	216	-
Number of homelessness approaches declining or withdrawing a personal housing plan	34	10	0	9	No target	Not available	53	-

Description	Q1	Q2	Q3	Q4	Annual Target	2017/18 Comparison	2018/19	Target Met
Number of homelessness approaches prevented	289	233	192	141	No target	Not available	855	-
Number of homelessness approaches carried forward to the homeless duty relief stage	23	82	56	61	No target	Not available	222	-
Number of homelessness approaches owed Main Housing Duty	4	2	0	0	No target	Not available	6	-
Average number of households in temporary accommodation	35	26	25	17	35	37	20	✓
Number of families in temporary B&B accommodation	2	0	0	3	6	0	1	✓
Number of families in temporary B&B accommodation over 6 weeks	0	0	0	2	0	3	2	✗
				<i>Two suitable properties providing 8 units have been acquired and renovated as part of the Council's drive to provide good quality, affordable temporary accommodation to homeless households, as an alternative to bed and breakfast accommodation.</i>				
Number of 16/17 year olds in temporary B&B accommodation	0	0	0	0	0	0	0	✓
Number of 16/17 year olds in temporary B&B accommodation over 6 weeks	0	0	0	0	0	1	0	✓
Average number of weeks families are staying in temporary B&B accommodation	0	0	0	6.6	6 weeks	4.5	1.6	✓
Average number of weeks single persons are staying in temporary B&B accommodation	2.6	0	5.6	16	8 weeks	12	0	✓
% of major planning applications to be determined within statutory period	100%	80%	100%	100%	50%	86%	95%	✓
% of non-major planning applications to be determined within statutory period	89.3%	89.1%	82.5%	76.6%	70%	81.7%	84.3%	✓
% of other planning applications to be determined within statutory period	88.5%	91.5%	76.85%	64.71%	85%	90.3%	80.3%	✗

Description	Q1	Q2	Q3	Q4	Annual Target	2017/18 Comparison	2018/19	Target Met
								<p><i>Whilst Quarters 1 and 2 outperformed the annual target, the remaining quarters have been impacted by staff leavers and internal promotions. Permanent and temporary agency resource is now in place, but performance may remain lower than target for a period while the backlog of applications is cleared.</i></p>

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



Launch of Folkestone Community Works

How we performed in 2018/19

- We successfully engaged 20 businesses across the district through our engagement programme to key employers, including Saga, EDF, West Design, Cowling & Wilcox, and MOTIS. The meetings identify areas where the Council can support the growth of these important companies, including meeting their future expansion (or consolidation) needs in order to retain jobs in the district. Opportunities are also identified to link with other organisations such as Folkestone College regarding training and skills development. These companies are encouraged to use the Folkestone Works website (www.folkestone.works) to promote their success stories, thereby also providing third party validation of Folkestone & Hythe District as an attractive business location.
- A new Folkestone & Hythe District business guide was published to promote the District as an attractive place for inward investment.
- An independent retail study of Folkestone Town Centre was commissioned to assess the changing needs of the local economy.
- The Folkestone Community Works (FCW) programme; a European funded programme to support community initiatives was launched. A total of £380,000 has been allocated so far to four projects aimed at helping local residents into employment, voluntary work or training in the areas of highest deprivation in Folkestone.
- Planning consent was successfully secured for new business workspace at Mountfield Road Industrial Estate, New Romney and will provide 13 units each ranging from 23-60 square metres for office-type uses.
- Planning consent was provided releasing a further five hectares of land at the Mountfield Road Industrial Estate for employment purposes.
- We successfully submitted an Expression of Interest to the government's Future High Streets Fund in March 2019 to enhance Folkestone town centre's retail, leisure and commercial offering to make it a destination where people will want to work, live, visit and invest.
- Working with BT Openreach to extend superfast broadband into New Romney to help support and encourage small and medium sized businesses to locate to the area have been successfully realised. The Openreach exchange in New Romney is

now superfast broadband enabled and this service is available to businesses at the Mountfield Road Industrial Estate and surrounding areas.

Description	Q1	Q2	Q3	Q4	Annual Target	2017/18 Comparison	2018/19	Target Met
Applications for external funding	0	1	1	2	2	4	4	✓
Investment in the FHDC area scheme	0	0	0	1	1	1	1	✓
Delivery of the business accommodation scheme	0	0	0	0	1	2	0	✗
					<p><i>The Economic Development team continues to progress a business accommodation scheme in the district. Work to date includes; helping to bring forward the business space component of the Biggins Wood and Otterpool Park schemes by working with local employers with business accommodation needs; supporting an employment hub and infrastructure to unlock remaining undeveloped land plots for business units at Mountfield Road Industrial Estate in New Romney; and, the successful use of the Folkestone Community Works project to provide European Regional Development Funding to lever in match funding investment in business space accommodation.</i></p>			
Delivery of the engagement programme to key employers	4	5	5	6	6	16	20	✓

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



The district's Area Officers at work

How we performed in 2018/19

- Our Environmental Enforcement team dealt with 71 unauthorised encampments. The majority of the encampments related to a single family moving around the district, whilst other instances occurred on private, Ministry of Defence, NHS, Church and KCC Highways land. All encampments that were situated on Council land were successfully removed or granted possession orders for removal in a Magistrates court a total of 13 times.
- As part of a clampdown on fly posting in the district, 102 formal notices and 112 Fixed Penalty Notices were issued.
- We had two successful prosecutions resulting in substantial fines and costs being awarded for fly-tipping, one of which was for three counts of fly-tipping.
- Early morning enforcement patrols at problematic hotspots for areas including flyposting, dogs off leads and littering, contributed to a total of 198 Fixed Penalty Notices being issued during the year.
- The Lower Leas Coastal Park, Royal Military Canal and Radnor Park were awarded the prestigious Green Flag, a national award, recognising the district as having some the best parks and open spaces in the country.
- Six of the district's beaches were rated by the Environment Agency as 'good' or 'excellent' at popular locations including Sunny Sands in Folkestone, Sandgate, Hythe, Dymchurch, St Mary's Bay and Littlestone.
- 12 high-tech solar powered bins known as 'Big Belly' bins were provided in the Lower Leas Coastal Park as part of a major drive to tackle problems with litter. The new bins hold up to eight times more litter compared with a standard bin and built-in sensor technology constantly monitors how full it is, notifying the Council before it needs emptying.

- We introduced our new Area Officer service, completing 4,836 ‘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 44 community and business events were organised supporting environmental activities including litter picks and beach clean ups.
- Government recognition of the incredible work our Area Officers undertake, realised £19,000 funding towards new equipment to help staff and community groups scrub, sweep and smarten up all areas of the district.
- Folkestone & Hythe’s residents are helping to make a difference, increasing the amount of household waste recycled to more than 47.5% in 2018/19 compared to 44% in the previous year.
- Vital coast defence work was completed with over 50,000 tonnes of shingle moved onto local beaches to provide vital protection and help dissipate the effect of the weather.

Description	Q1	Q2	Q3	Q4	Annual Target	2017/18 Comparison	2018/19	Target Met
Percentage of household waste recycled	50%	48%	46%	46%	47%	44%	47.5%	✓
Number of missed collections per 100,000 population	6.42	7.44	5.44	7.8	50	2.8	6.7	✓
Percentage of streets surveyed clear of litter within the district	95%	97%	98%	95%	95%	99%	96.2%	✓
Percentage of streets surveyed clear of detritus within the district	77%	85%	90%	92%	90%	96%	86%	✗
				<i>Performance has steadily been improving throughout the year on the streets surveyed clear of detritus within the district. Overall more streets have failed on inspection than last year but work continues with our contractor to ensure that this standard continues to improve.</i>				
Number of days to remove fly tipped waste on public land once reported	1	2	2	1	3 days	0.8 days	1.5 days	✓
Percentage of returns to empty a missed bin by the end of the next working day if it is reported within 24 hours	92%	91%	90%	88%	100%	93.9%	90.2%	✗
	<i>This figure still does not represent the exact figure due to miss reporting on the system rather than service failure. We continue to</i>							

	<i>work with our contractors on ensuring that data they provide is correct.</i>							
Average number of hours to remove offensive graffiti in public places	1.36	2.1	5.05	1.02	4 hours	2.4 hours	2.3 hours	✓
Number of enforcement notices served	30	50	24	47	60	165	151	✓
Compliant Air Quality Monitoring Sites	14	14	14	14	14 sites	14	14	✓
Enforcement - Fixed Penalty Notices issued	29	75	42	34	50	165	180	✓
Enforcement – Number of Hours spent on environmental crime patrol	418	506	573	321	2,800	1,391	1,818	✗
	<i>Patrol hours across district have exceeded last year's annual comparison However, overall, the annual target has been impacted as a result of staffing resources being diverted to action and enforce a significant increase in the number of unauthorised encampments within the district during the year.</i>							
Enforcement – Number of warning letters issued (Environmental Protection)	2	2	14	37	No target	76	55	-
Stray dogs found	38	31	28	26	No target	140	123	-
Stray dogs successfully returned to owner	20	19	8	11	No target	66	58	-
Parking: Number of PCNs issued	5,294	5,314	5,286	5,598	No target	19,281	21,492	-
Parking: British Vehicle PCN recovery rate	55.9%	61.6%	62.9%	64.8%	70%	58.5%	61.3%	✗
	<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. Following a review of resource requirements, additional staffing was approved in September 2018 to help address the additional workload demand and support improvements to customer service. As a result, performance has shown a continued improvement at the end of the year, however the PCN appeals process is lengthy with so many of the cases still being progressed, which has consequently impacted on the target not being reached this year. Drivers who</i>							

				<i>have refused to pay their PCNs are being actively pursued by our enforcement agents. The PCN recovery process can take up to 9 months in some cases to recover payment.</i>				
Parking: Foreign Vehicle PCN recovery rate	36.9%	48.4%	48.3%	44.2%	50%	38.5%	44.4%	X
				<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. However, the Council has and will continue to actively progress FRV PCN cases with partner enforcement agencies.</i>				

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



Operation Ariel partners out and about in Hythe

How we performed in 2018/19

- Our Community Safety Partnership undertook ten multi agency operations across the district with partners including, Kent Police, Children's services, Probation and the Forward Trust as part of 'Operation Ariel' to help support and signpost vulnerable people to local services and enforce against anti-social behaviour, by providing warnings and serving enforcement notices.
- A public consultation was undertaken on a proposal to introduce a new Public Spaces Protection Order (PSPO), a legislative tool helping to tackle anti-social behaviour within the district. More than 400 responses were received, providing public support for seven measures, including the control of alcohol consumption. The new PSPO has now been successfully introduced following its adoption by Cabinet in June 2019.
- Our Community Safety Partnership awarded over £31,000 of funding towards local projects and services to help tackle anti-social behaviour and crime.
- Over 500 children from across the district attended Safety in Action Day, an interactive event for Year 6, to learn about some of the risks and dangers they may face including drug and alcohol awareness, road safety and sexual exploitation as they become more independent and prepare for transition to secondary school.
- Our Community Safety Partnership hosted a Mental Health Conference, attended by over 350 professional organisations from across the County. The event explored the way mental health affects individuals through all stages of life, from birth to older persons.

- The Local Children’s Partnership Group distributed over £55,000 towards local community projects empowering young people to make safe and positive decisions, promoting healthy weight and positive self-image.
- A total of £46,000 of Council funding was allocated to 17 local projects marking the centenary of the end of World War One.
- A new online directory ‘Spotlight’ was launched helping to connect people across the district with the hundreds of clubs, classes, activities and support services that are available locally.
- 176 Member Ward Grants totalling £90,000 benefitted local charities and community groups.
- Annual grant funding was renewed with Citizens Advice, Folkestone Sports Centre, Shepway Sports Trust, Academy FM and Quarterhouse to help support improved health and wellbeing within local communities.
- We promoted healthier communities and place making as part of a forward plan for health in new developments such as Otterpool Park and Princes Parade leisure centre.
- More than 130 food businesses were inspected across the district, helping to grow the district’s vibrant offer of cafes, restaurants and eateries.
- Local businesses have continued to support local areas, with over 500 volunteering hours undertaken in the year to support community litter picks. Participating organisations include ASDA, Wilko, Abbeywell Vets, Holiday Extras, Balfour Beatty, Sleeping Giant Media, Coty, Environment Agency and The Radnor Arms.

Description	Q1	Q2	Q3	Q4	Annual Target	2017/18 Comparison	2018/19	Target Met
ASB Complaints that have been investigated and resolved	50	109	95	120	100	103	374	✓
Number of supported community litter picks	19	15	11	21	24	47	66	✓
Number of community volunteer hours	250	596	264	670	1,200 hours	1,521	1,780	✓
Number of corporate social responsibility business volunteer hours	120	240	395	241	240 hours	671	996	✓
% of premises rated 3 or above	95%	95%	94.4%	95%	95%	95%	95%	✓
Number of licensed premises inspected	54	37	13	28	>120	134	132	✓
Number of complaints about food premises investigated	21	10	19	7	<100 complaints	113	57	✓

Number of caravan sites inspected	2	0	2	0	10	13	4	X
				<p><i>The number of inspections to caravan sites this year did not meet annual target due to a reduction in staffing resources, which has led to the team prioritising high risk areas of licensing, including taxi inspections. Discussions are taking place with the Local Area Officer team to look at a solution to resolve resilience and performance issues associated with the inspection of caravan sites in the 2019/20 year.</i></p>				
Number of licensing complaints requiring investigation	28	23	28	28	<100 complaints	79	107	X
				<p><i>The increase in the number of licensing complaints during the year was associated to taxi drivers and their vehicles. An online reporting system was introduced on the Council's website this year has raised awareness and encouraged people to report any concerns about taxi drivers and their vehicles to licensing team for further investigation.</i></p>				

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



Council purchase of Connect 38

How we performed in 2018/19

- The Council purchased Connect 38, an office block offering 80,000 sq. ft. of premium retail and office space with close proximity to Ashford International Railway Station supports the Council's ambitions to pursue a commercialisation agenda to generate an alternative income that will support us in continuing to deliver excellent services for the District against a backdrop of reduced funding from Central Government.
- The Council has identified key areas in Folkestone town centre providing the opportunity for distinctive developments and is liaising with the landowners and preparing planning guidance to demonstrate the Council's ambition for the sites and help unlock funding for development.
- Planning application fees generated income of £561,881 and planning pre-application advice a further £107,000 exceeding budget targets for the year.
- Oportunitas Ltd, the Council's Housing and Regeneration Company successfully generated over £238,000 in rental income in 2018/19. Since 2014, the company has built an extensive portfolio of property (37 homes and 1 commercial unit).
- Our Organisational Development team signed 2 year contracts with Dover District, Thanet District and Canterbury City Councils to deliver apprenticeships in leadership and management and other learning and development courses. These contracts will bring in £260,000 over 2 years.

Description	Q1	Q2	Q3	Q4	Annual Target	2017/18 Comparison	2018/19	Target Met
Business Rates collection	34.2% (Cumulative)	58% (Cumulative)	83.2% (Cumulative)	98.7% (Cumulative)	97.5% (Cumulative)	99.4%	98.7%	✓
Council Tax collection	29.7% (Cumulative)	56.9% (Cumulative)	84.1% (Cumulative)	97.3% (Cumulative)	97.3% (Cumulative)	97.5%	97.3%	✓
Council Tax reduction collection rate	25.9% (Cumulative)	47.8% (Cumulative)	69.5% (Cumulative)	84.2% (Cumulative)	82.5% (Cumulative)	84.4%	84.2%	✓
% Invoices paid within agreed timescales (30 days)	83.9%	90.53%	94.4%	85.7%	100%	94.1%	88.6%	✗
				<p><i>The percentage of invoices paid within the agreed timescale of 30 days did not meet target this year due to delays in East Kent Housing processing and approving numerous quarterly utility company invoices for payment relating to the council's landlord responsibilities for its housing stock. East Kent Housing are currently taking action to resolve the delay in the payment of these invoices. Over the year of the 2,327 trade invoices processed by East Kent Housing 1,641 were paid on time (70.5%).</i></p>				
Oportunitas – value of works invoiced (Grounds Maintenance)	£17,475	£9,851	£29,579	£13,222	£40,000	£66,988	£70,126	✓

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



Your District Today

How we performed in 2018/19

- We successfully retained our Customer Service Excellence Accreditation, with 7 compliance plusses awarded, and a further 4 compliance plusses accredited. The additional compliance plusses were awarded for improving customer journeys by collecting and analysing data to continuously improve the quality our services, improving information we provide to our customers by using plain English, consulting with our residents on local plans and changes to our services as well as engagement with the wider community.
- With over 30 years' experience in keeping our clients safe, more than 5,000 vulnerable individuals benefitted from our Lifeline telecare service.
- We've worked with 47 people from across the partner authorities plus our own staff to invest in their career development through enrolling them on two year apprenticeships. The Organisational Development team is also delivering a range of courses for our partners, some will be for staff across East Kent authorities, including FHDC (providing our staff with a great opportunity to meet colleagues to share best practice). We have expanded the team to take on this work, giving us greater resilience and new skills to drive high performance at FHDC.
- A survey of public sector websites judged our website as being three out of four stars. The score means our site is ranked 'good' following an evaluation as part of the 'Better Connected' survey by the Society of IT Management. There was particular praise for the planning and parking sections, echoing feedback from judges who granted the council a gold award for how it uses technology to transform services.
- 91% of customers using the new web chat service positively rated it good/excellent.
- Our customers successfully completed more than 25,000 online customer transactions.

- Our ever popular ‘Your District Today’ publication reached more than 52,000 households across the district.
- A new digital service to help residents pay outstanding Council Tax, Business Rates or rent arrears was trialled, making it easier for people to pay for Council services online, quickly and easily through a secure payment facility.
- Our Electoral Services team scored the highest score in the last decade for the annual canvass. 96.5% of properties in the district were canvassed, nearly 7% over the 90% target. This achievement has allowed the electoral services team to provide an accurate and up to date register for the coming 2019/20 year.
- Our officers helped ease the transition to Universal Credit, providing customers with additional support and guidance based from the local JobCentre.
- We pledged our commitment to deliver the Government’s Local Digital Declaration, ensuring online services are designed to meet people’s needs and deliver value for money.
- Our latest gender pay gap data showed a reduction in the average pay gap between male and female employees. The 2018/19 data shows a mean average of 4.97 per cent, meaning that the average hourly pay for male staff is less than five per cent more than for female staff. Last year, the mean average was almost eight per cent, with a 12 per cent difference reported nationally. But the figures also show that when the median average is used, women at the Council earn, on average, 7.24 per cent more per hour than men.
- A Staff Recognition scheme was adopted, celebrating staff at all levels in the Council who ‘go the extra mile’ to provide excellent customer service, support our core values and deliver our corporate priorities.

Description	Q1	Q2	Q3	Q4	Annual Target	2017/18 Comparison	2018/19	Target Met
Customer Services - Calls served (versus number of calls received)	72%	77.5%	84.7%	80.1%	80%	82.1%	78.6%	X
				<i>Customer Services has been impacted by considerable staff turnover in 2018/19, due to internal promotions and secondments. New staff have been recruited and are completing their customer contact training. Recruitment will extend into 2019/20. Performance will continue to be monitored</i>				
Customer Services - Average wait for calls (except peak times)	4 mins 51 secs	4mins 20 secs	2mins 39 secs	3mins 54 secs	3 mins	3 mins	4mins 6 secs	X
				<i>Customer Services has been impacted by considerable staff turnover in 2018/19, due to internal promotions and secondments. New staff have been recruited and are completing their customer</i>				

				<i>contact training. Recruitment will extend into 2019/20. Performance will continue to be monitored</i>				
Customer Services - Customers seen within 10 minutes of an appointment	100%	99.7%	100%	94.3%	90%	99%	98.5%	✓
Average number of days taken to process new claims for Housing Benefit	21	19.1	20.7	22.6	21 days	24.6	20.9	✓
Average number of days to process new claims for Housing Benefit from the date the complete evidence is received	6.2	4.4	6.1	8.7	10 days	7.6	6.3	✓
Average number of days to process change of circumstances for Housing Benefit from the date complete evidence is received	5.7	4.1	4.8	2.8	7 days	4.6	3.9	✓
Average number of days taken to process new claims for Council Tax Reduction	18.1	17.6	20.9	20.6	21 days	22.5	19.3	✓
Average number of days taken to process change of circumstances for Council Tax Reduction	10	9.1	11.2	8.2	10 days	10.5	9.6	✓
All complaints will be acknowledged within 5 days	100%	100%	88.8%	99.3%	100%	100%	97%	✗
				<i>As a result of staffing resilience issues, the complaints workload transferred to the Business Support unit in Quarter 3 in order to resolve both resilience and performance issues moving forward.</i>				
All standard FOI and EIR requests will be satisfactorily replied to within the statutory timeframe of 20 working days after receipt (including number of requests received)	92%	91.5%	95.4%	94.8%	100%	94.1%	93.5%	✗

				<p><i>The environment surrounding EIR and FOI continues to be challenging, with the Council receiving high volumes of requests that are frequently technically complex. The push to proactively publish materials has continued to make good ground and this is reflected in the steadily improving response rate. Ongoing challenges include delays in information being provided for consideration, complex cases requiring extended consideration of exemptions, and in a minority of cases, administrative oversights. Continued efforts are being made to address all of these factors in an effort to continue to improve departmental performance.</i></p>				
FOI - All subject access requests will be satisfactorily replied to within the statutory timeframe of 40 days (including number of requests received)	100%	83.3%	100%	50%	100%	70.8%	66.6%	✘
				<p><i>Although the Subject Access Request caseload is relatively small, staffing resource has been impacted and diverted by the increase in the number and complexity of FOI/EIR requests received, which has impacted the overall annual performance.</i></p>				
Planning - Respond to all Local Land Charge searches within 10 working days	100%	100%	100%	100%	100%	100%	100%	✓
Parking - Respond to all Fixed Penalty Notice challenges within 20 working days	77.6%	81.3%	88.3%	95%	100%	92.1%	85.5%	✘
				<p><i>The continued implementation of Controlled Parking Zones in the district has significantly increased the Parking team's workload. Performance has continued to be monitored throughout the year, with additional staffing resources approved in quarter 3 enabling a healthy improvement in performance going into quarter 4.</i></p>				
Lifeline - Number of calls answered in 60 seconds.	98%	98.3%	98.5%	98.7%	97.5%	97.9%	98.4%	✓
Lifeline - Number of calls answered in 180 seconds	100%	100%	100%	100%	100%	99.9%	100%	✓

EKH - Average time taken to re-let council dwellings excluding major works	15.2 days	17.9 days	21.9 days	27.4 days	19 days	14.6	20.6	x
				<p><i>During the second half of 2018/19, a number of hard to let properties became available for re-letting. East Kent Housing and the Council experienced considerable difficulties in letting the properties. In addition to this, a number of properties were subject to multiple applicant refusal. The Council's Housing Options Team are currently working with EKH to review all aspects of the lettings process to ensure that re-let times are minimised as much as possible going forward. Nationally, local authority homes were vacant for a median of 28 days before re-letting in 2017/18.</i></p>				
EKH - % of emergency repairs completed on time	99.3%	100%	99.7%	99.4%	98%	99%	99.6%	✓
EKH - % of routine repairs completed on time	98.5%	96%	96.6%	90%	90%	99.7%	95.3%	✓

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