



# **Council Meeting**

**Council Offices  
White Cliffs Business Park  
Dover**

Wednesday, 2 March 2016

Summons and Agenda

**Nadeem Aziz**  
Chief Executive





Democratic Services  
White Cliffs Business Park

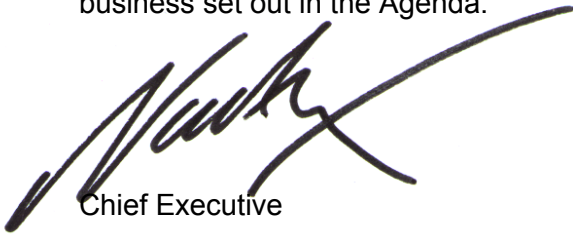
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23 February 2016

To the Members of the Council,

You are hereby summoned to attend a meeting of the **COUNCIL** to be held in the Council Chamber at these Offices on Wednesday 2 March 2016 at 6.00 pm for the transaction of the business set out in the Agenda.



Chief Executive

Members of the Council:

S S Chandler (Chairman)	M R Eddy	S M Le Chevalier
D Hannent (Vice-Chairman)	A Friend	S C Manion
J S Back	R J Frost	K Mills
S F Bannister	B Gardner	K E Morris
T J Bartlett	B J Glayzer	D P Murphy
P M Beresford	P J Hawkins	M J Ovenden
T A Bond	P G Heath	A S Pollitt
P M Brivio	J M Heron	G Rapley
B W Butcher	S Hill	A F Richardson
P I Carter	M J Holloway	M Rose
N J Collor	T P Johnstone	D A Sargent
M D Conolly	S J Jones	F J W Scales
M I Cosin	L A Keen	P Walker
D G Cronk	N S Kenton	P M Wallace
N Dixon	P S Le Chevalier	P A Watkins

AGENDA

1 **APOLOGIES**

To receive any apologies for absence.

2 **MINUTES** (Pages 8 - 15)

To confirm the attached Minutes of the meeting held on 27 January 2016.

3 **DECLARATIONS OF INTEREST** (Page 16)

To receive any declarations of interest from Members in respect of business to be transacted on the agenda.

4 **ANNOUNCEMENTS**

To receive any announcements from the Chairman, Leader, Members of the Cabinet or Head of Paid Service.

5 **LEADER'S TIME**

To receive an oral report at the meeting from the Leader (and Cabinet) on the business of the Executive or on any topic or subject that it is felt should be brought to the attention of the Council.

In accordance with Council Procedure Rule 10 (Leader's Time):

- (a) The Leader (and Cabinet) shall have up to 15 minutes to make within this report any statements that they wish on any topic or subject that they feel should be drawn to the attention of the Council.
- (b) The Leader (or their nominee) of the Major Opposition Group (Labour Group) shall be allowed up to 10 minutes to respond.
- (c) The Leader (or their nominee) of the Other Opposition Group (UKIP Group) shall be allowed up to 5 minutes to respond.
- (d) The Leader of the Council shall be allowed up to 5 minutes to exercise a right of reply (or 25% of the time given to the Opposition Group Leaders, whichever is the greatest).

6 **SEAT ALLOCATION AND GROUP APPOINTMENTS**

To receive from Group Leaders any changes to seat allocations or appointments.

(Note: Any changes must be within the approved allocation of seats to political groups in accordance with the political balance rules (where applicable).)

7 **QUESTIONS FROM THE PUBLIC**

To receive answers in respect of questions from the public to Members of the Executive asked in accordance with Rule 11 of the Council Procedure Rules.

- (a) Questions will be asked in the order in which notice of them was received, except that the Chairman may group together similar questions.
- (b) The period for questions by the public shall be limited so that no further questions shall be put after the elapse of 15 minutes from the commencement of the first question.
- (c) A maximum of three minutes is allowed for the each question to be read.
- (d) A questioner who has put a question in person may also put one supplementary question without notice to the member who has replied to his or her original question. A supplementary question must arise directly out of

the original question or the reply.

- (e) Afterwards, any other Member at the Chairman's discretion may speak for up to two minutes on a question or reply.

### **Questions from the Public**

There were no questions from the public received within the notice period.

## **8 QUESTIONS FROM MEMBERS**

Up to 60 minutes is allowed for this part of the meeting unless extended by the Chairman of Council on a motion moved, duly seconded and approved by the Council. Members may ask one supplementary question in addition to their original question.

### **(a) To Chairmen/Vice-Chairmen of Committees**

To receive answers in respect of questions from Members of the Council to the Chairman or Vice-Chairman of the Council or the Chairman of any Committee or Sub-Committee asked in accordance with Rule 12 of the Council Procedure Rules.

There were no questions for Chairmen of Committees.

### **(b) To the Executive**

To receive answers in respect of questions from Members of the Council to a Member of the Executive asked in accordance with Rule 12 of the Council Procedure Rules.

- (1) Councillor S F Bannister will ask the Leader, Councillor P A Watkins:

“Does the Leader of the Council agree with me that the violence that occurred in Dover on 30 January this year should be deplored and that the Police should be adequately supported so that, at all future demonstrations, all the laws of Britain can be enforced, including those covering breaches of the peace, intimidation, criminal damage, use of racist language and incitement to racial hatred?”

- (2) Councillor P M Brivio will ask the Portfolio Holder for Housing, Health and Wellbeing, Councillor P M Beresford:

“What does the Portfolio Holder for Housing, Health and Wellbeing think the changes, to be introduced through the Housing and Planning Bill currently going through Parliament, will have on tenants in the Dover District Council area if the "pay to stay" provisions become law?”

- (3) Councillor M I Cosin will ask the Portfolio Holder for Housing, Health and Wellbeing, Councillor P M Beresford:

“According to the budget presentations, the 500 social houses promised by the Conservatives before last May's elections are now "on hold". Can the Portfolio Holder for Housing, Health and Wellbeing tell the Council how long these much needed homes may be

delayed?"

- (4) Councillor P J Hawkins will ask the Leader, Councillor P A Watkins:

"Does the Leader share our concerns over the potential changes to Sunday trading laws and will he write to the Secretary of State in support of the Keep Sunday Special campaign?"

- (5) Councillor A S Pollitt will ask the Portfolio Holder for Corporate Resources and Performance, Councillor M D Conolly:

"Does the Portfolio Holder for Corporate Resources and Performance agree with me that transparency is needed in the provision of all public services and that the Freedom of Information legislation should apply to all those bodies, whether public or private sector, that provide services funded by the public purse?"

- (6) Councillor L A Keen will ask the Portfolio Holder for Access and Licensing, Councillor N J Collor:

"What steps is the Portfolio Holder for Access and Licensing taking to ensure that parking enforcement is equitably applied across the district in order to regulate car and lorry parking in rural as well as urban areas?"

## 9 **MOTIONS**

Motions for which notice has been given are listed on the agenda in the order in which notice was received, unless the Member giving notice states, in writing, that they propose to move it at a later meeting or withdraw it.

If a Motion set out in the agenda is not moved by the Member who gave notice thereof it shall, unless postponed by consent of the Council, be treated as withdrawn and shall not be moved without fresh notice.

A Motion must be about matters for which the Council has powers or duties or which affects the District.

In accordance with Council Procedure Rule 13, Councillor M R Eddy will move:

"This Council is extremely concerned by Dover Harbour Board's proposals to extract sands and gravels from the Goodwin Sands, which protect the historic anchorage of The Downs and the coastline of the northern part of this district, and calls on Dover Harbour Board to provide a detailed briefing session to members as soon as possible."

## 10 **MEMBERS' ALLOWANCES SCHEME 2016/17** (Pages 17 - 31)

To consider the attached report of the Director of Governance.

## 11 **PAY POLICY STATEMENT 2016/17** (Pages 32 - 42)

To consider the attached report of the Director of Governance.

## 12 **DRAFT CORPORATE PLAN 2016-2020** (Pages 43 - 51)

To consider the attached report of the Chief Executive.

13 **COUNCIL BUDGET 2016/17 AND MEDIUM TERM FINANCIAL PLAN 2016/17–2019/20**

To consider the report of the Director of Finance, Housing and Community (to follow).

In accordance with Council Procedure Rule 16.6 a recorded vote will be held in respect of this item.

14 **URGENT BUSINESS TIME**

To consider any other items deemed by the Chairman of the Council to be urgent in accordance with the Local Government Act 1972.

**Access to Meetings and Information**

- Members of the public are welcome to attend meetings of the Council, its Committees and Sub-Committees. You may remain present throughout them except during the consideration of exempt or confidential information.
- All meetings are held at the Council Offices, Whitfield unless otherwise indicated on the front page of the agenda. There is disabled access via the Council Chamber entrance and a disabled toilet is available in the foyer. In addition, there is a PA system and hearing loop within the Council Chamber.
- Agenda papers are published five clear working days before the meeting. Alternatively, a limited supply of agendas will be available at the meeting, free of charge, and all agendas, reports and minutes can be viewed and downloaded from our website [www.dover.gov.uk](http://www.dover.gov.uk). Minutes will be published on our website as soon as practicably possible after each meeting. All agenda papers and minutes are available for public inspection for a period of six years from the date of the meeting.
- If you require any further information about the contents of this agenda or your right to gain access to information held by the Council please contact Rebecca Brough, Team Leader - Democratic Support, telephone: (01304) 872304 or email: [rebecca.brough@dover.gov.uk](mailto:rebecca.brough@dover.gov.uk) for details.

**Large print copies of this agenda can be supplied on request.**

## MINUTES OF PROCEEDINGS

At the meeting of the Council for the District of Dover held at the Council Offices, Whitfield on Wednesday, 27 January 2016 at 6.00 pm.

Present:

Chairman: Councillor S S Chandler

Councillors:

J S Back	R J Frost	S C Manion
S F Bannister	B Gardner	K Mills
T J Bartlett	B J Glayzer	K E Morris
P M Beresford	D Hannent	D P Murphy
T A Bond	P J Hawkins	M J Ovenden
P M Brivio	P G Heath	A S Pollitt
B W Butcher	J M Heron	G Rapley
P I Carter	S Hill	A F Richardson
N J Collor	M J Holloway	M Rose
M D Conolly	T P Johnstone	D A Sargent
M I Cosin	S J Jones	F J W Scales
D G Cronk	L A Keen	P Walker
N Dixon	N S Kenton	P A Watkins
M R Eddy	P S Le Chevalier	
A Friend	S M Le Chevalier	

Officers: Chief Executive  
Director of Environment and Corporate Assets  
Director of Finance, Housing and Community  
Director of Governance  
Head of Democratic Services  
Public Protection Manager  
Team Leader – Democratic Support

### 61 APOLOGIES

An apology for absence was received from Councillor P M Wallace.

### 62 MINUTES

The Minutes of the meeting held on 25 November 2015 were approved as a correct record and signed by the Chairman.

### 63 DECLARATIONS OF INTEREST

Councillor S F Bannister declared a Disclosable Pecuniary Interest in Minute No.69 (Council Tax Base 2016/17) by reason of his ownership of an empty property and withdrew from the meeting for the consideration of the item of business.

### 64 ANNOUNCEMENTS

The Chairman of the Council announced that the Vice-Chairman had attended the International Holocaust Memorial Day event held by Deal Town Council on behalf of Dover District Council.



The Council stood in silence as a mark of respect for International Holocaust Memorial Day.

65 LEADER'S TIME

The Leader of the Council, Councillor P A Watkins, included the following matters in his report:

- (a) That Option C was his preferred choice in respect of the Operation Stack lorry park as well as the continuation of the Dover Traffic Assessment Project (TAP). He thanked Councillor N J Collor for his hard work in respect of Operation Stack and TAP and also Councillors P M Brivio and M R Eddy for supporting TAP at Kent County Council and Mr Charlie Elphicke MP for supporting it in Parliament and with Central Government.
- (b) The importance of ensuring that the Kent road connections for the third Thames Crossing were fit for purpose, with needed improvements undertaken to the M2/A2 and Brenley Corner. He urged Members to respond to the consultation in support of the Highways England preferred option with the A229 variant.
- (c) The need to remove the roundabouts at Prince of Wales and Duke of York to create a clearway managed by TAP in advance of the St James' (DTIZ) Development opening. Traffic projections had shown that there was the potential for gridlock if this was not undertaken.
- (d) That the Shakespeare Cliff repairs could be monitored via the Council's website and that 19,000 tons of rock was being used to prevent further damage. While the repairs were being undertaken South Eastern Trains were making timetable amendments to improve connections via Ramsgate but there were still some problems with return trains at night.
- (e) That the Council would be making a response to the rail franchise consultation and the importance of ensuring that the district received the service it needed and deserved. This included the 'Golden Hour' for highspeed train journeys to London.
- (f) The 5 East Kent authorities met with Kent County Council at the end of December to discuss the Devolution Agenda. It was proposed that a model lining up with the federated Clinical Commissioning Groups would deliver economies of scale through joining up health and social care.
- (g) That the Dover District had the third highest apprenticeships take-up in Kent.
- (h) That the first meeting of the steering group for the new Dover Leisure Centre was not far off being called.

The Leader of the Main Opposition Group, Councillor M R Eddy, included the following matters in his report:

- (a) To thank Councillor P A Watkins for his kind words and to thank Councillor Collor for his presentation to Kent County Council on the transport issues facing the district. He advised that the needed dualling of the A2 was included in the final recommendations.

- (b) The importance of good transport links for the local economy.
- (c) To express concern over proposed reductions in the Kent County Council highways budget given the £250 million backlog in repairs and to emphasise the need to maintain the highways budget in the Dover District due to the damage caused by lorries to roads.
- (d) The need for cross-party engagement on the devolution agenda.
- (e) To welcome the news in respect of apprenticeships but underline the need for quality apprenticeships and not just cheap labour.

The Leader of the Other Opposition Group, Councillor A F Richardson, included the following matters in his report:

- (a) To welcome the response from the Council in respect of Operation Stack.
- (b) To advocate the introduction of variable speed limits for TAP rather than a static 40 mph limit.
- (c) To express support for the Highways England preferred option in respect of the third Thames Crossing and echo comments on the importance of dualling the A2.
- (d) That the situation in respect of Shakespeare Cliffs was predictable as the beach had been shrinking since the creation of Samphire Hoe and to hope that lessons had been learnt for the future. That while the restoration of the Dover to Folkestone railway line was an urgent matter that it should not just be a quick fix.
- (e) To welcome the news about apprenticeships but emphasise the need for quality apprenticeships.

In response, the Leader of the Council raised the following matters in his right of reply:

- (a) That there would be a litter pick undertaken when the Roundhill Tunnels were closed for maintenance work.
- (b) That the funding of a variable speed limit for TAP would need to be in place by April 2016 otherwise no works would be able to be undertaken until the Autumn due to summer traffic levels.
- (c) To express the view that Kent County Council want a Kent-wide unitary authority rather than being split into 3 unitary areas.

#### 66 SEAT ALLOCATION AND GROUP APPOINTMENTS

The Group Leaders advised that there were no seat allocations or group appointments.

#### 67 QUESTIONS FROM THE PUBLIC

There were no questions from members of the public.

QUESTIONS FROM MEMBERS

In accordance with Rule 12 of the Council Procedure Rules, the Chairman of the Planning Committee responded to the following question:

- (1) Councillor S F Bannister asked the Chairman of the Planning Committee, Councillor F J W Scales:

“With record breaking amounts of rainfall in Britain over recent years and the likelihood that the consequences of global warming will be a semi-permanent visitor to these shores does the Chair of Planning feel that is it time for this Council to review its policies in regard to building in low lying areas that are prone to flooding?”

In accordance with Rule 12 of the Council Procedure Rules, Members of the Executive responded to the following questions:

- (2) Councillor M R Eddy, in the absence of Councillor P M Wallace and with the consent of the Chairman, asked the Portfolio Holder for Corporate Resources and Performance, Councillor M D Conolly:

“What are the Portfolio Holder for Corporate Resources and Performance's views on the Local Government Association's proposal that local councils should be allowed to levy council tax or a similar charge on land which has been given planning permission for development but where development has not been commenced within a set period, in order to encourage developers to create much needed housing rather than allowing the land to lie idle thereby making purely paper profits?”

- (3) Councillor B Gardner asked the Portfolio Holder for Environment, Waste and Planning, Councillor N S Kenton:

“Could the Portfolio Holder for Environment, Waste and Planning outline his views on the effectiveness of the current set of procedures and protocols when it comes to this Council agreeing a value for applications for less than 15 properties where a contribution to the Affordable Housing Fund is sought from developers?”

- (4) Councillor P M Brivio asked the Portfolio Holder for Access and Licensing, Councillor N J Collor:

“Could the Portfolio Holder for Access and Licensing provide an update on what is happening with regard to the derelict property of Bushey Ruff which has become an eyesore in otherwise beautiful surroundings?”

The Portfolio Holder for Environment, Waste and Planning, Councillor N S Kenton, answered the question as related to his portfolio.

- (5) Councillor D A Sargent asked the Portfolio Holder for Housing, Health and Wellbeing, Councillor P M Beresford:

“Is the Portfolio Holder for Housing, Health and Well-being able to provide a revised figure of planned new builds of social housing for the district now

that changes to rental income introduced by the government will make it impossible to meet the much publicised target of 500 units?”

- (6) Councillor M R Eddy asked the Leader of the Council, Councillor P A Watkins:

“As the town of Sandwich has a proud tradition of welcoming refugees which dates back to at least the 16th century, does the Leader agree that Sandwich Town Council should be congratulated on their plans to encourage residents to donate to help support Syrian refugee families coming to the Dover?”

- (7) Councillor L A Keen asked the Portfolio Holder for Corporate Resources and Performance, Councillor M D Conolly:

“Is the Portfolio Holder for Corporate Resources and Performance satisfied with the arrangements the Council has in place for deducting trade union membership subscriptions through payroll, and does he agree that this is an important part of our industrial relations and that this system is an administrative matter for the Council and should not be interfered with by the national Government?”

- (8) Councillor S F Bannister will ask the Portfolio Holder for Property Management and Public Protection, Councillor T J Bartlett:

“Does the Portfolio Holder for Property Management and Public Protection agree that the District's residents will view with cynicism a consultation on the site options for replacement Dover Leisure Centre when the current administration of the Council gives every appearance of having already decided on Whitfield?”

69 COUNCIL TAX BASE 2016/17

The Council considered the report of the Director of Finance, Housing and Community.

Members were advised that in accordance with Council Procedure Rule 18.6 this item was considered to be a budget decision within the meaning given to it in the Local Authorities (Standing Orders) (England) Regulations 2001 and therefore a recorded vote would be held.

It was moved by Councillor M D Conolly, duly seconded and

- RESOLVED: (a) That for the financial year 2016/17, the empty homes discount be reduced to 0% for Class C empty properties, and remove the 2<sup>nd</sup> homes discount so that Council Tax would be payable in full on those properties.
- (b) That Council Tax Reduction Scheme be approved and not be revised or replaced by another scheme.
- (c) That the District's Council Tax Base for 2016/17 be approved as 36,251.91 and that the tax base for the towns and parishes in the Council's administrative area be approved as set out in the table at Appendix 2 as follows:

<b>Parish</b>	<b>2015/16 Tax Base using collection rate</b>	<b>2016/17 Tax Base using collection rate</b>
Alkham	295.37	298.68
Ash	1,088.34	1,095.02
Aylesham	862.66	1,024.03
Capel-Le-Ferne	616.81	617.71
Deal	6,344.48	6,477.35
Denton-with-Wootton	168.76	167.40
Dover	7,514.01	7,679.07
Eastry	752.72	754.48
Eythorne	765.70	771.20
Goodnestone	172.38	166.59
Great Mongeham	263.00	264.10
Guston	383.17	379.08
Hougham-Without	182.26	179.88
Langdon	224.80	226.57
Lydden	244.11	247.63
Nonington	295.31	293.91
Northbourne	265.29	264.67
Preston	258.52	257.35
Ringwould-with-Kingsdown	1,011.53	1,018.35
Ripple	145.75	149.51
River	1,478.45	1,481.45
St Margarets-at-Cliffe	1,241.27	1,256.81
Sandwich	1,884.80	1,875.75
Shepherdswell-with-Coldred	732.71	731.93
Sholden	452.45	547.05
Staple	227.81	227.89
Stourmouth	109.72	110.80
Sutton-by-Dover	298.00	296.68
Temple Ewell	628.25	640.31
Tilmanstone	149.99	151.87
Walmer	3,224.73	3,261.05
Whitfield	1,744.48	1,821.38
Wingham	659.48	664.23
Woodnesborough	383.49	415.20
Worth	433.13	436.93
<b>Total</b>	<b>35,503.73</b>	<b>36,251.91</b>

The manner of voting was as followed:

<u>For</u>	<u>Against</u>	<u>Abstain</u>
J S Back	B J Glayzer	
T J Bartlett		
P M Beresford		
T A Bond		
P M Brivio		
B W Butcher		

P I Carter  
S S Chandler  
N J Collor  
M D Conolly  
M I Cosin  
D G Cronk  
N Dixon  
M R Eddy  
A Friend  
R J Frost  
B Gardner  
D Hannent  
P J Hawkins  
P G Heath  
J M Heron  
S Hill  
M J Holloway  
T P Johnstone  
S J Jones  
L A Keen  
N S Kenton  
P S Le Chevalier  
S M Le Chevalier  
S C Manion  
K Mills  
K E Morris  
D P Murphy  
M J Ovenden  
A S Pollitt  
G Rapley  
A F Richardson  
M Rose  
D A Sargent  
F J W Scales  
P Walker  
P A Watkins

(Councillor S F Bannister declared a Disclosable Pecuniary Interest in Minute No.69 (Council Tax Base 2016/17) by reason of his ownership of an empty property and withdrew from the meeting for the consideration of the item of business.)

70 2016-19 REVISED STATEMENT OF POLICY AND PRINCIPLES ISSUED UNDER THE GAMBLING ACT 2005

The Portfolio Holder for Access and Licensing, Councillor N J Collor, introduced the report on the Revised Statement of Policy and Principles issued under the Gambling Act 2005.

It was moved by Councillor N J Collor and duly seconded:

RESOLVED: That the Statement of Policy and Principles issued under the Gambling Act 2005 be adopted.

71 DRAFT CALENDAR OF MEETINGS 2016/17

The Council considered the Draft Calendar of Meetings 2016/17.

Councillor M I Cosin advised that the proposed Council date for 28 September 2016 conflicted with the Labour Party Conference and requested that the date be changed.

It was moved by Councillor P A Watkins and duly seconded

RESOLVED: That the Draft Calendar of Meetings 2016/17 be approved in principle subject to the deletion of the Council date scheduled for 28 September 2016.

72 MOTIONS

In accordance with Council Procedure Rule 13, Councillor P Walker gave notice of his intention to move the following Motion:

"In order to deliver Dover District Council's objectives for housing and economic regeneration, this Council will, with effect from 1 February 2016, instigate an addition to its Housing Policies that housing developments, be they for purchase or rent, must include a minimum of 40% affordable housing and a minimum of 10% of high-end housing."

The Motion was duly seconded by Councillor M R Eddy.

Councillor P A Watkins proposed that the Motion be withdrawn and that instead he would make the necessary arrangements for the Cabinet Project Advisory Group (the former LDF Group) to conduct a strategic housing market assessment.

Councillor P Walker accepted Councillor P A Watkins's proposal and, with the consent of his seconder, withdrew his Motion.

73 URGENT BUSINESS TIME

There were no items of urgent business.

The meeting ended at 7.38 pm

**Declarations of Interest****Disclosable Pecuniary Interest (DPI)**

Where a Member has a new or registered DPI in a matter under consideration they must disclose that they have an interest and, unless the Monitoring Officer has agreed in advance that the DPI is a 'Sensitive Interest', explain the nature of that interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a DPI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation permitting them to do so. If during the consideration of any item a Member becomes aware that they have a DPI in the matter they should declare the interest immediately and, subject to any dispensations, withdraw from the meeting.

**Other Significant Interest (OSI)**

Where a Member is declaring an OSI they must also disclose the interest and explain the nature of the interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a OSI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation to do so or the meeting is one at which members of the public are permitted to speak for the purpose of making representations, answering questions or giving evidence relating to the matter. In the latter case, the Member may only participate on the same basis as a member of the public and cannot participate in any discussion of, or vote taken on, the matter and must withdraw from the meeting in accordance with the Council's procedure rules.

**Voluntary Announcement of Other Interests (VAOI)**

Where a Member does not have either a DPI or OSI but is of the opinion that for transparency reasons alone s/he should make an announcement in respect of a matter under consideration, they can make a VAOI. A Member declaring a VAOI may still remain at the meeting and vote on the matter under consideration.

**Note to the Code:**

Situations in which a Member may wish to make a VAOI include membership of outside bodies that have made representations on agenda items; where a Member knows a person involved, but does not have a close association with that person; or where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position. It should be emphasised that an effect on the financial position of a Member, relative, close associate, employer, etc OR an application made by a Member, relative, close associate, employer, etc would both probably constitute either an OSI or in some cases a DPI.



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**Subject:** MEMBERS' ALLOWANCES SCHEME 2016/17

**Meeting and Date:** Council – 2 March 2016

**Report of:** Director of Governance

**Classification:** UNRESTRICTED

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**Purpose of the report:** To make the Members' Allowances Scheme for 2016/17.

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**Recommendation:** To make the Members' Allowances Scheme for 2016/17.

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**1. Summary**

Under Regulation 10 of the Local Authorities (Members' Allowances) (England) Regulations 2003/1021 the Council is required to make a scheme for the payment of allowances to Members.

**2. Introduction and Background**

2.1 This report does not seek to increase the levels of allowances payable to Members. However, the Council is still required to make its scheme annually and in making any Scheme the Council must give consideration to the non-binding levels of allowances recommended by the East Kent Joint Independent Remuneration Panel.

**3. Identification of Options**

3.1 Option 1: To make the Members' Allowance Scheme as set out in Appendix 1 without change.

3.2 Option 2: To make the Members' Allowance Scheme set out in Appendix 1 with amendments.

**4. Evaluation of Options**

4.1 Option 1 is the preferred option. This reconfirms the existing levels of allowances for 2016/17.

4.2 Option 2 is not recommended as the proposed Members' Allowance Scheme set out in Appendix 1 is cost neutral and no provisions for increasing the Members' Allowances Scheme has been made in the budget.

4.3 The East Kent Joint Independent Remuneration Panel will meet on 29 February 2016 to consider the Members' Allowance Scheme and make recommendations. These will be circulated separately.

**5. Resource Implications**

5.1 There are no resource implications as the level of allowances for councillors remains unchanged. If Members wish to change the Members' Allowance Scheme it is recommended that this be subject to a further report setting out the financial implications of the changes.

**6. Corporate Implications**

6.1 The Council is required to make arrangements for a Members' Allowance Scheme.

**7. Appendices**

Appendix 1 – Proposed Members' Allowance Scheme 2016/17

Appendix 2 – East Kent Joint Independent Remuneration Panel Recommendations  
(to follow).

8. **Background Papers**

Constitution of the Council – Issue 19(c)

Contact Officer: Rebecca Brough, Team Leader – Democratic Support, 01304 872304

## **Part 6**

### **Members' Allowances Scheme**

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# **Members' Allowances Scheme**

## **1. Introduction**

- 1.1 The Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) requires local authorities to prepare schemes for the payment of allowances to their members.
- 1.2 The 2003 Regulations (as amended) stated that authorities must establish a scheme of allowances under those Regulations by 31 December 2003. Authorities making schemes are required to make provision for the payment of basic allowances and may also provide for the payment of special responsibility allowances, dependants' carers allowances, travelling and subsistence allowance and co-optees' allowances.
- 1.3 The Council has established an Independent Remuneration Panel in conjunction with Canterbury City Council and Thanet District Council. Authorities must have regard to the recommendations made by an independent remuneration panel before making or amending a scheme in accordance with the Local Authorities (Members Allowances) (England) Regulations 2003.
- 1.4 At the meeting of the Council held on 4 March 2015 the Council duly made its Members' Allowance Scheme as set out below.

## **2. Commencement and Period of Scheme**

- 2.1 This Scheme is made by Dover District Council pursuant to Section 18 of the Local Government and Housing Act 1989 (as amended by Section 99 of the Local Government Act 2000) and the Local Authorities (Members' Allowances) Regulations 2003.
- 2.2 This Scheme has effect from 4 March 2015 and applies to the payment of members' allowances from 4 March 2015 until 31 March 2016 and subsequent years thereafter (subject to any revocation or amendment).
- 2.3 The Scheme shall remain in force unless and until revoked by the Council with effect from the beginning of a year.
- 2.4 The Scheme may be amended at any time provided that regard is had to the recommendations of the independent remuneration panel.

## **3. Revocation of Previous Schemes**

- 3.1 All previous schemes made by the Council for the payment of members' allowances were revoked with effect from 4 March 2015.

## **4. Basic Allowances**

- 4.1 A Basic Allowance shall be paid to each Member of the authority who is a councillor in the amount set out in Schedule 1.

4.2 The Basic Allowance is intended to cover the full range of work expected of a ward councillor together with incidental expenditure on matters such as stationery, postage, telephone and broadband costs.

4.3 Where the term of office of a Member begins or ends otherwise than at the beginning or end of a year, his/her entitlement shall be to payment of such part of the Basic Allowance as bears to the whole the same proportion as the number of days during which his/her term of office as Member and councillor subsists bears to the number of days in that year.

## 5. **Special Responsibility Allowances**

5.1 Special Responsibility Allowances shall be payable to those Members of the authority who are councillors as hold those offices (which have special responsibilities in relation to the authority) as are specified in Schedule 2.

5.2 The amount of each Special Responsibility Allowance shall be as specified in Schedule 2.

5.3 Where a Member does not have throughout the whole of a year any such special responsibilities as entitle him/her to a Special Responsibility Allowance, his/her entitlement shall be to payment of such part of that allowance as bears to the whole the same proportion as the number of days during which he/she has such special responsibilities bears to the number of days in that year.

5.5 No Member shall be entitled to more than one Special Responsibility Allowance. Where a Member holds more than one office, then the higher of the Special Responsibility Allowances shall apply.

## 6. **Appropriate Adjustments**

6.1 The Section 151 Officer shall be authorised to make provision for any appropriate adjustment if necessary in respect of any Basic Allowance or Special Responsibility Allowance which:

- (a) has already been paid under the previous scheme in respect of the remainder of the year from which this Scheme has effect; or
- (b) is to be paid in respect of any part of the year during which the previous scheme had effect.

## 7. **Travelling and Subsistence Allowance**

7.1 Travelling and Subsistence Allowance shall be available to Members of the Council (including Co-opted members) in such amount or amounts as may be specified in Schedule 5 and subject to such conditions as are set out therein and below.

7.2 Travelling and Subsistence Allowance shall only be payable to Members in respect of actual expenditure incurred in connection with or relating to the approved duties shown below. The scheme does not allow for travelling expenses to be paid to Members arranging meetings with officers or attending to Ward work as this is deemed to be part of the Member's role and Members' allowances paid are calculated to reflect these extra duties.

- 7.3 For the purposes of the payment of travel expenses, all travel will be deemed to have commenced from the Member's current address or, if this is not within the administrative area of the Council, from the address through which the Member qualified to stand for election.
- 7.5 For journeys outside Kent the second class rail fare is paid (irrespective of whether the Member chooses to use a car), although any taxi fares, parking charges and underground fares incurred as part of the journey may still be claimed for separately. Where it is impracticable for a Member to travel by train because the venue is difficult to get to within the time allowed, or to avoid an overnight stay, or extra passengers/luggage has to be taken, car mileage may be allowed at the appropriate rate provided that a self-certification form explaining why it is impractical has been completed and submitted to Democratic Support prior to the journey.
- 7.6 Attendance at meetings of the Council or of any of its committees, sub-committees, working or liaison groups, appeal panels and ad hoc meetings recorded in official minutes to which a Member has been appointed or at which s/he is acting as a Substitute for another Member including representatives appointed to Neighbourhood Forums and their substitutes.
- 7.7 Attendance at meetings of the Cabinet or of any Committee of the Cabinet or policy or project advisory groups. Members of the Shadow Cabinet, Chairmen of Scrutiny Committees and recognised Group Spokespersons shall also be eligible to claim for attendance at meetings of the Cabinet.
- 7.8 Requested attendance at meetings of Overview and Scrutiny Committees.
- 7.9 Meetings pursuant to any Joint Arrangements with another or other local authorities whether appointed or established under the Local Government Act 2000 or any other enactment.
- 7.10 Official briefing meetings which relate to an approved meeting as set out in 1.1 and 1.2 above where officers have specifically invited the Member. This scheme does not allow for travelling expenses to be paid to individual Members arranging meetings with officers as this is deemed to be part of the Member's role and Members' allowances paid are calculated to reflect these extra duties. For example: visiting the Council offices to discuss with an officer a matter raised by a member of the public in the Member's Ward.
- 7.11 Site meetings approved in advance by the Council, a committee or sub-committee, and limited to members of the committee or sub-committee in question.
- 7.12 Attending the approved duties as set out in Table 1 of Schedule 5. (Travelling arrangements should be co-ordinated to avoid duplicate claims wherever possible, particularly in instances where a Council Officer is also attending).
- 7.13 There is also a general duty permitting the Leader or nominated deputy to represent the Council at formal meetings not specified elsewhere with other authorities, official bodies or agencies for the purposes of any function of the Council.
- 7.14 Training, induction courses and seminars arranged for Members.
- 7.15 Attending the Council offices to open tender documents in accordance with Contracts Standing Order 11.5 in Part 4 of the Constitution.

- 7.16 The performance of any duty in connection with the discharge of any function of the authority conferred by or under any enactment and empowering or requiring the authority to inspect or authorise the inspection of premises.
- 7.17 The performance of any duty in connection with arrangements made by the authority for the attendance of pupils at any school approved for the purposes of section 342 (approval of non-maintained special schools) of the Education Act 1996.
- 7.18 The carrying out of any other duty approved by the Council, or any duty of a class so approved, for the purpose of, or in connection with, the discharge of the functions of the Council or any of its committees or sub-committees. Provided always that the approved duties for which Members are eligible to claim travel and subsistence allowance shall not include cases where the Member is acting solely in his/her community role or carrying out ward business.
- 7.19 Co-opted and independent members of Committees, Boards and Panels receive travel allowances in the same way as elected members of the Council.
- 7.20 All claims for travel and subsistence allowances must be submitted to the Democratic Support Section within three months from the date on which the entitlement arises.

## **8. Dependants' Carers' Allowance**

- 8.1 A Dependants' Carers' Allowance shall be available to Members of the Council (a) in such amount or amounts as may be specified in Schedule 6 and (b) subject to such conditions as are set out in Schedule 7 and below.
- 8.2 A Dependant's Carer's Allowance shall only be payable to Members in respect of actual expenditure incurred in connection with or relating to the approved duties as specified in Schedule 6.
- 8.3 A Dependant's Carer's Allowance shall only be payable to Members in respect of the expense of arranging for the care of a spouse, partner, child, parent, or a person who lives in the same household as the Member otherwise than by reason of being his/her employee, tenant, lodger or boarder.
- 8.4 The carer must not be a member of the claimant's immediate family i.e. spouse or partner, other children of the Member or Member's spouse, or any member of the Member's family who lives at the same address as the Member; nor should it be an employee, tenant, lodger or boarder who lives at that address.
- 8.5 Payment of the allowance shall only be made on satisfactory production of an invoice and receipt; forms are available from Democratic Services.
- 8.6 Such allowances paid to a Member shall be unlimited.
- 8.7 All claims for such allowances must be submitted monthly to the Head of Democratic Services.

## **9. Index Linking**

- 9.1 NOT USED

## **10. Back Dating**



10.1 Where an amendment of this Scheme is made which affects an allowance payable for the year in which the amendment is made, the Member's entitlement to such allowance as amended shall apply with effect from the beginning of the year in which the amendment is made.

## 11. **Repayment**

11.1 Where payment of any allowance has already been made in respect of any period during which the Member concerned is:

- (a) ceases to be a Member of the authority; or
- (b) is in any way not entitled to receive the allowance in respect of that period,

the Council may require that such part of the allowance as relates to any such period shall be repaid to the Council.

## 12. **Membership of More Than One Authority**

12.1 Where a Member of the Council is also a member of another authority, that member may not receive allowances from more than one authority in respect of the same duties.

## 13. **Electing To Forgo Allowances**

13.1 A Member may, by notice in writing given to the Section 151 Officer, elect to forego any part of his/her entitlement to an allowance under this Scheme.

## 14. **Claims and Payments**

14.1 No claim is required for basic allowances and special responsibility allowances. Basic allowances will be paid equally to all Members whilst special responsibility allowances will be paid to those Members who are entitled to them.

14.2 Basic allowances and special responsibility allowances will be paid as follows:

- (i) To enable Members to meet one-off expenses at the start of the year following the ordinary elections of the full Council, the basic allowance will be paid as follows:
  - (a) a payment of £500 at the commencement of the year
  - (b) the balance to be paid by equal monthly payments on or about the 19th day of each month.
- (ii) Special responsibility allowances will be paid by equal monthly instalments on or about the 19th day of each month.

For all subsequent years until the next ordinary elections of the full Council, the Basic Allowance and special responsibility allowances will be paid by equal monthly instalments on or about the 19<sup>th</sup> day of each month.

14.3 In the case of Travelling and Subsistence Allowance and Dependants' Carers' Allowance claims must be submitted on the appropriate form on a monthly basis and will be paid through the Council's payroll system. In order to facilitate payment, claim forms should be completed in full detail and any appropriate receipts or vouchers

must be attached. If the expenses are vatable, a VAT receipt should be enclosed if possible, to enable the Council to recover the VAT element. The declaration on the form must be completed and signed in every instance.

- 14.4 Members are requested to submit claims by not later than the 25th of each month for payment by direct credit to bank accounts on or about the 19th of the following month. A payment advice slip will be sent directly to Members and further claim forms are available from Democratic Support on request.
- 14.5 The following data must be provided to the Section 151 Officer in order to facilitate the payment:
- (i) Bank address and bank account number.
  - (ii) National Insurance number and, in the case of certain married women, a Certificate of Reduced Liability and, in the case of pensioners, a Certificate of Age Exemption, these certificates being provided by the Department of Work and Pensions.
- 14.5 In the case of a claim for Travelling and Subsistence Allowance or Dependents' Carers' Allowance such claim must be made to the Democratic Support Section within three months from the date on which an entitlement to the allowance arises.

## SCHEDULE 1

Column 1 (Description)	Column 2 (Amount)
<b>Basic Allowance</b>	£3,980 pa

## SCHEDULE 2

Column 1 (Description)	Column 2 (Amount)
<b>Special Responsibility Allowances</b>	
Special responsibility allowances of the amounts shown in Column 2 (where indicated) shall be payable in respect of the following office holders:	
Leader of the Council	£14,832 pa
Deputy Leader of the Council	£7,416 pa
Other Cabinet Members	£5,562 pa
Chairmen of Overview and Scrutiny Committees	£3,708 pa
Chairman of the Planning Committee	£3,708 pa
Chairman of the Governance Committee	£3,708 pa
Chairman of the Standards Committee	£927 pa
Chairman of the Regulatory Committee	£927 pa
Chairman of the Licensing Committee	£927 pa
Chairman of the Dover Joint Transportation Board	£927 pa
Chairman of the General Purposes Committee	£927 pa
Vice-Chairmen of Overview and Scrutiny Committees	£927 pa
Vice-Chairman of the Planning Committee	£927 pa
Vice-Chairman of the Governance Committee	£927 pa
Vice-Chairman of the Standards Committee	£232 pa
Vice-Chairman of the Regulatory Committee	£232 pa
Vice-Chairman of the Licensing Committee	£232 pa
Vice-Chairman of the Dover Joint Transportation Board	£232 pa
Vice-Chairman of the General Purposes Committee	£232 pa

<b>Column 1 (Description)</b>	<b>Column 2 (Amount)</b>
Leader of the Main Opposition Group where the group has 10 or more members	£4,171 pa
Leader of an Opposition Group with a membership of between 5 and 9 members	£232 pa
Leader of an Opposition Group with less than 5 members	None
Deputy Leader of the Main Opposition Group where the group has 10 or more members	£1,854 pa
Deputy Leader of an Opposition Group with less than 10 members	None
Members of the Shadow Cabinet	£1,854 pa
Members of the Licensing Committee	£260 pa

### **SCHEDULE 3**

<b>Column 1 (Description)</b>	<b>Column 2 (Amount)</b>
Chairman of the Council	£5,300 pa
Vice-Chairman of the Council	£1,400 pa

### **SCHEDULE 4**

<b>Column 1 (Description)</b>	<b>Column 2 (Amount)</b>
Independent Person	£927 pa
Substitute Independent Person	£232 pa

## SCHEDULE 5

### Travelling and Subsistence Allowance

List of approved duties attendance at which travelling and subsistence allowance may be claimed for:

Body	Number of representatives
Action with Rural Communities in Kent	2
Age Concern Deal (Liaison Committee)	1
Dover Deal & District Citizens Advice Bureau	2
Dover District Community Sports Network	2
East Kent Spatial Development Company	1
Industrial Communities Alliance	1
JAC Kent Downs AONB Partnership	1
Kent County Playing Fields Association	1
Kent Leaders' & Chief Executives' Forum	1
Local Enterprise Partnership Board and Executive	1
Local Government Association – General Assembly	1
Local Government Association – Rural Commission	1
Patrol (National Parking Adjudication Service)	1
Kent Police and Crime Panel	1
River Dour Steering Group	1
River Stour (Kent) Internal Drainage Board	2
Sandwich & Pegwell Bay National Nature Reserve Management Committee	1
South East England Councils (Secretary & Executive)	1
South East Leaders' Board	1
Southern & South East England Tourist Board	1
Supporting People in Kent Commissioning Body	1

Travel expenses claims in respect of attendance at meetings of other bodies to which the Member has been appointed or any outside body to which the Member are appointed as a trustee would need to be submitted to relevant Charity/Trust not Dover District Council.

#### Conferences attended by Members:

Conference	Number of representatives
Local Government Association Annual Conference	3

#### Subsistence Allowances

Subsistence allowance shall only be paid for actual expenses incurred and with proper receipts and shall not exceed:

- (a) In the case of absence, not involving an absence overnight, from the Member's usual place of residence:

Allowance	Rate	Conditions
Breakfast Allowance	£6.45	Absence to exceed 4 hours before 11.00am
Lunch Allowance	£8.91	Absence to exceed 4 hours and to include the lunch period between 12 noon to 2.00 pm.
Tea Allowance	£3.53	Absence to exceed 4 hours and to include the pe
Evening Meal Allowance	£11.03	Absence to exceed 4 hours, period of time ending after 7.00pm

- (b) Members who are required to make overnight stays in the performance of their official duties should, wherever possible, pre-book accommodation of an appropriate standard and obtain approval from the Leader of the Council. Arrangements should be made for an invoice to be submitted directly to the Council. If this is not possible a detailed VAT receipt MUST be obtained to substantiate the claim. Alcoholic drinks may not be included in any claim.

#### Travelling Allowances

The rate for travel by a Member's own car shall not exceed 40p per mile. Where a Member takes as a passenger another Member or person to whom a travelling allowance would otherwise be paid, the Member may claim an extra 1p per passenger (not exceeding 4) per mile.

- (a) The rate for travel by a Member's own solo motorcycle shall not exceed, according to the cylinder capacity of the engine, the following:

engines not exceeding 150cc	8.5 per mile
engines exceeding 150cc but not exceeding 500 cc	12.3 per mile
engines exceeding 500cc	16.5 per mile

- (b) The rate for travel by bicycle shall not exceed 20p per mile.
- (c) For journeys outside Kent the second class rail fare is paid (irrespective of whether the Member chooses to use a car), although any taxi fares, parking charges and underground fares incurred as part of the journey may still be claimed for separately. Where it is impracticable for a Member to travel by train because the venue is difficult to get to within the time allowed, or to avoid an overnight stay, or extra passengers/luggage has to be taken, car mileage may be allowed at the appropriate rate provided that a self-certification form explaining why it is impractical has been completed and submitted to Democratic Support prior to the journey.
- (d) Second class rail fares, bus fares, essential taxi fares and gratuities, car parking fees, tolls etc necessarily incurred may be claimed subject to the provision of

receipts. Rail fares should be pre-booked wherever possible to achieve reduced fares.

- (e) All claims for travel and subsistence allowances must be submitted to the Democratic Support section within three months from the date on which the entitlement arises.

### SCHEDULE 6

Allowance	Index
<b>Index Linking</b>	
Basic and Special Responsibility Allowances and Co-optees Allowance	NOT USED
Travel and Subsistence Allowances	NOT USED
Dependants' Carers' Allowance	NOT USED

### SCHEDULE 7

Column 1 (Description and Conditions)	Column 2 (Amount)
<b>Dependants' Carers' Allowance</b>	£5.93 per hour

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**Subject:** PAY POLICY STATEMENT

**Meeting and Date:** Council – 2 March 2016

**Report of:** Director of Governance

**Decision Type:** Non-Key

**Classification:** Unrestricted

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**Purpose of the report:** To agree a Pay Policy Statement for 2016/17

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**Recommendation:** That the Council approves the Pay Policy Statement set out at Appendix 1 to this report prior to publication on the Council's website.

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**1. Summary**

1.1 A Pay Policy Statement must be agreed by full Council for publication by 31 March 2016. The Pay Policy Statement sets out the main aspects of the current remuneration strategy of the Council and is prepared to comply with the requirements of the Localism Act 2011.

**2. Introduction and Background**

2.1 Section 38 (1) of the Localism Act 2011 came into force on 15 January 2012 and required English and Welsh local authorities to produce a Pay Policy Statement for 2012/13 and for each financial year after that. Amongst other things, the Localism Act reflected on Hutton's 2011 Review of Fair Pay in the Public Sector and introduced requirements to compare the policies on remunerating chief officers and other employees, and to set out policy on the lowest paid. The Council adopted its first Pay Policy on 7 March 2012 for 2012/13 and has each subsequent year since.

2.2 The matters that must be included in the statutory Pay Policy Statement are as follows:

- a local authority's policy on the level and elements of remuneration for each chief officer
- a requirement for the full Council to approve any salary packages for new appointments in excess of £100,000
- a local authority's policy on the remuneration of its lowest-paid employees (together with its definition of "lowest-paid employees" and its reasons for adopting that definition)
- a local authority's policy on the relationship between the remuneration of its chief officers and other officers
- a local authority's policy on other specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments, and transparency.



The reference to 'chief officer' refers to the statutory posts of Head of Paid Service, Monitoring Officer and Section 151 Officer plus non statutory posts of Director of Environment and Corporate Assets and any Deputy Chief Officers, which in our organisation includes anyone at Head of Service level or above.

2.3 With regard to the process for approval, the Pay Policy Statement:

- Must be approved formally by the full Council meeting
- Must be approved by the end of March each year
- Can be amended in year but any amendments must approved by full Council
- Must be published on the authority's website, ensuring that it is easily accessible and readily available to the public
- Must be complied with when the authority sets the terms and conditions for a chief officer

2.4 In creating the Pay Policy Statement it is necessary to have due regard to the guidance issued by the Secretary of State. On 17 February 2012, DCLG published "Openness and Accountability in Local Pay: Guidance under S40 of the Localism Act. In February 2013, DCLG published Supplementary Guidance, which this Council is also required to take into account.

2.5 The Act specifically mentions that the Pay Policy Statement may set out the authority's policies relating to other terms and conditions for chief officers and in the interest of open government there are recommendations that the Pay Policy Statement sets out as much information relating to employee terms and conditions as is practical.

2.6 The settling of terms and conditions of employment for employees is a non-executive function and responsibility for this rests with the Council within the Council's constitution. During 2015/16, as part of a wider review of the Conditions of Service, a further group of benefit in kind policies that form part of Officers' Conditions of Service have been reviewed. These policies will be subject to consultation prior to seeking approval by the Council's General Purposes Committee

### 3. **Identification of Options**

#### Option 1

3.1 The Council publicises a reduced version of the Pay Policy Statement that meets the minimum requirements of the Act.

#### Option 2

3.2 The Council publicises a version of the Pay Policy Statement that meets the requirements of the Local Government Transparency Code 2014 and Openness and Accountability in Local Pay: Guidance and Supplementary Guidance under S40 of the Localism Act

#### 4. **Evaluation of Options**

##### Option 1

- 4.1 This is not the recommended approach as it does not satisfy the spirit of transparency, neither does it address the requirement of s.40 of the Localism Act.

##### Option 2

- 4.2 This is the preferred option. This approach meets the recommended best practice and has been followed since 2012.

#### 5. **Resource Implications**

- 5.1 There are no additional resource implications

#### 6. **Corporate Implications**

- 6.1 Comment from the Section 151 Officer: The S151 Officer has been consulted during the preparation of this report and has no further comment to make. (LS)
- 6.2 Comment from the Solicitor to the Council: The Head of Legal Services has been consulted during the preparation of this report and has no further comment to make.
- 6.3 Comment from the Equalities Officer: This report does not specifically highlight any equalities implications however, in discharging their responsibilities members are required to comply with the public sector duty as set out in section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15>

#### 7. **Appendices**

Appendix 1 – Pay Policy Statement

#### 8. **Background Papers**

The Local Government Transparency Code 2014.

Openness and Accountability in Local Pay: Guidance under S40 of the Localism Act and Supplementary Guidance issued in February 2013

Relevant Employment Policies

Contact Officer: David Randall, Director of Governance

**Dover District Council Pay Policy Statement  
Financial year 2016-17**

**1. Purpose**

This Pay Policy Statement is provided in accordance with Section 38(1) of the Localism Act 2011 and is updated annually from April each year.

This pay policy statement sets out Dover District Council policies relating to the pay of its workforce for the financial year 2016-17, in particular:

- a) the remuneration of its Chief Officers
- b) the remuneration of its "lowest paid employees"
- c) the relationship between
  - the remuneration of its Chief Officers and
  - the remuneration of its employees who are not Chief Officers

**2. Definitions**

For the purpose of this pay policy the following definitions will apply: -

**2.1 "Pay"** in addition to salary includes charges, fees, allowances, benefits in kind, increases in/enhancements to pension entitlements, and termination payments.

**2.2 "Chief Officer"** refers to the following roles within Dover District Council:

- 2.2.1 Chief Executive, as Head of Paid Service\*
- 2.2.2 Director of Governance & Monitoring Officer and Director of Finance, Housing & Community, as the Council's statutory Chief Officers\*
- 2.2.3 Director of Environment & Corporate Assets, as non-statutory Chief Officer\*
- 2.2.4 Heads of Service which refers to the following roles within Dover District Council: Head of Inward Investment, Head of Finance, Head of Leadership Support, Head of Strategic Housing, Head of Communication and Engagement, Head of Democratic Services, Head of Corporate Services, Head of Assets and Building Control, Head of Community Safety, CCTV & Parking Services, Head of Regulatory Services, Waste Services Manager, Head of Regeneration and Development, Head of Museums & Tourism, Head of Legal Services, Solicitor to the Council, and Head of East Kent Human Resources

The Officers identified at paragraphs 2.2.1 to 2.2.4 report directly to the Head of Paid Service or are directly accountable to a statutory or non-statutory Chief Officer in respect of all or most of their duties

- 2.2.5 The Head of East Kent Audit Partnership who is employed by this Council and reports to a statutory Chief Officer of this Council provides the Internal Audit service to this Council and Canterbury City Council, Shepway District Council and Thanet District Council.

2.2.6 The Director of EK Shared Services has been appointed as the Director of Collaborative Services by the East Kent Services Committee and reports to this committee, a member committee and provides the HR service to this Council and Canterbury City Council and Thanet District Council.

\* Members of the Council's Corporate Management Team (CMT)

**2.3 "Lowest paid employees"** refers to those staff employed within Band L, which is the lowest grade level of the Council's pay framework, Job Evaluation System (JESS).

No staff are governed by National consultation groups.

**2.4 "Employee who is not a Chief Officer"** refers to all staff that are not covered under the "Chief Officer" group above. This includes the "lowest paid employees" i.e. staff on Band L.

### **3. Pay framework and remuneration levels**

#### **3.1 General approach**

Remuneration at all levels needs to be adequate to secure and retain high-quality employees dedicated to fulfilling the council's business objectives and delivering services to the public. This has to be balanced by ensuring remuneration is not unnecessarily excessive. This council has responsibility for balancing these factors, to manage its own unique challenges and opportunities, and in doing so, to retain flexibility to cope with various circumstances that may arise that might necessitate the use of market supplements or other such mechanisms for individual categories of posts where appropriate.

#### **3.2 Responsibility for decisions on remuneration**

It is essential for good governance that decisions on pay and reward packages for chief executives and chief officers are made in an open, transparent and accountable way and that there is a verified and accountable process for recommending the levels of top salaries.

Pay for all employees is determined by the Joint Negotiation Forum (JNF), which comprises members of Corporate Management Team and the recognised Trades Unions and is approved by General Purposes Committee. The General Purposes Committee comprises elected Councillors, is politically balanced and has responsibility for local terms and conditions of employment for staff within the Dover District Council's pay framework.

The Council's pay framework was implemented with effect from 1 April 2009 and is based on the job evaluation methodology, JESS, which although a universal system has been developed with local authorities in mind. It is a factor-based, analytical scheme designed to evaluate all jobs within an organisation, from Chief Executive and Directors of Service to the most junior positions, including manual workers and apprentices. The system is of the type recommended by the Equality and Human Rights Commission. The system is used throughout different sectors of the UK employment market and has a clear link to pay because of the strong correlation between job weight and pay throughout the wider UK economy.

The Council's JNF will consider matters relating to conditions of employment and other matters of common concern in order to reach understanding and agreement. It is a forum for communication, consultation and negotiation.

For the purpose of the Council's Collective Bargaining Agreement, negotiation is the process of discussion between DDC and the Trade Unions with a view to reaching agreement and avoiding disputes. Consultation is the process by which management and the Unions consider and discuss issues of mutual concern.

The Head of Paid Service will seek independent advice on market positioning regarding pay and the JNF will provide the structure for negotiation and for settlement of pay and conditions of service in the light of locally agreed decisions. The recognised trades unions may either consider and respond directly and/or after seeking their own independent advice.

The purpose of the JNF will be, inter alia, to negotiate on matters, which are incorporated into the contract of employment, including the defined procedures of the Conditions of Service.

### **3.3 Salary grades and grading framework**

There are 12 grades (Bands A-L) in the pay framework, grade L being the lowest and grade A the highest. Each employee will be on one of the 12 grades based on the job evaluation of their role via a consistent job evaluation process. Employees can progress to the salary range maximum of their grade subject to incremental progression based on satisfactory performance determined through the Council's performance appraisal process. Officers will advance at the rate of one increment per year, subject to satisfactory performance, until the maximum of their Band is reached, with effect from 1 April, subject to the Officer having been in post prior to 1 October in the preceding year.

The Head of Paid Service, either acting alone or at the request of the Chief Officers, who are members of Corporate Management Team may, in exceptional circumstances, award accelerated incremental advancement within a Band in consultation with the Head of East Kent Human Resources Partnership.

Pay awards are considered annually for all staff through the Joint Negotiation Forum in negotiation with the recognised local Trades Unions.

There was a 2.5% annual pay award to all staff from 1 April 2015. This was approved by the Council's General Purposes Committee.

## **4. Remuneration – level and element**

### **4.1 Salaries**

#### **4.1.1 "Chief Officers"** who are identified in paragraph 2.2 above are paid within the Council's pay framework, which applies to all other employees.

The annual pay review for these Chief Officers, as well as all other officers is considered by the Joint Negotiation Forum each year. To support the annual review, the Head of Paid Service will seek independent advice on market positioning regarding pay and the JNF will provide the structure for negotiation and for settlement of pay and conditions of service in the light of locally agreed decisions.

The recognised trades unions may consider and respond directly and/or after seeking their own independent advice.

These Chief Officers have received the same percentage pay award as other managers and staff groups within the Council in each year since implementation of the local pay framework.

#### **4.1.2 "Chief Officers" who are members of the Corporate Management Team**

For this group of Chief Officers remuneration on appointment may also have regard to the relative size and challenge of the role compared to other Chief Officer roles within the Council. Account is also taken of other relevant available information, including the salaries of Chief Officers in other similar sized organisations.

The full Council will approve remuneration packages for new appointments in excess of £100k (incl. Salary, fees, allowances, benefits in kind etc.). The only post paid over £100,000 is that of the Chief Executive.

Details of chief officers' remuneration is published on the Council's website which can be found at [www.dover.gov.uk](http://www.dover.gov.uk)

#### **4.2 "Lowest paid employees"**

Each "lowest paid employee" is paid within the salary range for Band L and all salaries in this band are paid above the national minimum wage..

#### **4.3 Bonuses**

There is no provision for bonus payments for the "lowest paid employees" or for "employees who are not Chief Officers" or for "Chief Officers".

**Honoraria** - Any Officer who, for any reason other than the annual leave of another Officer, is called upon at the request of a Chief Officer to undertake either the full or part duties of a higher graded post for a continuous period of at least four weeks, may be paid the salary or part salary of the higher graded post. The size of the award paid to employee(s) should be commensurate with the work being rewarded. This is controlled through the Employment Stability and Job Evaluation Scheme.

Market Supplements may be awarded from time to time where there is proven evidence that a role, at any grade, is difficult to recruit to, or where the retention of the incumbent provides greater value for money than re-recruitment to the role. Any payment that is made will be appropriately benchmarked against the market and reviewed on a defined basis, usually of no more than one year.

#### **4.4 Other pay elements**

"Chief Officers" are subject to the same incremental progression as the "lowest paid employees" and "employees who are not Chief Officers".

All employees receive incremental progression until the top of their grade is reached, subject to satisfactory performance being achieved.

#### 4.5 Charges, fees or allowances

Any allowance or other payments will only be made to staff in connection with their role or the patterns of hours they work and must be in accordance with the Council's Collective Bargaining Agreement and Conditions of Service. These policies include:

**Maternity, Paternity and Adoption Pay:** Employees with more than one year's service are entitled to Occupational Maternity, Paternity or Adoption Pay in addition to any statutory entitlements in recognition of the Council's desire to be an employer of choice and the importance of work / life balance. The Occupational element is payable regardless of grade.

**Subsistence Allowance:** The Council is committed to avoiding unnecessary expenditure incurred through attending business activities outside the workplace, but recognises that on occasion it is appropriate to recompense employees for carrying out their duties elsewhere. All employees regardless of grade are eligible to claim reasonable expenses to enable them to carry out their role outside of their usual workplace.

**Mileage Allowance:** Employees below the level of Chief Officers who are not members of Corporate Management Team and not in receipt of either a lease car or cash for car allowance are eligible to claim reimbursement for necessary business mileage at the current HMRC rates for the first 1200 miles in a financial year. A rate at 1.5 x the HMRC rate is payable for mileage over 1200 miles. Mileage rates paid to lease car/cash for car recipients are at zero rate for the first 1000 miles claimed. The current relevant HMRC rate for lease cars is payable for mileage from 1001 upwards. Chief Officers who are members of Corporate Management Team are reimbursed for business mileage through the payment of an annual lump sum, which has remained static since 2002.

**Professional Subscriptions:** All Officers at Band F or higher are eligible to claim reimbursement of one professional subscription in relation to their job or work.

**Shift Allowances:** Shift allowances are paid to various job holders, excluding Chief Officers, in order to compensate employees whose attendance at work is routinely alternated to meet the job requirement.

**Disturbance Allowance:** A payment may be paid to any Officer, regardless of grade, for a defined period where that Officer incurs additional personal expense if their work location has been changed at the request of the Council.

**Elections:** The Returning Officer has the overall responsibility for the conduct of elections. The Returning Officer is an officer of the Council who is appointed under the Representation of the People Act 1983. Although appointed by the Council, the role of Returning Officer is one of a personal nature and is separate and distinct from their duties as an employee of the Council. Dover District Council has adopted the Kent scale of fees for local elections as outlined in para 36(4) of the Representation of the People Act 1983. Fees for the conduct of national elections (i.e. European, Parliamentary and Police Commissioner) are set by Central Government.

#### 4.6 Performance related pay

The Council does not operate a system of performance related pay at this time. All employees, including the lowest paid and Chief Officers move through their salary banding through incremental progression, subject to satisfactory performance.

#### 4.7 Benefits in kind

**Cash for Car Allowance or Lease Car:** Following implementation of the Council's Job Evaluation Scheme in April 2009, car allowances were retained but paid only to officers in Bands A – E, i.e. from the Chief Executive to Heads of Service and some Service Managers. In making this part of the employment package, consideration was given to market data, which suggested that employees in comparable posts throughout the employment market were entitled to car allowances. The levels of allowance were determined by researching Croner Reward data on average car allowances for senior managers of comparable rank in medium sized companies (annual turnover between £5m - £50m). The amount is non-pensionable pay, which does not incur additional financial pressure to the Council. The amount has remained static since 2009.

**Benenden Health Care:** All Officers are eligible to join Benenden Health Care, a mutual health provider, which is paid for by the Council in order to support the health and wellbeing of its employees.

**Post-Entry Training:** The Council will pay for the training of any Officer undertaking work related training or qualifications, subject to management approval, on the condition that the Officer pays back the funding should they leave the Council's employment within two years of completing the training.

**Eye Tests:** The Council will pay for any Officer to undergo an eye test, when requested by that Officer, in order to comply with its duties under the Display Screen Equipment regulations and to promote the health and wellbeing of its employees.

#### 4.8 Pension

All employees as a result of their employment are eligible to join the Local Government Pension Scheme. The law on work place pension schemes has changed. UK employers have to automatically enroll their staff into a workplace pension if they meet certain criteria. We have a compliant scheme for automatic enrolment in place, our systems are ready and all staff have been informed.

During 2014, this Council adopted its Pensions Discretion Policy Statement, required under the Local Government Pension Scheme Regulations 2013.

The Council's Schedule of Employer Policy Decisions is published on its website.



## **4.9 Severance Payments**

The Council publishes its policy on discretionary payments on early termination of employment as well as the policy on increasing an employee's total pension scheme membership and on awarding additional pension. Details can be found in the Council's statement of accounts and is available on the website and within the Council policies in respect of:

- early retirement
- flexible retirement
- employment stability

These policies are available to staff on the Council's intranet and to the public on request.

The full Council will approve severance packages in excess of £100k. The Council in considering a package over £100k will be provided with the components of relevant severance packages. This will include salary paid in lieu, redundancy compensation, pension entitlement, holiday pay and any fees, allowances or benefits in kind paid.

It is important that the Council has flexibility to respond to unforeseen circumstances as regards re-employing former employees. If we re-employ a previous employee who received a redundancy or severance package on leaving, or if that person returns on a 'contract for services', or if they are in receipt of a Local Government Pension (with the same or another local authority), then our policy is to leave a minimum period of four weeks between the periods of employment. The post will then be considered through the Employment Stability process.

## **4.10 New starters joining the Council**

Employees who are new to the Council will normally be appointed to the first point of the salary range for their grade. Where the candidate's current employment package would make the first point of the salary range unattractive (and this can be demonstrated by the applicant in relation to current earnings) or where the employee already operates at a level commensurate with a higher salary, a higher salary may be considered by the recruiting manager. This will be within the salary range for the grade. The candidate's level of skill and experience should be consistent with that of other employees in a similar position on the salary range.

In professions where there is a particular skills shortage, as a temporary arrangement, it may be necessary to consider a market premium to attract high quality applicants. With all salaries, there can be scope for negotiation over the exact starting salary at the point of job offer, and a range of factors will be considered. The final decision as regards any discretion lies with the Head of Paid Service or Director of Governance in consultation with the Head of East Kent HR Partnership.

## **5. Relationship between remuneration of "Chief Officers" and "employees who are not Chief Officers"**

### **5.1 Salary Grades**

- 5.1.1 The lowest paid grade for Dover District Council is grade L of the JESS scale. The pay range for grade L is currently £15,481 to £15,887 per annum. The highest paid post is that of Chief Executive with a pay scale of £103,994 to £117,677 per annum.

## **5.2 Pay multiples.**

- 5.2.1 The ratio between highest pay scale and the median average pay scale of whole authority's workforce is 4.87:1 at the mid pay point on the respective scales.
- 5.2.2 The ratio between highest pay scale and the lowest paid scale is 7.54:1 at the minimum pay point and 8.21:1 at highest pay point on the respective scales.
- 5.2.3 The Council does not have a specific policy on pay ratios between the highest and lowest graded points.

March 2016

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<b>Subject:</b>	<b>DRAFT CORPORATE PLAN 2016-2020</b>
<b>Meeting and Date:</b>	<b>Cabinet – 01 February 2016</b> <b>Scrutiny (Policy and Performance) Committee – 09 February 2016</b> <b>Cabinet – 29 February 2016</b> <b>Council – 02 March 2016</b>
<b>Report of:</b>	<b>Nadeem Aziz, Chief Executive</b>
<b>Portfolio Holder:</b>	<b>Councillor Paul Watkins, Leader of the Council</b>
<b>Decision Type:</b>	<b>Key</b>
<b>Classification:</b>	<b>Unrestricted</b>

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<b>Purpose of the report:</b>	To present the revised Draft Corporate Plan 2016-2020
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<b>Recommendation:</b>	That members approve the revised Draft Corporate Plan 2016-2020 and the Plan be placed on the Council's website for consultation as an evolving document.
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## 1. Summary

The Corporate Plan has been revised to ensure the Council continues to focus on the right priorities for the district and to take work forward for the next four years within the budget available. The Plan sets out the Council's priorities in the areas of continued economic growth, the environment, and strengthening our communities but also recognises the Council is facing ongoing financial constraints, with a need to develop our organisation, and the services we deliver, to achieve our priorities.

## 2. Introduction and Background

2.1 The Corporate Plan is the Council's main strategic document, providing a framework for the delivery of services. It is a clear statement of our vision and priorities, and provides the context for other strategies and plans that we may produce.

2.2 The Corporate Plan directs and guides the development of Business Plans, the budget and the direction of the Council. This ensures the allocation of budget is linked to delivering priorities

2.3 Each service has its own Business Plan, which sets out the operational commitments and service specific activity the Council carries out; this in turn leads to individual work objectives.

2.4 The Council's vision is "**Securing a prosperous future for the Dover district, which will be a place where people want to live, work, invest and visit.**" To do this, we need to deliver in four priority areas, summed up as

**1. Thriving economy;**

**2. Clean, green and safe environment;**

### **3. Healthier people and communities; and**

### **4. Smarter council**

Under each priority area are actions that we will be focussing on over the term of the Corporate Plan.

2.5 The priorities outlined in this Corporate Plan help to address the issues and challenges highlighted in our annual State of the District report and the recently published English Indices of Deprivation 2015.

2.6 The Corporate Plan will go on the Council's website as an evolving document and be available for consultation. This is due to the number of external unknowns at the time of drafting the Plan that could have a significant impact on local government, such as the Cities and Local Government Devolution Bill, Housing and Planning Bill and continued reform of local government finance.

### **3. Identification of Options**

3.1 Approve the Corporate Plan and communicate the priorities and actions contained.

3.2 Not approve the Corporate Plan, leaving the Corporate Plan 2012 – 2016, as the main Plan guiding the Council.

### **4. Evaluation of Options**

4.1 The preferred option is to approve the Corporate Plan 2016-2020. There is no wish to change the underlying focus and ambitions of the previous Corporate Plan, but to amend and update the Plan to ensure we continue to focus on the right priorities over the next four years in view of the external opportunities, pressures and challenges faced by the Council.

### **5. Resource Implications**

The Plan is considered at the same time as the Budget. No additional budget is envisaged for the next financial year as a result of the actions identified within the Plan as the budget is set against them.

### **6. Corporate Implications**

6.1 Comment from the Section 151 Officer: Finance has been consulted on the report and has no further comments to add (HL).

6.2 Comment from the Head of Legal Services: The Head of Legal Services has been consulted in the preparation of this report and has no further comments to make.

6.3 Comment from the Equalities Officer: The Corporate Plan is a high-level document and therefore it is not appropriate to impact assess. However, it is necessary to carry out appropriate assessments at the time individual tasks/projects are undertaken. Members are reminded that, in discharging their responsibilities they are required to comply with the public sector equality duty as set out in section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15>

### **7. Appendices**

Appendix 1 – Draft Corporate Plan 2016-2020

8. **Background Papers**

Corporate Plan 2012-2016

State of the District 2015

English Indices of Deprivation 2015

Contact Officer: Michelle Farrow, Head of Leadership Support

## Dover District Council: Our Plan 2016-2020 (summary version)

‘Securing a prosperous future for the Dover district’

Our vision and strategic priorities for the next four years

### INTRODUCTION

Welcome to our Corporate Plan, which sets out our vision and priorities for the next four years. It provides a focus for all our activities and services, and the context for other strategies and plans that we produce, to ensure clarity of direction and accountability in delivering good quality, value for money services for our residents. As a result, it informs decision-making and the allocation of resources across the Council.

We will build on our achievements from the previous Corporate Plan, which ran from 2012 to 2016, and look forward to delivering more over the next four years despite many challenges, including significant changes being faced by Local Government.

This Plan sets out, under a number of cross cutting themes, our focus for the next four years. We will continue to concentrate on the **economy, environment, sustainable communities**, and **the development of our own organisation** to deliver our objectives. Underpinning all of our activities is the wish to improve health and wellbeing, and quality of life, for our residents.

Like all councils, we have to manage with increasingly limited resources, while at the same time continuing to be ambitious for our area, our residents and businesses. This means we must focus our resources where there is most need, work with partners, and transform our services, to achieve our aims and those of the community.

Our annual State of the District report shows that the district has much to offer but, as with other areas across the country, we also face a number of key issues and challenges including:

- A fast growing but ageing population
- A poor performing economy with low Gross Value Added (GVA)
- Low skills and high youth unemployment
- Health inequalities and high levels of self-reported poor health
- Pockets of deprivation and child poverty
- Increasing crime levels
- An ageing housing stock
- Rural accessibility issues

The priorities outlined in this Plan will help to address these, and other, issues. The Plan identifies specific actions we will focus on, with partners, to achieve these priorities and we will update these actions each year.

We achieved the majority of our objectives and actions set out in the Corporate Plan 2012 – 2016, from the success of the Discovery Park Enterprise Zone on the former Pfizer site to increased housing growth across the district. Renewed developer confidence means a range of regeneration projects are now well underway including St. James in Dover Town Centre,

Whitfield Urban Expansion and Aylesham Garden Village. Further information on what we have achieved so far will be available as an appendix to the full Corporate Plan 2016-2020.

The Corporate Plan 2016-2020 is an evolving document and is available for consultation. There are a number of external unknowns that could have a significant impact in local government, including the Cities and Local Government Devolution Bill, Housing and Planning Bill and continued reform of local government finance. Therefore, we will review the priorities annually, taking into account all feedback received, and update the Plan as appropriate.

## OUR VISION

**Securing a prosperous future for the Dover district, which will be a place where people want to live, work, invest and visit.**

## OUR PRIORITIES FOR 2016-2020

	Priority Theme	We will, with our partners, focus on:
Improved Quality of Life	<b>1. Thriving Economy</b>	<ul style="list-style-type: none"> <li>• Attracting new businesses and jobs, and supporting existing businesses in the district</li> <li>• Improving infrastructure to enable economic and housing growth</li> <li>• Raising aspirations and improving learning opportunities</li> <li>• Promoting the district as an area to invest in as well as a tourism destination</li> <li>• Housing growth across the district</li> </ul>
	<b>2. Clean, Green and Safe Environment</b>	<ul style="list-style-type: none"> <li>• Delivering an effective and value for money recycling and refuse collection service</li> <li>• Delivering good quality regulatory services (environmental and public protection)</li> <li>• Making the most of our natural and historic assets</li> <li>• Reducing crime and anti-social behaviour</li> <li>• Minimising the council's impact on the environment</li> </ul>
	<b>3. Healthier People and Communities</b>	<ul style="list-style-type: none"> <li>• Promoting healthy lifestyles and behaviours</li> <li>• Improving access to affordable, decent housing</li> <li>• Supporting vulnerable members of our community and reducing health inequalities</li> <li>• Supporting stronger, more confident and diverse communities</li> </ul>
	<b>4. Smarter Council</b>	<ul style="list-style-type: none"> <li>• Good, value for money, services</li> <li>• Higher take-up of digital services</li> <li>• Engaging residents</li> <li>• Income generation</li> </ul>

## KEY OUTCOMES

By 2020, we want to see that:

### **People in the district benefit from a stronger and more prosperous economy**

This would mean that people are increasingly active in the local economy and support local businesses, and our communities are sustainable with the appropriate infrastructure to support business growth and thriving town centres.

### **People in the district are healthier**

This would mean that people and their families are empowered and informed to live healthily and lead independent lives, and our communities are stronger, cohesive and sustainable, with appropriate access to services for all.

### **People in the district are engaged and empowered to achieve their own potential**

This would mean that people are active citizens in our society, equipped with the skills, qualifications and confidence needed to live and work, and that there are equal opportunities so people are supported and equally valued.

### **The Dover district is a great place to live, work and visit**

This would mean that people take pride in the district, their communities, the heritage and natural environment, and our district is clean and safe with a good range of leisure, tourism and cultural activities.

## PRIORITY ONE: THRIVING ECONOMY

**We will, with our partners:**

- Continue the district's regeneration programme to enhance and develop our economy, with the following as a priority focus:
  - St. James' Development / Dover Waterfront
  - Former Connaught Barracks site
  - Western Heights and Farthingloe
  - Whitfield Urban Expansion
  - Aylesham Garden Village
  - Betteshanger Sustainable Business Parks
  - White Cliffs Business Park Phases 2, 3 and 4
  - A new leisure centre for Dover (subject to viability assessment)
- Continue housing delivery programme including strategic allocations and other windfall opportunities and sites defined in the Land Allocation Local Plan
- Address the five-year land supply deficit and identify the inward investment and regeneration delivery actions needed to help ensure the most significant development schemes, once permitted, are implemented
- Develop a Dover Waterfront Masterplan to support Dover Harbour Board's Western Dock Revival project and the regeneration of the area and keep pace with the Port of Calais development
- Review our Strategic Housing Land Availability Assessment to identify whether any sites, previously ruled out as being at risk from flooding, may now be suitable for development in order to boost the supply and delivery of housing
- Support and encourage the continuing success of Discovery Park Enterprise Zone, to attract new businesses, from all sectors, to relocate in the district



- Work with the South East Local Enterprise Partnership, Kent & Medway Economic Partnership Board, public sector agencies and the private sector to stimulate and support investment and business growth in the district
- Continue raising the district's profile through promotion of our 'Invest in Dover – the enterprise coast' branding
- Support development of improved connections within the district including access to North Deal from the A258 and the Bus Rapid Transport System and Cable Car in Dover.
- Seek to improve parking and access facilities within our town centres to support and promote the local economy and access to HS1
- Continue our enabling role working with local employers and training providers to identify skills shortages, to meet local business needs and improve access to local job opportunities, through an annual job fair
- Support delivery of the Coastal Communities Fund, at a regional and local level, to maximise the economic potential of our seaside towns
- Promote, support and enable transportation infrastructure across East Kent and the Dover district, with a particular focus on:
  - Solutions to Operation Stack and associated traffic congestion
  - Third Thames Crossing
  - Rail accessibility and Thanet Parkway
  - Dualling of the A2
- Continue to support improved digital connectivity (broadband and mobile) across the district
- Continue to support the White Cliffs Country Tourism Alliance, and work with partners to improve accommodation, attractions and events to attract tourists to the area and sustain the economy
- Work with the R&A to bring the Open Golf Championship back to the district, to raise the international profile of the district and associated economic and tourism benefits it will bring
- Develop new structures for the management and promotion of heritage assets to provide a more integrated approach to the tourism offer

## **PRIORITY TWO: CLEAN, GREEN AND SAFE ENVIRONMENT**

### **We will, with our partners:**

- Work to deliver a recycling and waste service that our customers are satisfied with and that we are proud of; keeping the amount of waste that is generated in the district low
- Provide a simple, effective and reliable street cleaning service that promotes a clean and green place to live
- Work together with partners and communities to deliver a range of community safety initiatives aimed at the reducing the levels, and impact, of crime and anti-social behaviour across the district
- Continue enforcement and educational activities to tackle enviro-crime such as litter and dog fouling
- Protect residents and visitors by maintaining standards of food safety
- Continue to minimise the council's own impact on the environment through a reduction in energy used and carbon emissions
- Maintain the average Standard Assessment Procedure (SAP) rating in council homes to a high level
- Increase the number of projects that directly involve local communities in improving local areas, parks and open spaces

## **PRIORITY THREE: HEALTHIER PEOPLE AND COMMUNITIES**

### **We will, with our partners:**

- Continue to work with partners as part of the South Kent Coast Health and Wellbeing Board to improve the health outcomes for our residents
- Support the delivery of an Integrated Care Organisation, with a single commissioning structure and oversight of the entire health and wellbeing system for the South Kent Coast area
- Work to address the 'wider determinants of health' by, for example, improving housing and promoting healthy lifestyles and behaviours, including increasing participation in sport and leisure
- Continue to manage effective prevention through a range of different council services, such as licensing and environmental and public protection
- Protect and promote the health, safety and wellbeing of our employees
- Work to reduce health inequalities, focussing on some of our more deprived neighbourhoods or particular target groups
- Develop proposals to deliver a new leisure centre for Dover (subject to viability assessment)
- Update the Housing Strategy with the aim of meeting local needs, increasing housing choice and improving the quality of existing housing within the context of national housing policy priorities
- Review the Disabled Facilities Grant scheme to make sure that the agencies involved in service delivery are working in an integrated way and delivering the most efficient service possible
- Increase the number of vulnerable households benefiting from Warm Homes and Energy Switch Initiatives to achieve affordable warmth through energy efficiency initiatives and improvements to the built environment in which our residents live
- Support those communities who are seeking to take control through using their Community Rights (for example Right to Bid, Right to Challenge, Right to Build and Right to Reclaim Land)
- Offer appropriate support to town and parish councils developing Neighbourhood Plans
- Support Ward Councillors in developing their Community Leadership role
- Target homes where no one has registered to vote to increase the number of people voting and having a say
- Continue to work with partners to mitigate the impacts of Government Welfare Reforms including Universal Credit
- Promote improved understanding of equality and diversity

## **PRIORITY FOUR: SMARTER COUNCIL**

### **We will, with our partners:**

- Continue to develop our Medium Term Financial Plan aligning our resources to our Corporate Plan priorities
- Keep tight control of spend, with robust management of our assets, procurement and income
- Continue to look for innovative ways to reduce our costs, including opportunities to share our resources and staff with other councils
- Focus on strategic 'spend and save' projects
- Maximise the use of technology and develop digital services as appropriate

- Improve the way we communicate with our residents, through traditional and digital media, and understand customer experiences to make it easier for them to access council services
- Explore opportunities to generate additional income and get the best return from the properties and land we own
- Explore opportunities to expand our property portfolio to increase our income from investments
- Learn from, and share best practice with, other public and private sector organisations
- Deliver an improved grounds maintenance service, when the existing contract ends in 2016
- Support and develop our workforce, so that the Council has the right staff with the right skills
- Continue to be transparent, open and accountable in our decisions and provision of information

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