

Public Document Pack



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19 February 2018

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **SCRUTINY (POLICY AND PERFORMANCE) COMMITTEE** will be held in the HMS Brave Room at these Offices on Tuesday 27 February 2018 at 6.00 pm when the following business will be transacted.

Members of the public who require further information are asked to contact Rebecca Brough on (01304) 872304 or by e-mail at rebeccabrough@dover.gov.uk.

Yours sincerely

A handwritten signature in black ink, appearing to read "Nicky", written over a white background.

Chief Executive

Scrutiny (Policy and Performance) Committee Membership:

K Mills (Chairman)
M I Cosin (Vice-Chairman)
P M Beresford
T A Bond
R J Frost
B J Glayzer
J M Heron
S C Manion
M Rose
D A Sargent

AGENDA

1 **APOLOGIES**

To receive any apologies for absence.

2 **APPOINTMENT OF SUBSTITUTE MEMBERS**

To note appointments of Substitute Members.

3 **DECLARATIONS OF INTEREST** (Page 5)

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

4 **MINUTES**

To confirm the Minutes of the meeting of the Committee held on 16 January 2018 (to follow).

5 **PUBLIC SPEAKING**

Please note that in accordance with the agreed Protocol for Public Speaking at Overview and Scrutiny, the right to speak only applies to agenda items 11, 12 and 13.

The right of the public to speak does not apply to the following agenda items: Apologies, Appointment of Substitute Members, Declarations of Interest, Minutes, the Forward Plan, the Scrutiny Work Programme, any agenda item that is not accompanied by a written report and items that are exempt business.

Members of the public wishing to speak must register to do so by no later than 2.00 pm on the second working day before the meeting.

6 **DECISIONS OF THE CABINET RELATING TO RECOMMENDATIONS FROM THE SCRUTINY (POLICY AND PERFORMANCE) COMMITTEE**

The following decisions were taken by the Cabinet at its meeting held on 5 February 2018 in respect of recommendations from the Scrutiny (Policy and Performance) Committee:

- Review of On and Off-Street Parking Charges
- Dover Town Centre

<http://moderngov.dover.gov.uk/ieListDocuments.aspx?CId=121&MId=2710>

7 **ISSUES REFERRED TO THE COMMITTEE BY COUNCIL, CABINET, SCRUTINY (COMMUNITY AND REGENERATION) COMMITTEE OR ANOTHER COMMITTEE**

There are no items for consideration.

8 **ITEMS CALLED-IN FOR SCRUTINY OR PLACED ON THE AGENDA BY A MEMBER OF THE COMMITTEE, ANY INDIVIDUAL NON-EXECUTIVE MEMBERS OR PUBLIC PETITION**

- (a) Items placed on the agenda by a Member of the Committee or any individual Non-Executive Member

Any individual Councillor may request that a matter is placed on the agenda of one of the Council's Overview and Scrutiny Committees by providing Democratic Support with notice of the matter prior to the agenda being published.

There are no items for consideration.

(b) Items the subject of Call-In

Executive Decisions may be called-in by the Chairman or Spokesperson of the Scrutiny (Policy and Performance) Committee or any three non-executive members.

There are no items for consideration.

(c) Public Petition

There are no items for consideration.

9 **NOTICE OF FORTHCOMING KEY DECISIONS** (Pages 6 - 9)

It is intended that Members should use the Notice of Forthcoming Key Decisions to identify topics within the remit of the Committee for future scrutiny.

10 **SCRUTINY WORK PROGRAMME** (Pages 10 - 16)

It is intended that the Committee monitor and prioritise its rolling work programme.

11 **PERFORMANCE REPORT** (Pages 17 - 37)

To consider the attached report of the Director of Governance.

12 **FEES AND CHARGES 2018/19** (Pages 38 - 97)

To consider the attached report of the Director of Finance, Housing and Community.

13 **COUNCIL BUDGET 2018/19 AND MEDIUM TERM FINANCIAL PLAN 2018/19–2021/22** (Pages 98 - 223)

To consider the attached report of the Director of Housing, Community and Finance.

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. Minutes are normally published within five working days of 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, Democratic Services Manager, telephone: (01304) 872304 or email: rebeccabrough@dover.gov.uk for details.

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

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.



Notice of Forthcoming Key Decisions

[This updated version of the Notice supersedes all other versions issued in previous months]

Publication Date: 2 February 2018

Notice of Forthcoming Key Decisions which will be made on behalf of the Council

Key Decisions 2017/18	Item	Date of meeting at which decision will be taken by Cabinet (unless specified otherwise)
1	Neighbourhood Plans	June 2013 and ongoing (see entry)
2	Dover Town Centre Regeneration: To consider progress on the Compulsory Purchase Order and any issues arising which may go beyond the scope of the resolutions incorporated in Minute CAB 87	8 September 2014/24 April 2015/7 March 2016 and as necessary
3	Approval to develop detailed plans for replacement of Dover Leisure Centre	25 July/20 September and 15 December 2016 (special Cabinet meetings) and 11 September 2017 (special Cabinet meeting)
4	Statutory Brownfield Register	Decision to be taken by the Head of Regeneration and Development – December 2017
5	Review of Tenancy Strategy and Tenancy Policy	5 March 2018
6	Review of Local Plan	(i) 1 March 2017; (ii) October 2018; and (iii) July 2019
7	Property Acquisitions	Ongoing (decisions to be taken by Portfolio Holder for Corporate Resources and Performance)
8	Approval for public consultation on draft South Barracks Conservation Area Appraisal	3 July 2017 and 5 March 2018
9	To consider the results of public consultation on the Waterloo Crescent Conservation Area Appraisal and approve public consultation on proposed boundary extensions	8 May 2017
10	To consider the results of public consultation on the extension of the Nelson Street Conservation Area boundary and the introduction of an Article 4 Direction	8 May and 4 December 2017
11	Approval to cease providing a face-to-face customer service function at Aylesham, Deal and Sandwich area offices	3 July and 4 September 2017
12	Approval of revisions to the 2012 Housing Assistance Policy	3 July 2017
13	Approval of amended Dover District Council Events Policy and Land Hire Agreement	4 September 2017
14	Approval to release funding and carry out regular beach maintenance works between Oldstairs Bay and Sandwich Bay	12 June 2017

Key Decisions 2017/18	Item	Date of meeting at which decision will be taken by Cabinet (unless specified otherwise)
15	Local Plan Review – Engagement Strategy	8 May 2017
16	Appointment of contractor to carry out building extension and repair works at Kearsney Abbey and Russell Gardens as part of the Heritage Lottery Funded ‘Parks for People’ project	Decision to be taken by the Portfolio Holder for Property Management and Public Protection – July/August 2017
17	Appointment of contractor to carry out landscape and watercourse restoration works at Kearsney Abbey and Russell Gardens as part of DDC’s Heritage Lottery Funded ‘Parks for People’ project	Decision to be taken by the Portfolio Holder for Property Management and Public Protection – July/August 2017
18	To approve the policy on civil penalties and rent repayment orders for private landlords	2 October 2017
19	To seek approval for wet and dryside improvements to Tides Leisure and Indoor Tennis Centre, Deal	5 March/16 April 2018
20	Dover Waterfront Masterplan Area Action Plan	To be confirmed
21	Planning Enforcement Plan	16 April 2018
22	Representations on the Thanet District Council Local Plan	5 March 2018
23	Fit-out of Aylesham retail units and related funding	3 July 2017
24	Project approval for development of land at Foxborough Close, Woodnesborough to provide affordable housing	3 July 2017
25	Approval of project to deliver new modular homes to provide temporary housing for homeless households	2 October 2017
26	To consider a revised East Kent Growth Framework	4 September 2017
27	The Open Golf Championship 2020	4 September 2017
28	Local Development Scheme	4 September 2017
29	To seek approval for public consultation on the draft Sandwich Walled Town Conservation Area Appraisal	5 March 2018 and date to be confirmed
30	Approval of contracts for works to Middle Street Car Park, Union Road Car Park and general maintenance work to remaining car parks.	4 September 2017
31	Approval to carry out works to area adjacent to River Dour and garages to the rear of Dolphin House, Dover	4 December 2017
32	Approval to carry out capital project works to Deal Pier	2 October and 6 November 2017
33	Award of replacement pitched roofing contract 2017-2020	2 October 2017
34	Future and funding of Inspire Fund	To be confirmed

Key Decisions 2017/18	Item	Date of meeting at which decision will be taken by Cabinet (unless specified otherwise)
35	Development of community-led housing initiatives	6 November 2017
36	Approval to upgrade heating and ventilation plant and controls at Dover Museum	6 November 2017
37	To approve final contract terms for the delivery of Revenues, Benefits and Customer Services functions by a private sector provider, and give authority for partner councils to enter into the contract and associated documentation.	East Kent Services Committee – 24 January 2018
38	Hackney Carriage and Private Hire vehicles - access for wheelchair users	5 March 2018
39	Fees and Charges – agreement on levels for 2018/19	15 January 2018
40	Authority Monitoring Report	4 December 2017
41	Recommendations to Cabinet (and Council) of the draft 2018/19 Budget and Medium-Term Financial Plan 2018/19-2021/22, and approval of various delegations within the Budget	5 February and 5 March 2018
42	Review of Parking Charges	15 January 2018
43	Surrender of Dover Leisure Centre Lease	15 January 2018
44	Approval of the use of Building Foundations for Growth funding and authorisation of an appropriate legal agreement	15 January 2018
45	Development of a social lettings agency	5 March 2018
46	To award contract for resurfacing work to Deal Pier stem	5 March 2018
47	Approval of project to develop housing to be occupied on an interim basis by homeless households	5 March 2018
48	To appoint consultants to design and produce tender documentation for new housing development at former sheltered housing sites at Snelgrove House and William Muge House, Dover	5 March 2018
49	Permission to go out to formal consultation on a Public Spaces Protection Order	5 March 2018
50	To seek approval to formalise the current service delivery approach to littering and dog-fouling enforcement	5 March 2018
51	Award of contract to construct two dwellings at Foxborough Close, Woodnesborough	Decision to be taken by the Portfolio Holder for Built Environment – March/April 2018
52	To seek Cabinet approval for public consultation on draft Upper Deal Conservation Area Character Appraisal	16 April 2018 and date to be confirmed

OVERVIEW AND SCRUTINY WORK PROGRAMME 2017/18

SCRUTINY (POLICY AND PERFORMANCE) COMMITTEE

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
May 2017	Waterloo Crescent Conservation Area Appraisal	Single Meeting	Head of Regeneration and Development	£0	£0	To consider the results of public consultation on the Waterloo Crescent Conservation Area Appraisal and approve public consultation on proposed boundary extensions
	Nelson Street Conservation Area	Single Meeting	Head of Regeneration and Delivery	£0	£0	To consider the results of public consultation on the extension of the Nelson Street Conservation Area boundary and the introduction of an Article 4 Direction.
	Performance Report Q4	Single Meeting	Director of Governance	£0	£0	To consider the report.
	Appropriation of Land for Play Areas	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	St Radigund's Play Area Project	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	Petition – Aycliffe Parking	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To receive the petition.

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
June 2017	Regent Cinema	Special Meeting (on-going)	Director of Environment and Corporate Assets / Head of Regeneration & Delivery	£tbc	£0	To be held in Deal at a date to be determined (June/July).
	Oldstairs Bay to Sandwich Bay Beach Management Plan	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	Accommodation Charter for Dover District	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
July 2017	Approval to cease providing a face-to-face customer service function at Aylesham, Deal and Sandwich Area Offices	Single Meeting	Corporate Management Team	£0	£0	To consider the report.
	Outsourcing of Revenues, Benefits, Debt Recovery and Customer Services Functions (Revision of Delegations to the East Kent Services Committee)	Single Meeting	Corporate Management Team	£0	£0	To consider the report.
August 2017	Regent Cinema	On-going	Corporate Management Team	£venue+ microphones	£724.80	This will be held in Deal at the Astor Theatre. Date: 3 August 2017
September 2017	Closure of Area Offices	On-going	Director of Shared Services	£0	£0	To consider the further report. [Pre-decision scrutiny had been requested]

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
	St James's Development Update	On-going	Head of Inward Investment	£0	£0	A further site visit to the St James's site to view progress. Exact date to be confirmed.
	Dover Leisure Centre	On-going	Director of Environment and Corporate Assets	£0	£0	To consider reports at each relevant stage in the process.[Could be a separate meeting – tbc on date]
	Lorry Parking in Dover	On-going	Director of Environment and Corporate Assets	£0	£0	To continue to monitor the progress in resolving illegal and anti-social lorry parking in Dover.
	Petition – Future of Dover Town	Single Meeting	Corporate Management Team	£0	£0	To receive the petition.
	Petition – Speed Restrictions on Beaconsfield Avenue	Single Meeting	Corporate Management Team	£0	£0	To receive the petition.
	Car Park Resurfacing	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	Performance Report Q1	Single Meeting	Director of Governance	£0	£0	To consider the report.
	Parks and Open Spaces	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To receive an update on the progress of the service since bringing in-house. [Provided as focus of Performance Report]
October 2017	Report on Petition – Aycliffe Parking	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To receive a report in respect of the petition. [Moved from September due to other petitions received]

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
	EK Services Strategic Service Delivery Options and Potential for Contracting out of Certain Functions	On-going	Corporate Management Team	£0	£0	To consider the report on the business case.
	Report on Petition – Beaconsfield Avenue and surrounding area	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider a report in respect of the petition.
	Universal Credit Update	Single Meeting	East Kent Housing	£0	£0	At the 12 September 2017 meeting, members requested an update on Universal Credit from EKH.
	EK Services' Face-to-Face Service Provision at Deal Area Office	Single Meeting	Corporate Management Team EKS	£venue+ microphones	£584	Special meeting to be held at the Astor Theatre on 25 October 2017
	Access to Information Procedure Rules	Single Meeting	Director of Governance	£0	£0	To receive a briefing from the Director of Governance.
November 2017	Regent Cinema Update	On-going	Director of Environment & Corporate Assets	£0	£0	To receive an update.
	Lorry Parking in Dover District	On-going	Kent Police	£0	£0	To receive an update.
	Performance Report Q2	Single Meeting	Director of Governance	£0	£0	To consider the report.
December 2017	Overnight Opening of Deal Pier	Single Meeting	Director of Environment & Corporate Assets	£0	£0	To consider the report.

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
	Authority Monitoring Report	Single Meeting	Chief Executive	£0	£0	To consider the report.
January 2018	Deal Pier	Single Meeting	Director of Governance & Director of Environment and Corporate Assets	£0	£0	To receive an update
	Dover Town Centre	Single Meeting	Corporate Management Team	£0	£0	To consider the report.
	Lorry Parking in the Dover District	Single Meeting	Kent Police (confirmed)	£0	£0	To consider the issue of illegal and anti-social lorry parking in Dover. [KCC have declined the invitation to attend]
	Review of On and Off Street Parking Charges	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	Customer Services – Update on Performance Indicators	Single Meeting	Director of Shared Services	£0	£0	To receive an update.
	Performance Report Q3	Single Meeting	Director of Governance	£		To consider the report.
February 2018	Scrutiny of the Council's budget	Single Meeting	Corporate Management Team	£		To scrutinise the Council's budget for 2018/19.
	Fees and Charges	Single Meeting	Corporate Management Team	£		To be considered as part of the budget scrutiny process.

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
March 2018	Accommodation Charter Update	Single Meeting (Follow-up)	Director of Environment & Corporate Assets	£		To receive an update.
	Update on Universal Credit	Single Meeting	EK Housing	£		To receive an update on Universal Credit.
	To seek approval for wet and dryside improvements to Tides Leisure and Indoor Tennis Centre, Deal	Single Meeting	Director of Environment & Corporate Assets	£		To consider the report.
	Planning Enforcement Plan	Single Meeting	Chief Executive	£		To consider the report.
April 2018	Performance Report Targets 2018-19	Single Meeting	Director of Governance	£		To consider the report
May 2018	Performance Report Q4	Single Meeting	Director of Governance	£	£	To consider the report.

Please note items beyond the current month are subject to change depending on Forward Plan, etc.

Municipal Year 2017/18

Agreed for Inclusion?	Subject	Resource Implications				Action
Yes	Property Investment Strategy	Single Meeting	Director of Finance, Housing and Community	£		To receive an update
Yes	Dover Town Centre Regeneration	Meeting of both scrutiny committees	Corporate Management Team	£		To hold a meeting of both scrutiny committees to consider the proposals for the regeneration of the wider town centre.
Yes	Update on scaffolding at Tower Hamlets	Single Meeting – Follow up	Director of Environment & Corporate Assets	£		To receive an update.
Yes	Dover Leisure Centre	On-going	Director of Environment and Corporate Assets	£0		To consider reports at each relevant stage in the process.
Yes	Digital Strategy	Single Meeting	Head of Community Services	£		To receive an update on the Council's digital strategy.
Yes	Lorry Parking in the Dover District	On-going	Various	£		To consider issues of illegal and anti-social lorry parking in the wider District.
Yes	Open Championship Golf	On-going	Corporate Management Team	£		To receive updates at appropriate milestones.
Yes	Dover Town Investment Zone	On-going	Various	£		To maintain a watching brief, scheduling scrutiny meetings as appropriate.

Subject:	PERFORMANCE REPORT – QUARTER 3, 2017/18
Meeting and Date:	Cabinet – 5 February 2018 Scrutiny (Policy and Performance) Committee – 27 February 2018
Report of:	David Randall, Director of Governance
Portfolio Holder:	Councillor Mike Conolly, Portfolio Holder for Corporate Resources and Performance
Decision Type:	Non-Key Decision
Classification:	Unrestricted

Purpose of the report:	To monitor performance against key objectives
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Recommendation:	The Council's Performance Report and Actions for the 3rd Quarter 2017/18 be noted
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1. Summary

The Council's Performance Report for the 3rd Quarter 2017/18 reports on performance against key performance targets throughout the Council, East Kent Shared Services and East Kent Housing during the third quarter. It incorporates comments from each Director on performance within their directorate plus any key initiatives and concerns they may have.

2. Introduction and Background

- 2.1 Monitoring of performance against key targets is key to the achievement of the Council's aims and objectives. The Performance Report provides a summary of the Council's key performance figures for the 9 months to 31 December 2017.
- 2.2 The Performance Report contains information relating to the performance of the Council against key corporate indicators and considers the performance of a range of indicators against previous year's performance.
- 2.3 The Performance Report identifies areas where performance is on track throughout the third quarter of 2017/18, whilst recognising the need for further improvements in some areas. Each Director provides additional commentary focussing on areas of high or low performance.
- 2.4 Homelessness remains under pressure with a continued high level of presentations and limited viability of accommodation. Although steps are being taken to address this, firstly by strengthening the team to provide additional resource to work to avoid homelessness where possible, and secondly to increase the stock of properties within the HRA, particularly those that can be used to provide interim accommodation. The number of households currently staying in temporary accommodation remains high at 97, but this is a slight reduction on the previous quarter.

2.5 The percentage of Council Tax collected during the year is fractionally lower than during the same quarter for the previous year, however the actual amount collected in monetary terms is considerably more.

2.6 A section is included to show performance within the Shared Services against key indicators. A more comprehensive set of indicators for EK Services and East Kent Housing are monitored through the monitoring structures established by the Agreements under which those services are delivered, with any areas of significant concern being capable of escalation into this quarterly monitoring report, if required.

3. **Identification of Options**

3.1 Not applicable.

4. **Resource Implications**

4.1 None.

5. **Corporate Implications**

5.1 Comment from the Section 151 Officer: The Director of Finance, Housing and Community has been consulted in the preparation of this report and has no additional comments to add (HL)

5.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make

5.3 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>

6. **Appendices**

Appendix 1 – Q3 Performance Report

7. **Background Papers**

None.

Contact Officer: Colin Cook, Head of Corporate Services

Dover District Council Performance Report For the Quarter Ending – 31 December 2017

Introduction

- Summary of Performance Indicators

KEY

▲	Improved performance
▶	Maintained performance
▼	Decline in performance

Status	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Direction of Travel to previous Qtr
	No.	%	No.	%	No.	%	No.	%	
Green	31	89%	28	80%	28	80%			▶
Amber	1	3%	2	6%	0	0			
Red	3	8%	5	14%	7	20%			▼
Total	35	100%	35	100%	35	100%			

Shared Services Performance

EK Services

PI	Description	Outturn 2016/17	DDC Target 2017/18	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
ICT											
EKS01d	Percentage of incidents resolved within agreed target response time - ICT	97%	95%	97%	97%	98%		97%		▲	Green
EKS02d.1	Percentage of incidents resolved within 1 working day	70%	50%	70%	78%	80%		76%		▲	Green

EK Services

PI	Description	Outturn 2016/17	DDC Target 2017/18	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
EKS02d.2 (new)	Percentage of incidents resolved within 3 working days	N/A	80%	83%	88%	89%		86.89%		▲	Green
EKS04d	Percentage availability of email service	100%	97.50%	99.83%	100%	100%		99.94%		▶	Green
EKS24d.1	Percentage availability of Finance system	100%	95%	100%	100%	100%		100%		▶	Green
EKS24d.2	Percentage availability of Anite/Housing System	100%	95%	100%	100%	100%		100%		▶	Green
EKS24d.3 (new)	Percentage availability of Citrix	N/A	97.50%	99.91%	100%	100%		99.97%		▶	Green

Customer Services

EKS026d	Average call waiting time in minutes	50 seconds	50 seconds	1 minute 17 seconds	1 minute 55 seconds	1 minute 21 seconds		1 minute 44 seconds		▲	Red
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Council Tax

EKS18d	The percentage of council taxes due for the financial year which were received in year by the authority.	98.00%	97.85%	29.34%	56.84%	84.5%		84.50%		N/A	Green
		£ 58,106,335	N/A	£ 18,358,849	£ 35,715,802	£ 53,185,973		£ 53,185,973		N/A	N/A

Business Rates

EKS19d	Total Business Rates collectable per NNDR1	98.85%	Information only	28.50%	55.50%	82.86 %		82.86%		N/A	N/A
EKS50d	Total Business Rates Invoiced	£ 34,771,667	Information only	£ 10,907,131	£ 21,192,969	£ 31,467,447		£ 31,467,447		N/A	N/A

EK Services

PI	Description	Outturn 2016/17	DDC Target 2017/18	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
Benefits											
EKS13d	Pay benefit quickly	6.28 days	8.70 days	7.54 days	8.13 days	6.71 days		7.46 days		▲	Green
EKS14d	Percentage of correct Housing Benefit & Council Tax Benefit decisions	96.59%	96.00%	98.05%	98.52%	98.40 %		98.32%		▶	Green
EKS51d	Households affected by reductions in Housing Benefit	520	Information only	510	457	439		439		N/A	N/A

EK Services Director's Comments

Performance

Performance in ICT & Revenues & Benefits continues to remain high; ICT performance is above the level attained at Q3 last year. CT and NDR percentage collection is slightly below the Q3 levels from last year but the amount of collection is greater (CT £2.75m up on last year and NDR £1.4m above).

Customer Services contact remain a challenge and below target. This has been discussed at length. I am pleased to see that some of the measures taken to assist (new apprentices, redeployment of staff) are starting to have an effect and the performance has improved markedly since Q2. However, the fact remains that the budget pressure in 2017, resulting in a £800k saving target for EKS has had a large impact on overall staffing. There are still some factors that have added to the pressure on resources, including extra work from Universal Credit assistance and some ongoing extra call volumes from Council Tax Reduction Scheme queries which are not steady state activity

Key Initiatives/Outcomes:

The new Digital Benefits solution which was due to be deployed in November was delayed and is now being implemented in January. This provides a much easier, faster and more accurate method for customers to make claims, update change of circumstances and will not only improve customer experience but also reduce contact via telephones or face to face.

EK Services

PI	Description	Outturn 2016/17	DDC Target 2017/18	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
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Concerns/Risks:

It remains likely that, despite the additional measures being put in place to help mitigate the pressure in Customer Services, that we are unlikely to achieve the 50 secs call waiting time target. The target last year was 90 secs and we have reduced staff but contact, whilst reducing, has not matched the resources reduction.

If we fail to agree Terms and Contract with Civica to provide Customer Services and Revenues/Benefits then a major restructure of EKS is likely, unless Councils found significant funding to invest. Any restructure would result in significant staff reduction that would have severe impact on services.

EK Housing

PI	Description	Outturn 2016/17	DDC Target 2017/18	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
EKHL1	Average time taken to re-let council dwellings	10.77 days	15 days	10.43 days	10.65 days	17.16 days		12.86 days		▼	Red
EKHC2	Rent arrears as % of annual debit	1.02%	1.40%	1.36%	2.28%	2.75%		2.75%		▼	Red
EKHC3	Former tenant arrears as % of annual debit	N/A	0.50%	0.48%	0.62%	0.66%		0.66%		N/A	Red
EKHD1	Total current residential arrears (including court costs)	£205,511	N/A	£285,069	£452,090	£544,304		£544,304		▼	N/A
EKHD2	Average current tenant arrears per rented unit	£50.35	N/A	£65.65	£94.21	£113.42		£113.42		▼	N/A
EKHD3	Total former tenant arrears (including court costs)	£91,664	N/A	£101,515	£122,313	£131,325		£131,325		▼	N/A
EKHD4	Amount of former tenant arrears written off	£83,494	N/A	£5,287	£5,287	£5,287		£5,287		▶	N/A
EKHM1	Percentage of total responsive jobs completed on time	98.89%	95%	99.64%	99.89%	99.44%		99.66%		▶	Green
EKHM5	Percentage of properties with a valid gas safety certification	99.98%	100%	99.71%	100%	100%		100%	4067	▶	Green

East Kent Housing Director's Comments:

Performance:

East Kent Housing is generally a high performing housing service and challenging targets have been set in order to maintain this level. However, this year we have faced both organisational and financial challenges that have had an impact on performance. Most significantly, the roll-out of Universal Credit for tenants in Dover. General points to note:

- Re-let times have increased during the quarter, but the cumulative (year-to-date) figure is still within target

EK Housing

- Rent arrears have increased and we are outside target for the year (this is likely to be the case until the end of the year)
- Responsive repairs and gas safety performance remains in target

Key Initiatives/Outcomes:

We are looking at the impact of Universal Credit on arrears in order to understand both the cost (the proportion of the arrears that are UC cases) and the impact on resources (how much additional time it takes to manage UC cases). We are also working closely with our repairs contractor, Mears to understand the issues that have created longer void times and bring performance back into target for year-end.

Concerns/Risks:

The roll-out of Universal Credit is going to have an increasing impact. The targets for rent arrears do not take account of this new benefit and therefore do not reflect our performance on more traditional arrears cases. However, the additional resource required for UC cases is also having an indirect impact on our ability to manage other arrears cases and for this reason we are likely to end the year out of target.

Finance, Housing & Community

PI	Description	Outturn 2016/17	DDC Target 2017/18	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr (where applicable)	Direction of Travel to previous Qtr	RAG Status
ACC004	Percentage of invoices paid on time	96.82%	96.50%	97.97%	98%	96.72%		97.56%	2224	▶	Green
CSU001	Percentage of ASB cases resolved within 30 days	98.32%	95.50%	100%	100%	100%		100%	2	▶	Green
HOU010a	Number of households living in Temporary Accommodation including B&B	97	50	104	109	97		97		▲	Red
HOU010b	Number of households in bed and breakfast (The data provided in HOU010a and b shows the number of households on the last day of the quarter.)	47	25	42	44	29		29		▲	Red
PSH007	Number of DFG applications completed (data for information only)	75	N/A	20	8	12		40		N/A	N/A
PSH008 (new)	Percentage of completed DFG applications approved within 10 working days from receipt of application	N/A	90%	86%	89%	100%		91.66%		N/A	Green
HOU005	The number of households presenting as homeless	275	N/A	78	75	50		203		▲	N/A
HOU011	The number of households presenting as homeless where a duty to re-house is accepted	162	N/A	38	57	32		127		▲	N/A
HOU012	The number of children in B&B and temporary accommodation (TA)	262	N/A	104	134	117		117		▲	N/A

Performance Summary – General Fund, HRA and Capital

Performance:

General Fund Revenue Budget

- The comments below relate to the General Fund at 31st December 2017.
- The General Fund is projecting a deficit of £121k, compared to a budgeted deficit of £61k, as shown in the table below.
- This is a £60k adverse variance, mainly relating to the cost of increased temporary accommodation for the homeless (£745k) due to the lack of suitable short-term accommodation and the increasing number of homeless presentations, offset by improvements in Investment Income (-£286k) and additional recharges of officer time to capital, HRA and projects (-£373k), although some of the latter must be considered time-limited.
- Two main actions are being taken to address the underlying homelessness issue. Firstly, the housing allocations team has been strengthened to provide additional resource to work to avoid homelessness where possible and to ensure that the best housing options are pursued.
- Secondly, work is underway to use the Housing Initiatives Reserve and the 1:4:1 monies (retained right-to-buy receipts) to increase the stock of properties within the HRA, particularly of properties that could be used to provide interim accommodation to homeless people. This is mainly through the purchase of properties on the market, and also through projects to develop homes to provide interim solutions. To date eight properties have been purchased, work on the Folkestone Road properties to provide nine self-contained flats is progressing, and Cabinet gave approval for the progression of the Modular Housing project on 2nd October 2017. These projects continue to be progressed as a matter of priority.
- Work is also underway to reduce the cost of short term accommodation placements following the reduction in support from government for this expenditure. If successful, these actions will reduce the council's use of expensive temporary accommodation for the homeless.
- In order to offset these pressures work is ongoing to increase income streams for the Council through the Property Investment Strategy and the revised Treasury Management Strategy as detailed below.
- Council have approved a new Treasury Management Strategy (TMS) which enables us to use a wider range of investment instruments and generate greater income from the Council's investments.
- The Council invested £6m in the CCLA (Churches, Charities & Local Authorities) property fund in June/July 2017, followed by £6 million in the Columbia Threadneedle Strategic Bond Fund and £6 million in the Investec Diversified Income Fund in December 2017, in accordance with the TMS. These funds are anticipated to generate returns of circa 4% - 5% p.a. and are viewed as longer term investments (5 – 10 years). Without these investments, the Council would be forecasting a shortfall of income on its current investment portfolio.
- The use of these pooled funds is a strategy to improve returns, while also diversifying away from bank deposits to mitigate the bail-in risks. A presentation of options was made to the Investment Advisory Group on 4th October 2017, including a presentation by Arlingclose, our new Treasury Advisors, on the specific instruments that meet our investment criteria, prior to making the further investments during December.
- Changes to accounting requirements under IFRS9 may require fluctuations in the capital value of investments to be charged to the Income & Expenditure Account from 1st April 2018, even though these are not realised unless investments are sold. We are awaiting clarification from the accounting body, CIPFA, on treatment of investments and whether there might be a statutory override for Local Authorities.
- Please also see the 'Property Investment Strategy' section after the tables below, for further details and performance against the separate £500k target.
- In addition, Members will note that General Fund balances are projected to be maintained at about £2.4m, which is slightly below the forecast of £2.5m for 2017/18 in the Medium Term Financial Plan 2017/18–2020/21 approved by Council on 1st March 2017.
- Please refer to the September 2017 Budget Monitoring Report for full details of variances, issues and actions.

General Fund Budget Summary (31st December 2017)	£000
Original budget deficit	61
Budget variations - adverse	60
Projected budget deficit	121
Balances Brought Forward	(2,533)
Projected Year End Balances	(2,412)

The main variances in the General Fund budget are shown below:

General Fund Budget Variances (31st December 2017) – cumulative	Variance £000
Homelessness - Estimated additional emergency accommodation costs	745
Investment income - Improved income due to investment of £18m in property, bond and diversified income funds, and change in the GF/HRA split	(286)
Recharges of officer time and related costs to capital and projects (£223k), and review of apportionment of costs between General Fund and HRA and other changes (£150k)	(373)
Staff vacancy savings exceeding target (£104k) less transfer to reserve towards costs of Data Retention project in 2018/19 (£50k)	(54)
Other net variances - adverse	28
Total Variances – adverse	60

Property Investment Strategy

- The first acquisition under this initiative was undertaken in September with the purchase of the freehold of the Whitfield B&Q retail warehouse at White Cliffs Business Park, Dover. The purchase is forecast to generate a net income stream for the Council of £268k per annum, representing a 1.6% net return on the investment. In December 2017, Dover purchased a second site - Whitfield Court, Dover. The purchase is forecast to generate a net income stream for the Council of £120k per annum, representing a net return of 2.65%.
- The approved General Fund budget included a target Property Investment Strategy income of £500k. Progress to date is:
 - Appropriation of garages, shops and land from the HRA to the General Fund, forecast to deliver circa £286k net income;
 - Purchase of B&Q, as detailed above, will deliver £141k net income for the remainder of the year;
 - Purchase of Whitfield Court, as detailed above, will deliver £39k net income for the remainder of the year;
 - Income achieved current year £466k, leaving £34k of income to be achieved. Work is on-going to identify further opportunities to deliver this;
 - Full year income from 2018/19 from completed projects is forecast to be in excess of £650k.

Housing Revenue Account

- The HRA balance as at 31st December 2017 is estimated at £1,039k, reflecting an decrease in the expected surplus for the year from £60k to a deficit of £8k

Housing Revenue Account Budget Summary (31st December 2017)	£000
Original budget favourable	(38)
Budget variations - adverse	46
Projected budget adverse	8
Balances Brought Forward	(1,047)
Projected Year End Balances	(1,039)

The main variances in the Housing Revenue Account budget are shown below:

Housing Revenue Account Budget Variances (31st December 2017)	Total Variance £000
Removal of rental income on Garages and shops due to transfer of stock to General Fund	562
Increase in rental income – fewer voids than anticipated	(372)
Grants for supporting people from KCC confirmed, uncertainty of income at budget setting	(170)
Removal of income from leaseholder due to major works not taking place	165
Reworking of revenue programme	129
Reduction in direct revenue financing of the capital programme	(347)
Decreased transfer to Housing Initiatives Reserve	(100)
Reworking of internal recharges	179
Total Variances – adverse	46

Medium Term Capital Programme

- Within the capital programme, all projects approved to proceed are fully financed, and there are no significant project overspends. Further details were provided in the budget monitoring report circulated to Members.

The main changes in the Medium Term Capital Programme are shown below:

Capital Budgets (31st December 2017)	Current Year £000	Total Cost of Programme £000
2017/18 Position as at 30 th September 2017	75,980	263,657
Phasing changes	(8,670)	
Additional provision is included for existing projects:- mainly £414k increase on the Kearsney Parks for People project which is financed from the existing capital receipt and HLF grant funding; an additional £190k approved for Dover Museum works funded from the provision included in the current MTFP; and a £200k ring-fenced provision within the Capital contingency has been added to the proposed estimate for major refurbishment works at Tides Leisure Centre.	14	831
Allocations from provisions included in the current MTFP:- £190k for Dover Museum works; £200k for proposed Tides	(275)	(390)

Capital Budgets (31st December 2017)	Current Year £000	Total Cost of Programme £000
Leisure Centre major refurbishment.		
New project added for provision of a new bus shelter at Honeywood Parkway, mainly funded from Section 106 monies.	20	20
Reduction in expected 17/18 spend on HRA housing stock capital works following a review.	(500)	(500)
Other minor changes	8	-
Total Capital Programme – projected spend	66,577	263,618

Concerns/Risks:

- Investment income remains under pressure from low interest rates and uncertainty following the Brexit vote. The Council has changed its Treasury Advisors from 1st April 2017 to Arlingclose. With their assistance, a review of our current investment strategy has been carried out and an update to the Treasury Management Strategy (TMS) was approved by Council at its meeting on 19th July 2017 to enable us to use a wider range of investment instruments. Following a presentation to the Investment Advisory Group on 4th October, the Council has made investments in Diversified Income Funds (pooled funds) to offset the impact of reducing interest rates on bank deposits, money market funds and loans to other local authorities. This has enabled us to increase returns further for current and future years.
- The property Investment Strategy has already achieved £466k of the £500k target income for 2017/18. This leaves £34k of income to be achieved and work is on-going to identify further opportunities to deliver this.
- Business Rates (BR) income remains volatile and complex to calculate, and is subject to changes arising from: the 2017 revaluation; the level of successful appeals; the profiling of Enterprise Zone relief given; the levels of claims for Small Business Rates Relief and other reliefs; and fluctuations in estimates of ‘business rates growth’ due to the scale or timing of regeneration projects.
- BR income is subject to on-going pressure from unresolved appeals and, from 2017/18, the impact of the 2017 revaluation by VOA. There are £24.3m approx. in Rateable Value of appeals outstanding at 31st December 2017 against 2010 valuations, of which the top 10 appeals account for 87% of this value (£21m). There will also be further appeals against the 2017 valuation list.
- Separately a ‘Business Rates & Council Tax’ reserve has been established to help smooth out the impact of changes in BR income and the timing of its recognition under statute.
- The Budget Monitoring Report for December includes a broadly neutral position for BR, mainly due to the expected tariff adjustment (£1.1m favourable) being sufficient to cover the levy on ‘growth’ above the (reduced) tariff (£141k), and enabling us to transfer a further £982k to the Business Rates & Council Tax reserve to cover the 18/19 collection fund deficit and to top up the reserve for potential future pressures. Please see the main Budget Monitoring report for further details of current issues and their mitigation.

Key Initiatives/Outcomes:

Work is underway to tackle the increase in costs associated with homelessness, short term accommodation placements and the shortage of housing stock (see General Fund section above). Otherwise, the projected outturns for General Fund, HRA and Capital Programme do not indicate the need for corrective action in 2017/18. The variances identified will be taken into account in future revisions to the MTFP and, where relevant, the budget monitoring reporting during the 2017/18 year. Please refer to the December 2017 Budget Monitoring Report for full details of the Capital, General Fund and HRA data in the tables above.

Governance

PI	Description	Outturn 2016/17	DDC Target 2017/18	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr (where applicable)	Direction of Travel to previous Qtr	RAG Status
GOV001	Number of working days/shifts lost due to sickness absence per FTE	9.03 days	N/A	1.40 days	1.81 days	1.21 days		4.42 days		▲	<i>compare to Q3 2016/17</i>
GOV002	Number of working days/shifts lost due to long term sickness absence over 10 days per FTE	5.73 days	N/A	0.74 days	1.14 days	0.49 days		2.37 days		▲	<i>compare to Q3 2016/17</i>
GOV003	The number of second stage complaints referred to the Council's Complaints Officer	29	N/A	9	12	11		32		N/A	N/A
GOV004	The number of FOI requests received	1235	N/A	270	201	172		643		N/A	N/A
LIC005	The percentage of licensed premises inspections completed by target date	74.50%	80%	100%	0%	0%		33%	0	▼	Red
LIC006	The percentage of unopposed licensing and permit applications processed within 5 working days	97.50%	90%	97%	96%	99%		97%	550	▲	Green
ENH005	Percentage of complaints regarding nuisance responded to within 5 working days	98.65%	95%	99%	98.3%	97%		98%	164	▼	Green
ENH012	Number of Fixed Penalty Notices issued for litter	84	N/A	488	581	443		1512		N/A	N/A
ENH013	Percentage of stray dog enquiries responded to within target time.	100%	95%	99%	100%	100%		99%	72	▶	Green
ENH015	Number of Fixed Penalty Notices issued for dog fouling	3	N/A	2	1	1		4		N/A	N/A
ENH016	Number of Envirocrime prosecutions completed	24	N/A	6	15	26		47		N/A	N/A

Governance

Governance Director's comments

Strong performance has continued throughout quarter 3. Sickness levels continue to remain below target and lower than Q3 in 2016/17. This has continued into the winter period when historically sickness levels have risen. The nasty form of winter flu which seems to be prevalent at the moment may affect the Q4 and year-end figures.

Three of the Regulatory Services targets have been exceeded in quarter 3. There continues to be a sharp rise in the number of littering fixed penalty notices issued as the 12 month trial period progresses with a combined environmental crime service utilising both private contractors and DDC staff.

The Council continues to prepare for the new General Data Protection Regulations which become law in May 2018. Training and awareness sessions have been delivered by Cornerstones Barristers to key staff across the Council. We are currently determining how this training is rolled out to all staff across the Council and for Members. This training builds on the existing regulations, but with much more stringent fines and a much more onerous requirement relating to the processing and storing of personal data.

Performance:

Due to the Licensing Enforcement Officer vacancy, Regulatory Services indicator LIC005 (percentage of licensed premises inspections completed by target date) has performed below target. This is because no routine inspections have been undertaken during this quarter. However, officers have been responding to complaints and service requests relating to licensed premises / people. A new officer is now in post and we expect to achieve the target in the next quarter.

Key Initiatives/Outcomes:

The submission to the Local Government Boundary Commission for England was successfully made to meet the deadline of 8 December 2017. The Boundary Commission are currently reviewing our submission and will give their opinion on Council size by end of January 2018

Concerns/Risks:

Key concern is to ensure the Council meets the new General Data Protection Regulations (GDPR) requirements by May 2018, whilst continuing to comply with existing Data Protection (DP) requirements. An officer project team is continuing to drive this agenda and this Council is on target to be in a good position by May 2018. However, almost daily a DP breach is reported somewhere in the country, with the risk of significant penalties and reputational damage to those involved. Therefore, we must remain vigilant and educate all of our staff and members on the requirements and of the risks associated with DP and GDPR.

Division	FTE @ 1 April 2017	(Leavers)/ Joiners/ Transfers	FTE @ 31 December 2017
Chief Executive	30.69	-0.45	30.24
Governance	41.04	+6	47.04
Finance, Housing and Community	41.93	+0.46	42.39
Environment and Corporate Assets	67.76	-0.71	67.05
HR & Audit	28.30	+0.09	28.39
Total Staff FTE	209.72	+5.39	215.11

Environment & Corporate Assets

PI	Description	Outturn 2016/17	DDC Target 2017/18	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr (where applicable)	Direction of Travel to previous Qtr	RAG Status
PKG003	Number of PCNS issued	16032	N/A	4,359	4,028	4,289		12,676		N/A	N/A
MUS002	The number of visits to the museum in person per 1,000 population	165.72	155	60.59	69.75	45.36		175.70		▼	Green
WAS003	Number of collections missed per 100,000 collections of household waste.	10.67	15	5	5	2 (est)		4		▲	Green
WAS010	Residual household waste per household	401.13 kg	430kg	320kg	335kg	341kg (est)		332kg (est)		▼	Green
WAS011	Household waste sent for reuse, recycling or composting	43.72%	45%	50%	51%	49% (est)		50% (est)		▼	Green
WAS012	Environmental cleanliness: Percentage of streets containing litter	3.28%	5%	6%	8%	5%		6%		N/A	N/A
WAS013	Environmental cleanliness: Percentage of street containing detritus	6.71%	10%	18%	11%	14%		14%		N/A	N/A

Environment & Corporate Assets Director's comments

Performance:

Performance has continued to be very strong against the targets for the year during this quarter across all service areas, with most measured targets being achieved. The improvement in the Council's recycling rate and the reduced level of detritus is particularly welcome.

Key Initiatives/Outcomes:

Much of the work within the Division is not measured formally by PIs, key activities within each service area are summarised as follows:

Parks & Open Spaces

Following the successful completion of the restructure at the end of 2017 the team are now fully embedded and all the four areas of this service are performing well with no major impacts due to the restructure on the day to day service delivery. The staff changes have seen the Partnership Manager for the White Cliff

Environment & Corporate Assets

Countryside Partnership retire after many years' service, with the role being taken by the Natural Environments Manager.

The management of soft landscape during the growing season last summer went well, with no major issues and many positive comments being received with regards to the bedding displays and the general appearance of the District which provides reassurance that the in-house service is delivering as expected.

The winter works programme is equally going well and this has, for example, assisted the Kearsney Parks project by saving money with works carried out by the in house team. There will be much to do in 2018, with many areas being enhanced over the winter and plans for this to continue during the year ahead. An agreement has now been signed between Community Payback and DDC for placements across the district for those on community service.

Waste Services

Work continues with East Kent partners and Kent CC on reviewing plans for the services at the expiry of the current contract in 2021. This work will be progressed over the next 12-18 months and will be reported to Cabinet as plans are developed.

The promotion of food waste has seen a rise in the food waste put out by residents for recycling, this has also had a positive impact on the amount of glass, cans and plastics bottles, pots, tubs and trays that are collected, the recycling rate for the year 17/18 is estimated at 47%.

Parking

The Parking services team continues to be directly managed by the Director. The new Off Street Order came into effect at the beginning of October implementing the minor changes agreed by Cabinet earlier in the year. Consultation has been undertaken on proposals to extend the lorry parking prohibition orders to cover Coombe Valley Road, Folkestone Road and Barwick Road and will be reported back to the Joint Transport Board. Further consultations are planned, on proposals to extend resident parking zones to Beechwood Avenue, Deal, Priory Hill, Priory Grove & The Abbots, Dover and Laureston Place & Victoria Park, Dover.

The annual review of parking charges was considered by Cabinet in January and the proposals as agreed will now be progressed through the usual consultation procedures.

Museum & Tourism

Proposals are being developed within the budget process to increase the funding available for tourism and officers are working with the Portfolio Holder to review the Councils role in promoting tourism across the District recognising the importance of this to the local economy. Plans are now well advanced with Dover Town Council on the various events planned to celebrate the centenary of the Zeebrugge raid on April 23rd.

Assets, Corporate Property & Building Control

Whilst progress is being maintained on a range of corporate projects as outlined below, there are significant programme pressures being placed on the Assets, & Corporate Property team in terms of many of the projects being undertaken which include:

Environment & Corporate Assets

- Refurbishment of Norman Tallyour House, Deal
- Deal Pier refurbishment
- Emergency housing provision
- New housing development; William Muge/Snelgrove, Dover
- Deal Pier restaurant, procurement of new tenant
- Tides Leisure Centre refurbishment; Preparation of business case
- Dover District Leisure Centre; New construction
- Transfer of existing Dover Leisure Centre from Your Leisure to Places for People
- St James/Old Town, Dover; associated public realm works
- 91.93.95 Folkestone Road refurbishment
- Civica lease
- Market Square, Aylesham; Fit out of new shops
- Dolphin House, Dover: Garage/riverside works
- Resubmission of HLF bid for Maison Dieu, Dover.

Concerns/Risks:

Health & Safety concerns with regards to bank mowing within the District have been raised and a review is taking place prior to the start of the 2018 grass cutting season. It must be said there is not a major issue with what we currently do but assessments of specific sites is required and action taken on how we manage these risks. Visits by the HSE are becoming more frequent and they are looking at various areas of risk and we have a good working relationship with their officers and continue to be looked upon as a good organisation.

Funding of projects is a concern with the recent suspension of certain funding streams by Heritage Lottery Funding (HLF). Many of our projects in the pipeline were relying on some form of funding coming from HLF so work is taking place to source other funding streams.

The start of the two main contracts for the Kearsney Parks project have been delayed due to the discovery of a significant bat population in the toilet block roof and this means that the main work will not start until September 2018. This delay has not yet been formally communicated to the public and there may be a gap in the works between the March and September. The project is still due to complete by June 2020.

Regeneration & Development -

PI	Description	Outturn 2016/17	DDC Target 2017/18	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel to previous Qtr	RAG Status
PLA001	Percentage of major planning applications determined in 13 weeks (exc. section 106 agreements) or within an agreed extension of time or Planning Performance Agreement	51%	65%	100%	84.62%	91.67%		91.89%	12	▲	Green
PLA002	Percentage of non-major planning applications determined in 8 weeks (excluding Section 106 agreements)	New	75%	89.80%	88.48%	89%		89.54%	219	▲	Green
PLA003	The percentage of decisions for major applications overturned at appeal (+)	New	10% (^)	0%	0%	8.30%		2.7%	1	N/A	Green
PLA004	The percentage of decisions for non-major applications overturned at appeal (+)	New	10% (^)	3.22%	2.3%	3.65%		3.15%	17	N/A	Green
PLA007	Number of new houses completed	52038 Base April 2017	N/A	124	116	106		52384		▼	N/A
PLA008	Growth in Business Rates base (number of registered businesses)	3972 Base April 2016	N/A	-9	16	25		4003		▲	N/A

Regeneration & Development Director's comments:

Performance:

The previously reported risk of designation has passed and the DM team exceeded the Government's baseline for designation for Major Applications, Non-Major Applications and Appeals. New resources into the team have helped bring the current performance levels to their current level, although it is important to continue to monitor performance to ensure further slippages are avoided.

Key initiatives/Outcomes:

The proposed 20% increase in planning fees is due to come into force from 17 January 2018. Whilst this is welcomed, it may spark increased activity in the recruitment market and it is important that we maintain our staffing levels in the event of incentives from neighbouring Councils.

The Government has invited bids as part of the new Planning Delivery Fund. The team has submitted an application within the Innovation pot to develop a system of making site information more accessible for prospective developers. The Government have also announced changes to the neighbourhood planning process, statements of Community Involvement and a requirement to review Local Development documents every 5 years. In addition, a new Housing Delivery Test will be introduced to monitor delivery against plan targets

Concerns/Risks:

The number of appeals being upheld continues to be a cause for concern, although as a percentage of overall caseload it is well within Government targets

Digital

PI	Description	Outturn 2016/17	DDC Target 2017/18	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel to previous Qtr	RAG Status
WEB001 (was EKS05d)	Percentage availability of the corporate website (DDC responsibility)	99.99%	99.50%	99.96%	99.90%	99.92%		99.93%		▶	Green
WEB002	Number of Keep me Posted subscribers	58,519	N/A	60,007	60,252	60,530		60,530		N/A	N/A
WEB003	Facebook subscribers	4944	N/A	5,317	5,449	5,629		5,629		N/A	N/A
PLA005	Percentage of electronic planning applications received	76.62%	75%	79.35%	82.46%	87.65%		83.15%	324	▲	Green
ACC011	Percentage of on-line payments to cash and cheque	87%	N/A	87%	88%	90%		88%	52,318	N/A	N/A

Subject:	FEES AND CHARGES 2018/19
Meeting and Date:	Cabinet – 15 January 2018
Report of:	Mike Davis, Director of Finance, Housing and Community
Portfolio Holder:	Councillor Michael Conolly, Portfolio Holder for Corporate Resources and Performance
Decision Type:	Key
Classification:	Unrestricted

Purpose of the report: This report has been prepared in order to obtain formal approval for the levels of fees and charges (F&Cs) for the financial year 2018/19. These F&Cs have been included in the preparatory work on the draft budget for 2018/19 and require approval.

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- Recommendation:**
1. Cabinet approve the Fees and Charges (F&Cs) for 2018/19 as set out in Appendices 2.1 to 2.6 and 5.1 and 5.3.
 2. Members agree that any F&Cs will be adjusted by the Service Director and the Portfolio Holder to comply with any subsequently received government guidelines (when they are received) without being the subject of a further report unless they are materially different from current charges or have a material impact on the level of income.
 3. Members approve the general principle that fees are set at an appropriate inclusive level, irrespective of VAT status, and that the VAT element within the overall fee level is then determined.
 4. Members note the fees and charges approved separately by the Licensing and Regulatory Committees (which includes the Planning Committee), as set out in Appendices 3, 4, 5.1 and 5.2.
 5. Members approve the Guidelines/Procedures for the application of Recycling and Waste Discretionary Fees and Charges, as set out at Appendix 6.
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1. Summary

The Council's constitution specifies that F&Cs shall be reviewed annually. In order to meet this requirement all Directors have been asked to review the F&Cs within their areas of responsibility (see checklist of issues to consider – Appendix 1) and to produce recommended levels for 2018/19. The fees and charges are tabulated in the further Appendices for consideration and/or approval by Members.

2. Introduction and Background

- 2.1 The level of Member approval required is dependent upon the types of F&Cs raised. In order to obtain appropriate approval the following reports have been prepared:

- Licensing Committee
Report to the meeting on 21 November 2017 of all F&Cs to be set by the Licensing Committee.
- Regulatory Committee
Report to the meeting on 21 November 2017 of all F&Cs to be set by the Regulatory Committee .
- Planning Committee
Report (for information) to the meeting on 16 November 2017 of all F&Cs relevant to the Planning Committee.
- Cabinet
Report to the meeting on 15 January 2018 of all F&Cs, but seeking specific approval of those F&Cs set by Cabinet.

2.2 Members are reminded that a framework of broad guidelines to be considered in formulating proposals for F&Cs is in place. This includes a checklist which has been circulated to all Service Directors and to all officers considering F&Cs so that a rigorous and consistent approach is taken. A copy is attached at Appendix 1.

2.3 As in previous years, in order to assist Members, the data on F&Cs has been tabulated into a standard format that has been used for Appendices 2 to 5.

2.4 The main points to note are set out below.

Detail and Narrative

These give a brief summary of the type of service being provided.

Set by Government

This indicates whether a charge is statutory or not. If a charge is statutory then it is effectively set by Government and although formal Member approval is still sought, there is little or no scope to make changes.

2017/18 Charge Inc VAT

The charge has been provided inclusive of VAT for two reasons. First, it shows what the customer will actually pay and is therefore more meaningful.

Second, charges for some services, especially those such as car parking, which are not simply a direct recovery of costs, are set at a level, inclusive of VAT, based on the appropriate market level. The VAT is therefore a deduction from the amount of charge retained by DDC and is not a key factor in determining the appropriate charge. Members are asked to approve this approach.

2018/19 Proposed Charge Inc VAT

This is the recommended charge for 2018/19 and the estimated income will, subject to Members' approval, be included in the 2018/19 budget.

2018/19 Total Expected Income ex VAT

This gives a broad indication as to how much income DDC is expected to receive and has been included to provide Members with a sense of the relative importance of individual charges or group of similar charges. The more significant income streams (generating over £3k) have been highlighted in **bold** type.

In some cases, the level of use is very low, or infrequent, or the service has only recently been introduced and so no level of income has been included.

Comments

This provides Members with a brief explanation for the change. In some instances guidance is still awaited from Government as to the basis upon which F&Cs should be set. In these cases it has not always been possible to confirm a fee level, Member's approval is sought to enable officers to adopt such fees at or close to government directed levels without a further report.

3. Other Fees and Charges

3.1 The following F&Cs are not included in this report.

3.2 Housing Rents and Service Charges

Housing rents are approved by the Director of Finance, Housing and Community under delegated authority. They are largely prescribed by government and the Council has no real scope to determine rent levels.

Service charges (for both tenants and long term lease holders) are determined through statutorily prescribed consultation processes and the recovery of all allowable costs. As a result the Council has no real scope to determine service charges.

3.3 Car Parking

Car parking fees are the subject of specific reports from the Director of Environment and Corporate Assets.

4. Identification of Options

4.1 The recommended figures for consideration by Members are included in the Appendices. Members may approve these proposed figures.

4.2 Members may propose and approve alternative figures with reasons recorded for their decisions.

4.3 Those fees already approved by Licensing and Regulatory Committees are for information only.

5. Evaluation of Options

5.1 The recommended fees and charges take into account the need to maximise income at a time of challenging budget positions, while taking into account comparable charges at neighbouring authorities and what the market can bear.

5.2 Members should also take into account the checklist of issues to consider (at Appendix 1) when reviewing the fees and charges included in the subsequent Appendices

6. **Resource Implications**

See Appendices.

7. **Corporate Implications**

- 7.1 Comment from the Director of Finance, Housing and Community (linked to the MTFP): Finance have been involved in the production of this report and have nothing further to add (VB)
- 7.2 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 add.
- 7.3 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>
- 7.4 Other Officers (as appropriate):

8. **Appendices**

Appendix 1 – F&C checklist
Appendices 2.1 – 2.5 – F&C for which Cabinet approval is sought
Appendices 3.1 – 3.2 – F&C to be approved by Licensing Committee
Appendices 4.1 - 4.2 – F&C to be approved by Regulatory Committee
Appendices 5.1 – 5.3 – Planning application fees
Appendix 6 - Waste – Dover Bin Charging Protocol

Contact Officer: Mike Davis, Director of Finance, Housing and Community

Fees and Charges Checklist

Corporate and Service Objectives

Are links made between charges and our corporate and service objectives and are we able to use charges to help deliver these objectives?

Users of the Service

Is there sufficient understanding of our service users and their needs and wishes?

Have we considered different pricing to specific target groups and has the potential impact of charges or the changes to existing charges been assessed?

Ensure that you consider the potential diversity and equality issues and where necessary consider and document any issues and mitigation.

Comparison with other providers

Is there a complete picture of competition and providers of similar services – including other Local Authorities?

Consultation

Has the relevant Portfolio holder been consulted and do charges meet with their aspirations and requirements?

Is wider community consultation appropriate for any of your charges? Has it been undertaken?

Performance Management

Are the principles for charges clearly defined and are clear targets set and monitored. Do we have a clear picture of what is a success?

Financial Considerations

Is the charge at a level to fully recover all costs or if is subsidised - why?

Have we considered all services for which we can / should charge a fee?

Are there any fees that we charge, that have not been included in the schedule?

Are we being radical in our approach to charging and are our charges cost effective?

Corporate Income Policy

Please ensure you adhere to the main principals of the Corporate Income Policy when setting your fees and charges.

Legal Considerations and Other Guidance

Does the Council have the power to levy the charges. Is there any ministerial or other guidance that should be taken into account?

Customer Access Review

Consider whether the CAR for your service includes any issues for specific fees.

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
Building Control - R. Walton - M. Leggatt - Cllr Bartlett									
1	General	Building Regulations general enquires	N	£53	£100	£53.30	£150	1%	
2	General	Solicitors enquiries & other specialist advice	N	£26.65		£26.65		0%	
3	General	Where customer specifies the relevant application reference and no research is required, the charge for a certified true copy	N	£5		£5.00		0%	
4	General	Production of Standard Assessment Procedure (SAP) - energy ratings	N		£1,500	n/a	£0	-100%	SAP assessor has retired will outsource service.
5	General	Fees for Building Regulations Fee Earning Work as defined by Building (Local Authority Charges) Regulations 2010. Copy of charges scheme available in Building Control - fees sheets available on internet	N		£280,000		£315,000	0%	Allows for up turn in construction output in line with 17/18 to period 6. Fees changing from 1st April 2018 in accordance with delegated powers to the Director of Environment and Corporate Assets.
6	General	Structural design	N		£0		£0	0%	Service no longer offered.
7	General	Administration/professional charges for dealing with dangerous structures	N		£200		£200	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
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Garages - R. Walton - M. Leggatt - Cllr Bartlett									
8	Garages	Standard garages to Council tenants per week	N	£11.22	£184,950	£11.55	£190,310	2.9%	
9	Garages	Standard garages to Non-Council tenants per week	N	£11.22	£230,945	£11.55	£237,640	2.9%	
10	Garages	Garage Plots (per annum)	N	£134.28	£21,350	£138.00	£20,150	2.8%	Income 17/18 to period 7 suggests 150 plots where rent is being collected EKH managing.
11	Garages let at full market rent	The Gateway, Dover	N	£19.44	£1,685	£20.00	£2,080	2.9%	
12	Garages let at full market rent	Dover Town Area (Harold St, Godwyne Close, Pencester)	N	£17.22	£15,222	£17.70	£9,200	2.8%	Seven garages lost as part of Snelgrove Development
Dover Museum - R Walton - J Iveson - Cllr Holloway									
13	General	Adults	N	£0.00	£0	£0.00	£0	0%	Free
14	General	Children	N	£0.00		£0.00		0%	
15	General	OAP	N	£0.00		£0.00		0%	
16	General	Family Day	N	£0.00		£0.00		0%	
17	General	Family Ticket (2 adults, 2 children)	N	£0.00		£0.00		0%	
18	General	Schools	N	£0.00	£18,000	£0.00	£18,000	0%	Per pupil
19	General	Schools Service: 2 hour workshop	N	£5.00		£6.00		20%	
20	General	Talks and artefact handling	N	£4.00		£5.00		25%	
21	General	Roman/Victorian/Tudor Festivals	N	£6.00		£7.00		17%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
22	General	Curator talks (at Dover Museum)	N	£200.00	£500	£250.00	£500	25%	Per group - to cover the cost of utilising the cinema as a lecture theatre
23	General	Curator talks (other venues)	N	£200.00		£100.00		-50%	Plus expenses - the previous increase in charges across the board made the charge unaffordable for most societies. This is an attempt to redress the balance and still reflect the time spent in preparing and delivering such talks
24	General	Photo repro stills - TV, film Video	N	£48.00	£1,200	£51.00	£1,200	6%	per image (UK/EC rights)
25	General	Photo repro stills - TV, film Video	N	£82.20		£87.00		6%	per image (Worldwide Rights)
26	General	Photo repro stills - books/periodicals - commercial	N	£34.20		£36.00		5%	per image
27	General	Photo repro stills - books/periodicals academic and local history	N	£13.80		£14.50		5%	per image
28	General	Film and video broadcast - network continuing use, one country	N	£13.80		£14.50		5%	per second
29	General	Film and video broadcast - network continuing use, EC region	N	£17.10		£18.00		5%	per second
30	General	Film and video broadcast - network continuing use, world	N	£21.90		£23.00		5%	per second
31	General	Film and video broadcast - commercials etc. (world)	N	£43.80	£46.00	5%	per second		
32	General	Cost of Preparing and sending images Print	N	£9.96	£300	£10.50	£300	5%	per order
33	General	Cost of Preparing and sending Film and video	N	£24.96		£26.50		6%	per order
34	General	Cost of preparing and sending stills	N	£24.96		£26.50		6%	per order
35	General	Cost of preparing and sending digital images	N	£6.24		£6.50		4%	per order

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
36	General	Cost of preparing and sending digital images on CD	N	£12.48		£13.00		4%	per order
37	General	Film and video non-broadcast Educational continuing use world (Rights)	N	£4.14	£150	£4.50	£150	9%	
38	General	Film and video non-broadcast corporate non theatrical continuing use world (Rights)	N	£6.90		£7.50		9%	
39	General	Digital Commercial High Res email (Rights)	N	£8.28		£9.00		9%	
40	General	Digital Commercial Rescan email (Rights)	N	£11.04		£11.50		4%	
41	General	Digital Commercial Internet single use email (Rights)	N	£109.50		£115.00		5%	
42	General	Digital Commercial Exhibition (Rights)	N	£27.36		£29.00		6%	
43	General	Digital Commercial Publication (Rights)	N	£33.84		£35.50		5%	
44	General	Digital Commercial Newspaper National (Rights)	N	£48.00		£50.50		5%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
Environmental Health - R. Walton - D. Croucher - Cllr Bartlett									
45	Unsound Food Certificates	Not exceeding 1 metric tonne	N	£103.00	£309	£115.00	£115	12%	Following review of Kent wide charges
46	Unsound Food Certificates	Exceeding 1 metric tonne	N	£209	£418	£220	£220	5%	Following review of Kent wide charges
47	Port Health	Ship Sanitation Certificate	Y		£10,000		£10,000	0%	
48	Port Health	The Plastic Kitchenware (Conditions on Imports from China) (England) Regulations 2011	Y	£15		£15	£0	0%	
49	Port Health	The Plastic Kitchenware (Conditions on Imports from China) (England) Regulations 2011	Y	£50		£50		0%	
50	Port Health	The Plastic Kitchenware (Conditions on Imports from China) (England) Regulations 2011	Y	£100		£100		0%	
51	Port Health	DPI Imported Food Examinations. Commission Implementing Regulation (EC) No 884/2014. (Previously (EC) No 1152/2009)	Y	£15		£15		0%	
52	Port Health	DPI Imported Food Examinations. Commission Implementing Regulation (EC) No 884/2014. (Previously (EC) No 1152/2009)	Y	£50	£5,000	£50	£5,500	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
53	Port Health	DPI Imported Food Examinations. Commission Implementing Regulation (EC) No 884/2014. (Previously (EC) No 1152/2009)	Y	£100		£100		0%	
54	Port Health	DPE Imported Food Examinations. Commission Implementing Regulation (EC) No 669/2009	Y	£50	£0	£50	£0	0%	
55	Port Health	DPE Imported Food Examinations. Commission Implementing Regulation (EC) No 669/2009.	Y	£100		£100		0%	
56	Port Health	Catch Certificates IUU Regs - Council Regulation (EC) No. 1005/2008	Set by APHA	£40		£40		0%	
57	Port Health	Catch Certificates IUU Regs - Council Regulation (EC) No. 1005/2008	Set by APHA	£60		£60		0%	
58	Port Health	Catch Certificates IUU Regs - Council Regulation (EC) No. 1005/2008	Set by APHA	£70		£70		0%	
59	Port Health	Catch Certificates IUU Regs - Council Regulation (EC) No. 1005/2008	Set by APHA	£80		£80		0%	
					£500		£500		

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
60	Port Health	Catch Certificates IUU Regs - Council Regulation (EC) No. 1005/2008	Set by APHA	£20	£000	£20	£000	0%	
61	Port Health	Catch Certificates IUU Regs - Council Regulation (EC) No. 1005/2008	Set by APHA	£35		£35		0%	
62	Port Health	Catch Certificates IUU Regs - Council Regulation (EC) No. 1005/2008	Set by APHA	£45		£45		0%	
63	Port Health	Catch Certificates IUU Regs - Council Regulation (EC) No. 1005/2008	Set by APHA	£55		£55		0%	
64	Organic Food Certificates	Organic Products (import from Third Countries Regulations 2003)	Y	£45	£11,500	£45	£10,000	0%	Reduced income based on 2017/18 income to date
65	Export Certificates		N	£50	£0	£65 minimum for first 2 hours and then additional £30 per hour or part thereof.	£0	30%	Following review of Kent wide charges
66	Dog Control	Removal of stray dogs to kennels or direct to owner	Y	£25		£25	£2,300	0%	Increase in out of hours collection/kenneling further to review of other authorities Expected income based on income in 2017/18 to date
67	Dog Control	Out of hours Dog Collection	N	£40		£50		25%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
68	Dog Control	Kennelling/admin/transportation fee per calendar day (up to a maximum of seven days)	N	£12.50		£15.00		20%	Expected income based on income in 2017/18 to date
69	Private Water Supplies	Risk Assessment	Y	£500	£0	£500	£0	0%	
70	Private Water Supplies	Sampling	Y	£100	£0	£100	£0	0%	
71	Private Water Supplies	Investigation	Y	£100	£0	£100	£0	0%	
72	Private Water Supplies	Granting an Authorisation	Y	£100	£0	£100	£0	0%	
73	Private Water Supplies	Analysing a Sample under Reg 10	Y	£25	£0	£25	£0	0%	
74	Private Water Supplies	Analysing a sample (Check Monitoring)	Y	£100	£0	£100	£0	0%	
75	Private Water Supplies	Analysing a Sample (Audit monitoring)	Y	£500	£0	£500	£0	0%	
76	Contaminated Land Enquiry	Up to 250m distance	N	£32	£200	£32	£200	0%	
77	Contaminated Land Enquiry	Up to 500m distance	N						

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Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
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78	Environmental Protection Act 1990 - Air Pollution	Initial Application Fee (Standard)	Y		£0		£0	0%	
79	Environmental Protection Act 1990 - Air Pollution	Substantial Changes Fee (Standard) including partial transfer and surrender fees for LA-IPPC	Y		£0		£0	0%	
80	Environmental Protection Act 1990 - Air Pollution	Substantial Changes Fee (Sections 10 and 11)	Y		£0		£0	0%	
81	Environmental Protection Act 1990 - Air Pollution	Annual Subsistence Charge (Standard)	Y		£10,000		£9,000	-10%	Reduced income based on 2017/18 income to date
82	Public Health funerals	Officers admin fees in arranging funeral.	N	Maximum of £250	£500	Maximum of £300	£900	N/A	Increase based on amount of time officers spend on funerals.

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
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Recycling & Waste Collections - R. Walton - M. Pile - Cllr Kenton									
83	Domestic Recycling & Refuse Collection	Supply & Delivery of 140 litre bin	N	£34.99	£1,050	£35.69	£357	2%	
84	Domestic Recycling & Refuse Collection	Supply & Delivery of 180 litre bin	N	£47.35	£1,421	£48.30	£14,489	2%	
85	Domestic Recycling & Refuse Collection	Supply & Delivery of 240 litre bin	N	£46.65	£1,400	£47.58	£15,702	2%	
86	Domestic Recycling & Refuse Collection	Supply & Delivery of 360 litre bin	N	£73.55	£2,207	£75.02	£750	2%	
87	Domestic Recycling & Refuse Collection	Supply & Delivery of 660 litre bin	N	£246.99	£7,410	£251.93	£2,519	2%	
88	Domestic Recycling & Refuse Collection	Supply & Delivery of 1100 litre bin	N	£275.35	£8,261	£280.86	£2,809	2%	
89	Domestic Recycling & Refuse Collection	Supply & Delivery of 55l Black Box or Blue Box	N	£8.35	£251	£8.52	£6,388	2%	
90	Domestic Recycling & Refuse Collection	Supply & Delivery of 23l Kerbside Caddy for food collections	N	£8.35	£251	£8.52	£2,555	2%	
91	Domestic Recycling & Refuse Collection	Supply & Delivery of 7l Kitchen Caddy for food collections	N	£4.80	£144	£4.90	£1,469	2%	
92	Domestic Recycling & Refuse Collection	Supply & Delivery of Container 'Launch Pack' (2 WB, 2 Food + Box)	N	£75.95	£2,279	£77.47	£38,735	2%	
93	Domestic Recycling & Refuse Collection	Green Waste Collections; Annual Subscription for up to 6 sacks	N	£39.95	£199,750	£45.00	£247,500	13%	Brings charge in line with other local authorities
94	Domestic Recycling & Refuse Collection	Green Waste Collections; Supply & Delivery of 60l Reusable Garden Waste Sack	N	£3.60	£7,200	£4.00	£8,000	11%	This was identified as additional income generation and has been discussed with the Portfolio Holder. This brings Dover DC's charges in line with Shepway and Thanet who both currently charge £45 CCC provide a free garden waste service.
95	Domestic Refuse	Bulk Domestic Waste - Collection (charge for 5 items)	Y	£29.95	£29,950	£30.55	£42,769	2%	
96	Domestic Refuse	Bulk Domestic Waste, Abortive Visit	Y	£29.95	£150	£30.55	£153	2%	
97	Domestic Refuse	Bulk Domestic Waste, Additional Items	Y	£5.00	£50	£5.10	£26	2%	

Fees and Charges 2018/19

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Leisure Facilities - R. Walton - R.Wragg - Cllr Bartlett									
98	Sports - Parks and Recreation Grounds	Bowls: Season Ticket - Adult	N	£67	£1,500	£68.00	£1,515	1%	
99	Sports - Parks and Recreation Grounds	Bowls: Season Ticket - OAP	N	£67		£68.00		1%	
100	Sports - Parks and Recreation Grounds	Bowls: Season Ticket - Junior	N	£33.50		£34.00		1%	
101	Sports - Parks and Recreation Grounds	Visitors green fees per game 21 ends (per game per person) per game (per set – 4 woods and 1 Jack)	N	£3.30		£3.40		3%	
102	Sports - Parks and Recreation Grounds	Football: Pitch Hire - Adult	N	£53.00	£5,000	£54.00	£5,000	2%	
103	Sports - Parks and Recreation Grounds	Football: Pitch Hire - Juniors	N	£21.50		£22.00		2%	
104	Sports - Parks and Recreation Grounds	Netball	N	£26.00		£26.50		2%	
105	Sports - Parks and Recreation Grounds	Tennis - Adult (per court per hour)	N	£5.00		£5.00		0%	
106	Sports - Parks and Recreation Grounds	Tennis - Junior (per court per hour)	N	£1.70		£1.70		0%	
107	Sports - Parks and Recreation Grounds	Tennis - OAP (per court per hour)	N	£1.70	£1.70	0%			
108	Parks	Small Commercial/stnadard Event - Operating Day	N	£170	£1,020.00	£173.00	£1,020.00	2%	
109	Parks	Small Commercial Event - Non-Operating Day	N	£40		£40.00		0%	
110	Parks	Small Commercial Event - Deposit	N	£1,000		£1,020.00		2%	
111	Parks	Large Commercial Event - Operating Day	N	£555		£565.00		2%	
112	Parks	Large Commercial Event - Non-Operating Day	N	£88.50		£90.00		2%	
113	Parks	Large Commercial Event - Deposit	N	£1,000		£1,020.00		2%	
114	Parks	Mobile Exhibition - Per Day	N	£79		£80.50		2%	
115	Parks	Mobile Exhibition - Deposit	N	£200		£205.00		3%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
116	Parks	Community Event or Event run by a registered charity - per day	N	£45		£46.00		2%	
117	Parks	Community Event or Event run by a registered charity - per deposit	N	£200		£205.00		3%	
118	Parks	Use of parks for commercially run fitness and similar activities - fee per session	N	£25.00		£25.50		2%	
119	Parks	Commemorative Trees	N	£395	(Included in £157,500 below)	£405.00	(Included in £159,000 below)	3%	
120	Parks	Memorial Benches administration fee	N	£195		£199.00		2%	
121	Parks	Commemorative Plaques	N	£200		£205.00		3%	
Cemetery - R. Walton - R.Wragg - Cllr Bartlett									
122	General	Maintenance	N	£52.50		£55.00		5%	
123	General	Maintenance and Planting	N	£110		£112.50		2%	
124	General	Purchase of Grave Space - Adult (This fee will be doubled for non residents)	N	£675		£689.00		2%	
125	General	Purchase of Grave Space - Child under 12 years	N	£0		£0.00		0%	
126	General	Purchase of Cremation Grave/Ashes Plot (This fee will be doubled for non residents)	N	£190		£195.00		3%	
127	General	Use of Chapel	N	£155		£158.00		2%	
128	General	Garden of Remembrance - right to erect a tablet	N	£91		£93.00		2%	
129	General	Interment of Ashes (excluding caskets or urns)	N	£192		£195.00		2%	
130	General	Search in Burial Register (to be charged when time involved exceeds 1 hr)	N	£57.50		£58.50		2%	
131	General	Right to erect a memorial not exceeding 1.06 metres in height, 0.76 metres in width and 0.45 metres in depth	N	£174		£180.00		3%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
132	General	Vase not exceeding 0.30 metres in height or tablet not exceeding 0.25 metres (including a tablet for a stillborn child) with only the name or initials, date of death and age of person inscribed	N	£81	£157,500	£82.50	£159,000	2%	
133	General	Right to place on any flagstone, headstone, kerbstone, border stone, inscribed vase, tablet or monument, each further inscription	N	£73		£74.50		2%	
134	General	Replacement of a headstone with a new headstone	N	£40		£41.00		3%	
135	General	Right to place kerb - depending upon location within cemetery		£385		£392.00		2%	
136	General	Interment of cremated remains in any grave	N	£192		£195.00		2%	
137	General	Interment of a stillborn child or child under 6 months	N	£57		£58.00		2%	
138	General	Interment of a child exceeding 6 months but under 12 years	N	£250		£255.00		2%	
139	General	Interment of an adult or child exceeding 12 years: single depth - new grave	N	£835		£850.00		2%	
140	General	Interment of an adult or child exceeding 12 years: single depth - reopen	N	£650		£665.00		2%	
141	General	Interment of an adult or child exceeding 12 years: double depth - new grave	N	£960		£980.00		2%	
142	General	Interment of an adult or child exceeding 12 years: double depth - reopen	N	£810		£825.00		2%	
143	General	Interment of an adult or child exceeding 12 years: triple depth	N	£1,175		£1,200.00		2%	
144	General	One Off Contribution For Maintenance For Coffin Burials	N	£222		£225.00		1%	
145	General	One Off Contribution For Maintenance For Cremated Remains	N	£85.00		£87.00		2%	
146	The above charges apply where the person to be interred is, or immediately before death was a resident in the Dover District Council area, or in the case of a stillborn child, where the parents (or one of them) are								

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
Deal Pier - R. Walton - M. Leggatt - Cllr Bartlett									
147	Deal Pier Fishing	Early (08:00 to 16:00 hrs April-November, 08:00 to 13:00 hrs December-March) - adult	N	£6.00	£37,500	£6.20	£40,000	3%	
148	Deal Pier Fishing	(08:00 to 16:00 hrs April-November, 08:00 to 13:00 hrs December-March) - concessions (unemployed, senior citizens, disabled and students (including under 16's))	N	£3.00		£3.10		3%	
149	Deal Pier Fishing	(08:00 to 16:00 hrs April-November, 08:00 to 18:00 hrs December-March) - hand lines	N	£1.50		£0.00		-100%	Delete charge - hardly ever used and free use of the pier for this purpose may encourage novices to take up the sport
150	Deal Pier Fishing	Evening (17:00 to 22:00 hrs April-November, 13:00-18:00 hrs December to March) - adult	N	£4.50		£4.70		4%	
151	Deal Pier Fishing	Evening (17:00 to 22:00 hrs April-November, 13:00 to 18:00 hrs December-March) - concessions (unemployed, senior citizens, disabled and students (including under 16's))	N	£2.30		£2.40		4%	
152	Deal Pier Fishing	Night Time (22:00 to 06:00 hrs) - adult	N	£8.50		£8.70		2%	
153	Deal Pier Fishing	Night Time (22:00 to 06:00 hrs) - concessions (unemployed, senior citizens, disabled and students (including under 16's))	N	£5.00		£5.10		2%	
154	Deal Pier Fishing	Combined 'Day and Night' Ticket - adult	N	£11.00		£11.20		2%	
155	Deal Pier Fishing	Combined 'Day and Night' Ticket - concessions (unemployed, senior citizens, disabled and students (including under 16's))	N	£7.00		£7.20		3%	
156	Hire of Pier	Per night booking	N	£200		£200.00		0%	left at 17/18 amount to encourage uptake of facility

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
Foreshore - R. Walton - M. Leggatt - Cllr Bartlett									
157	Beach Plot Charges	Walmer Plot	N	£320	£15,456	£327.00	£15,696	2%	
158	beach Plot charges	Deal/Walmer commercial plot	N	£151		£154.00		2%	
159	Beach Plot Charges	St Margaret's Plot	N	£231		£245.00		6%	
160	Beach Plot Charges	Kingsdown Plot	N	£183		£194.00		6%	
161	Beach Huts	St Margaret's Bay - Annual	N	£1,185	£16,590	£1,600.00	£32,000	35%	14 (possibly 20 beach huts)
162	Beach Huts	The Endeavour Centre - Daily	N	£35.00	£140	£35.00	£35	0%	
163	Sandwich Quay	Long stay moorings per m per day (minimum 3 months) - Residents	N	£3.20		£3.30		3%	
164	Sandwich Quay	Long stay moorings per m per day (minimum 3 months) - Non-Residents	N	£5.00	£2,500	£5.20	£4,000	4%	
165	Sandwich Quay	Short Stay Moorings per day (maximum 28 days)	N	£10.00		£10.20		2%	
166	Beach Huts	Beach Hut Plots Kingsdown	N	£465.00	£9,300	£495.00	£9,900	6%	The beach hut rental figures at Kingsdown are considerably below the market rental values across Kent. The above inflation rise seeks to redress the issue gradually whilst cushioning the impact on those renting the huts.
167	Filming on DDC land	Fee - per day	N	£600.00	£3,000	£700.00	£3,750	17%	Becoming sought after film location hence opportunity to increase revenue
168	Filming on DDC land	Fee - per hour	N	£102.00		£120.00		18%	
169	Statutory Street Naming and Numbering	Registering a New Property Address	N	£135.00		£138.00		2%	
170	Statutory Street Naming and Numbering	New Street or Building Comprising 2-10 units	N	£280		£285.00		2%	
171	Statutory Street Naming and Numbering	New Street or Building Comprising 11-20 units	N	£440		£450.00		2%	
172	Statutory Street Naming and Numbering	New Street or Building Comprising 21 + units	N	£450	£15,500	£450.00	£18,000	0%	For developments in excess of 20 units fee will be £450 plus £10.50 fee for each unit in excess of 20 units . No maximum fee.

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
173	Statutory Street Naming and Numbering	Changing Street Name	N	£585		£595		2%	
174	Non Statutory Street Naming and Numbering	Administration Fee for undertaking Non Statutory Function Street Naming and Numbering	N	£55		£57.00		4%	

Fees and Charges 2018/19

			2017/18	2017/18	2017/18	2017/18	2018/19	2018/19	2018/19	2018/19	2018/19
	Detail	Narrative	Proposed Amount of penalty if paid within 15 days	Proposed Full amount of penalty - 14 days	Maximum penalty on conviction	Total Expected Income	Proposed Amount of penalty if paid within 15 days	Proposed Full amount of penalty - 14 days	Units / comments	Maximum penalty on conviction	Total Expected Income
Environmental Health - R. Walton - D Croucher - Cllr Bartlett											
175	S48 Anti-Social Behaviour, Crime & Policing Act 2014	Failure to comply with a Community Protection Notice		£100	£2500 in the case of an individual, unlimited in the case of a body			£100		£2500 in the case of an individual, unlimited in the case of a body	
176	S33 Environmental Protection Act 1990	Fixed penalty notice for fly-tipping		£400	Unlimited fine & or 5 years imprisonment.			£400		Unlimited fine & or 5 years imprisonment	
177	S34 Environmental Protection Act 90	Failure to produce waste documents		£300	Unlimited on indictment, £5000 on summary			£300		Unlimited on indictment, £5000 on summary	
178	S5 Control of Pollution (amendment) Act 1989	Failure to produce authority to transport waste		£300	£5,000			£300		£5,000	
179	s47 Environmental Protection Act '90	Failure to comply with a waste receptacles notice (commercial)		£100	£1,000			£100		£1,000	
180	s46 Environmental Protection Act 1990	Failure to comply with a waste receptacles notice (domestic)		£60	Recoverable as a civil debt			£60	Paid within 28 days	Recoverable as a civil debt	
181	S7 Health Act 2006	Smoking in a smoke free premises or vehicle	£30	£50	£200		£30	£50	Paid within 29 days	£200	
182	S7 Health Act 2006	Smoking in a vehicle with a person under the age of 18 present.	£30	£50	£200		£30	£50	Paid within 29 days	£200	
183	S6 Health Act 2006	Failure to display no smoking signs in smoke free premises or vehicles	£150	£200	£1,000	£9,500	£150	£200	Paid within 29 days	£1,000	

Fees and Charges 2018/19

			2017/18	2017/18	2017/18	2017/18	2018/19	2018/19	2018/19	2018/19	2018/19				
	Detail	Narrative	Proposed Amount of penalty if paid within 15 days	Proposed Full amount of penalty - 14 days	Maximum penalty on conviction	Total Expected Income	Proposed Amount of penalty if paid within 15 days	Proposed Full amount of penalty - 14 days	Units / comments	Maximum penalty on conviction	Total Expected Income				
184	S4 Noise Act 1996	Noise from dwellings exceeding the permitted level (defined in the Act)		£100	£1,000			£100		£1,000					
185	S4A Noise Act 1996	Noise from licensed premises exceeding the permitted level (defined in the Act)		£500	£5,000			£500		£5,000					
186	S6 Clean Neighbourhoods & Env Act 2005	Nuisance Parking (exposing vehicles for sale on a road or repairing vehicles on a road)		£100	£2,500			£100		£2,500	£9,500				
187	S.88(1) Environmental Protection Act 1990	Litter	Not applicable. Dover District Council set the level of fines at the standard default level for each offence without an early payment option through its FPN Policy	£75	£2,500	Not applicable. Dover District Council set the level of fines at the standard default level for each offence without an early payment option through its FPN Policy	£75	Standard default levels as laid down in legislation (in accordance with DDC FPN Operational Policy)	£2,500						
188	Sch. 3A para 7. EPA '90	Unauthorised distribution of literature on designated land		£75	£2,500		£75		£2,500						
189	S.43 Anti-Social Behaviour Act 2003	Graffiti and fly posting		£75	£2,500		£75		£2,500						
190	S.2A Refuse Disposal (Amenity) Act 1978	Abandoning a vehicle		£200	£2,500		£200		£2,500						
191	S.73 CNEA '05	Failure to nominate key holder (within an alarm notification area) or to notify the LA in writing of nominated key holder's details		£75	£1,000		£75		£1,000						
192	S.3 Dogs (Fouling of Land) Act 1996	Failure to remove dog faeces forthwith		Legislation still in force but fouling now dealt with under Public Spaces Protection Orders. May be reintroduced if PSPOs rescinded or not renewed.											

Fees and Charges 2018/19

			2017/18	2017/18	2017/18	2017/18	2018/19	2018/19	2018/19	2018/19	2018/19
	Detail	Narrative	Proposed Amount of penalty if paid within 15 days	Proposed Full amount of penalty - 14 days	Maximum penalty on conviction	Total Expected Income	Proposed Amount of penalty if paid within 15 days	Proposed Full amount of penalty - 14 days	Units / comments	Maximum penalty on conviction	Total Expected Income
193	The Public Space Protection Order (Dover District Council) 2014	Failure to comply with Public Space Protection Order	Not applicable. Dover District Council set the level of fines at the standard default level for each offence without an early payment option through its FPN Policy. The level of FPN was approved by Cabinet and Scrutiny in June 2015.	£75	£1,000		Not applicable. Dover District Council set the level of fines at the standard default level for each offence without an early payment option through its FPN Policy. The level of FPN was approved by Cabinet and Scrutiny in June 2015.	£75	Not applicable. Dover District Council set the level of fines at the standard default level for each offence without an early payment option through its FPN Policy. The level of FPN was approved by Cabinet and Scrutiny in June 2015.	£1,000	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
Legal - D. Randall - H. Rudd - Cllr Conolly									
194	General	Engrossments (Right to Buy – Leasehold Transactions)	N	£120	£4,200	£120	£4,200	0%	
195	General	All charges for legal professional work being met by third parties	N	£205	£4,100	£205	£4,100	0%	
Miscellaneous - D. Randall - M. Weir - Cllr Conolly									
196	Access to Information and Data Protection Acts	Inspection of list of background papers	Y	£0.00	£0.00	£0.00	£0.00	0%	
197	Access to Information and Data Protection Acts	Inspection of each set of documents	Y	£2.50	£0.00	£2.50	£0.00	0%	
198	Access to Information and Data Protection Acts	Inspection of personal data	Y	£10.00	£100.00	£0.00	£0.00	-100%	Change in legislation from May 2018 - no longer able to make a charge for this information
199	Access to Information and Data Protection Acts	Environmental Information Request	Y	£32.00	£100.00	£32.00	£100.00	N/A	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
Land Charges - N.Aziz - Mike Ebbs - Cllr Back									
200	General	Requisition for Search (LLC1)	N	£27.50	£220,000 in total for Local Land Charges	£27.50	£176,000 in total for Local Land Charges (LLC1 & CON29 requests down compared to 2017/2018)	0%	
201	General	Optional Printed Enquiry (in Part 2 of Con 290)	N	£14.40		£14.40		0%	
202	General	Any Additional Enquiry submitted	N	£18.00		£18.00		0%	
203	General	Search in respect of any extra parcel of land (LLC1)	N	£2.86		£2.86		0%	
204	General	Search in respect of any extra parcel of land (CON29)	N	£12.17		£12.17		0%	
205	General	Existing Conveyancing Form (CON29)	N	£118.20		£118.20		0%	
206	General	Proposed New Conveyancing Form (CON29)	N	N/A		N/A		N/A	
207	General	CON29 Q1.1(a,b,c,d,e,f,g,h,i)	N	£4.20		£4.20		0%	
208	General	CON29 Q1.1(j,k,l)	N	£7.20		£7.20		0%	
209	General	CON29 Q1.2	N	£2.40		£2.40		0%	
210	General	CON29 Q2.1(a,b,c,d)	N	£4.20		£4.20		0%	
211	General	CON29 Q2.2, 2.3, 2.4, 2.5 (Refer to KCC)	N	£7.20		£7.20		0%	
212	General	CON29 Q3.1	N	£2.40		£2.40		0%	
213	General	CON29 Q3.2	N	£2.40		£2.40		0%	
214	General	CON29 Q3.3(a,b,c)	N	£4.20		£4.20		0%	
215	General	CON29 Q3.4 (a,b,c,d,e,f)	N	£6.00		£6.00		0%	
216	General	CON29 Q3.5 (a,b)	N	£4.80		£4.80		0%	
217	General	CON29 Q3.6 (a,b,c,d,e,f,g,h,i,j,k,l)	N	£3.60		£3.60		0%	
218	General	CON29 Q3.7	N	£21.60		£21.60		0%	
219	General	CON29 Q3.8	N	£4.80		£4.80		0%	
220	General	CON29 Q3.9 (a,b,c,d,e,f,g,h,i,j,k,l,m,n)	N	£3.00		£3.00		0%	
221	General	CON29 Q3.10	N	N/A		N/A		N/A	
222	General	CON29 Q3.11(a,b)	N	£4.80	£4.80	0%			
223	General	CON29 Q3.12	N	£2.40	£2.40	0%			
224	General	CON29 Q3.13(a,b,c)	N	£6.00	£6.00	0%			
225	General	CON29 Q3.14	N	£3.60	£3.60	0%			
226	General	CON29 Q3.15	N	£1.80	£1.80	0%			
227	General	CON29 Administration Fee plus Question fees	N	£21.60	£21.60	0%			
228	General	Personal Search Land Charges Register	Y	£0.00		£0.00		0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
Electoral Services - N. Aziz - L. Cooke - Cllr Conolly									
229	Representation of the People Acts and the Electoral Administration Act	Purchase of Register of Electors and copies of Election documents	Y	£0.00	£510	£0.00	£510	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT (where applicable)	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
Housing - M. Davis - P Whitfield - Cllr Back									
230	Guest Room Rental	Rental of Guest Room in Sheltered Housing Blocks	N	£18.50	£1,400	£19.20	£1,426	3.8%	Slight increase to reflect cleaning charges
231	Rent of Common Rooms	Rental of Common Rooms in Sheltered Housing Blocks	N	£10.00	£1,500	£11.00	£660	10.0%	
232	Laundry Facilities	Use of Laundry Facilities within the Sheltered Housing Blocks	N	£0.20	£600	£1.00	£600	400.0%	Increase to reflect actual cost
233	Keys	Assa Keys for Communal Buildings	N	£18.00	£900	£21.60	£1,140	20.0%	Price increased to reflect actual charge to DDC
234	Supporting People Charges	Accommodation based service - sheltered	N	£10.24	£142,021	£8.64	£119,508	-15.6%	Historically, this service is funded by KCC under the Supporting People programme. We expect KCC to withdraw this funding from 31.3.18. the service is currently being reviewed with a view to developing a service which can be funded through housing benefit. Currently the estimated weekly cost of providing a remodelled service is £8.64pw. However, the review process is on-going.
235	Supporting People Charges	Alarm Service	N	£0.33	£11,154	£0.33	£11,154	0.0%	Charge is based on the value of the alarm monitoring contract with Centra
236	Leaseholders	Solicitors enquiries from potential leaseholders	N	£109.20	£3,185	£114.00	£3,325	4.4%	
237	Notice of Transfer	Change of Leaseholder details	N	£76	£2,280	£80.00	£2,400	5.3%	
238	Leaseholders	Extension of Lease - initial work on lease valuation extension and legal costs. Does not include costs of actual lease extension	N	£656	£656	£656	£656	0.0%	£656 was calculated to be the actual charge involved in extending the leases. Once DDC extend a lease, we will be able to accurately calculate the cost.
239	Leaseholders	Management Fee	N	£155	£70,835	£170	£78,200	9.7%	Increase as documented in Notice of Delegated Decision 30 January 2017
240	Retrospective Consent	Retrospective consent from Housing to make alterations at Council Properties	N	£45	£450	£50	£500	11.1%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT (where applicable)	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
Private Sector Housing - M. Davis - R. Kennedy - Cllr Back									
241	HMO Licensing	Initial application fee to licence an HMO.	N	£700	£1,600	£710	£1,600	1.4%	Reduction for accredited landlords, to encourage accreditation
242	HMO Licensing	Fee for Licence renewal	N	£460	£1,800	£500	£2,000	8.7%	Reduction for accredited landlords, to encourage accreditation
243	Housing Act Notices	Improvement and Prohibition notice	N	£370	£1,000	£390	£500	5.4%	Increase in cost for basic notice, due to increase complexity
244	Housing Act Notices	Suspended Improvement and Prohibition notice	N	£370	£0	£390	£0	5.4%	Increase in cost for basic notice, due ti increase complexity
245	Housing Act Notices	Emergency Remedial Action	N	£550	£550	£600	£600	9.1%	Increase in cost for basic notice, due ti increase complexity experienced in service of notice.
246	Housing Act Notices	Demolition Order	N	£610	£0	£620		1.6%	Cost has not been increased for a few years
247	Mobile Homes Act 2013 licence	Initial Licence fee	N	£50	£0	£50		0.0%	
248	Mobile Homes Act 2013 licence	Annual licence fee	N	£10	£0	£10		0.0%	
249	Mobile Homes Act 2013 licence	Transfer of licence	N	£300	£0	£300		0.0%	
250	Mobile Homes Act 2013 licence	Expansion fee	N	£200	£0	£200		0.0%	
251	Mobile Homes Act 2013 licence	Fee for depositing rules	N	£30	£0	£30		0.0%	
252	Mobile Homes Act 2013 licence	Charge for notices	N	£260	£0	£260		0.0%	
253	The redress schemes for letting agency work and management agency work order 2014	Penalty notice for each breach of requirement of lletting agent or managing agent to belong to a redress scheme	Y	£5,000	£0	£5,000	£0	0.0%	
254	The Smoke and Carbon Monoxide Alarm (England) Regulations 2015	Penalty notice for each breach of requirement of lletting agent or managing agent to belong to a redress scheme	Max yes	£1,500	£0	£1,500	£0	0.0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Govt? Y/N	Approved Charges inc VAT (where applicable)	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
255	Immigration inspection	Requests to inspect properties and provide report of suitability of property for immigration	N	£100	£0	£110	110	10.0%	increase to reflect general cost charged by other Councils
Miscellaneous - M. Davis - H. Lamb - Cllr Conolly									
256	Finance	Court Summons for Council Tax and Business Rates	N	£50	£300,000	£50	£300,000	0.0%	
257	Finance	Liability Order for Council Tax and Business Rates	N	£50		£50		0.0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % Change	Reasons for Change in Charges and/or Income
Licensing - D. Randall - D. Croucher - Cllr Collor									
1	Personal Licences	Grant or Renewal	Y	£37	£3,700	£37	£3,700	0%	
2	Personal Licences	Change of Name or Address	Y	£10.50	£315.00	£10.50	£315.00	0%	
3	Personal Licences	Theft, Loss etc.	Y	£10.50	£52.50	£10.50	£52.50	0%	
4	Premises & Club Licences	Theft, Loss etc.	Y	£10.50	£52.50	£10.50	£52.50	0%	
5	Premises & Club Licences	Change of Name or Address	Y	£10.50	£52.50	£10.50	£52.50	0%	
6	Premises & Club Licences	Change of Club Rules	Y	£10.50	£0	£10.50	£0	0%	
7	Premises & Club Licences	Vary DPS	Y	£23	£1,886	£23	£1,886	0%	
8	Premises & Club Licences	Transfer Licence	Y	£23	£621	£23	£621	0%	
9	Premises & Club Licences	Interim Authority	Y	£23	£0	£23	£0	0%	
10	Premises & Club Licences	Notification Interest	Y	£21	£21	£21	£21	0%	
11	Premises & Club Licences	Provisional Statement	Y	£315	£0	£315	£0	0%	
12	Premises & Club Licences	Minor Variation	Y	£89	£267	£89	£267	0%	
13	Premises & Club Licences	New Application & Variation NDR Band A	Y	£100	£1,000	£100	£1,000	0%	
14	Premises & Club Licences	New Application & Variation NDR Band B	Y	£190	£2,090	£190	£2,090	0%	
15	Premises & Club Licences	New Application & Variation NDR Band C	Y	£315	£630	£315	£630	0%	
16	Premises & Club Licences	New Application & Variation NDR Band D	Y	£450	£0	£450	£0	0%	
17	Premises & Club Licences	New Application & Variation NDR Band E	Y	£635	£0	£635	£0	0%	
18	Premises & Club Licences	Annual Fee NDR Band A	Y	£70	£6,300	£70	£6,300	0%	
19	Premises & Club Licences	Annual Fee NDR Band B	Y	£180	£54,000	£180	£54,000	0%	
20	Premises & Club Licences	Annual Fee NDR Band C	Y	£295	£12,390	£295	£12,390	0%	
21	Premises & Club Licences	Annual Fee NDR Band D	Y	£320	£3,520	£320	£3,520	0%	
22	Premises & Club Licences	Annual Fee NDR Band E	Y	£350	£2,800	£350	£2,800	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % Change	Reasons for Change in Charges and/or Income
23	Large Scale Events	New Application & Variation. Number in Attendance at any one time: 5,000 to 9,999	Y	£1,000	£0	£1,000	£0	0%	
24	Large Scale Events	New Application & Variation. Number in Attendance at any one time: 10,000 to 14,999	Y	£2,000	£0	£2,000	£0	0%	
25	Large Scale Events	New Application & Variation. Number in Attendance at any one time: 15,000 to 19,999	Y	£4,000	£0	£4,000	£0	0%	
26	Large Scale Events	New Application & Variation. Number in Attendance at any one time: 20,000 to 29,999	Y	£8,000	£0	£8,000	£0	0%	
27	Large Scale Events	New Application & Variation. Number in Attendance at any one time: 30,000 to 39,999	Y	£16,000	£0	£16,000	£0	0%	
28	Large Scale Events	New Application & Variation. Number in Attendance at any one time: 40,000 to 49,999	Y	£24,000	£0	£24,000	£0	0%	
29	Large Scale Events	New Application & Variation. Number in Attendance at any one time: 50,000 to 59,999	Y	£32,000	£0	£32,000	£0	0%	
30	Large Scale Events	New Application & Variation. Number in Attendance at any one time: 60,000 to 69,999	Y	£40,000	£0	£40,000	£0	0%	
31	Large Scale Events	New Application & Variation. Number in Attendance at any one time: 70,000 to 79,999	Y	£48,000	£0	£48,000	£0	0%	
32	Large Scale Events	New Application & Variation. Number in Attendance at any one time: 80,000 to 89,999	Y	£56,000	£0	£56,000	£0	0%	
33	Large Scale Events	New Application & Variation. Number in Attendance at any one time: 90,000 and over	Y	£64,000	£0	£64,000	£0	0%	
34	Large Scale Events	Annual Fee 5,000 to 9,999	Y	£500	£0	£500	£0	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % Change	Reasons for Change in Charges and/or Income
35	Large Scale Events	Annual Fee 10,000 to 14,999	Y	£1,000	£0	£1,000	£0	0%	
36	Large Scale Events	Annual Fee 15,000 to 19,999	Y	£2,000	£0	£2,000	£0	0%	
37	Large Scale Events	Annual Fee 20,000 to 29,999	Y	£4,000	£0	£4,000	£0	0%	
38	Large Scale Events	Annual Fee 30,000 to 39,999	Y	£8,000	£0	£8,000	£0	0%	
39	Large Scale Events	Annual Fee 40,000 to 49,999	Y	£12,000	£0	£12,000	£0	0%	
40	Large Scale Events	Annual Fee 50,000 to 59,999	Y	£16,000	£0	£16,000	£0	0%	
41	Large Scale Events	Annual Fee 60,000 to 69,999	Y	£20,000	£0	£20,000	£0	0%	
42	Large Scale Events	Annual Fee 70,000 to 79,999	Y	£24,000	£0	£24,000	£0	0%	
43	Large Scale Events	Annual Fee 80,000 to 89,999	Y	£28,000	£0	£28,000	£0	0%	
44	Large Scale Events	Annual fee 90,000 and over	Y	£32,000	£0	£32,000	£0	0%	
45	Temporary Event Notices	New Notice	Y	£21	£4,830	£21	£5,250	0%	
46	Temporary Event Notices	Theft, Loss etc.	Y	£10.50	£0.00	£10.50	£0.00	0%	
47	Small Society Lotteries	Registration Fee	Y	£40	£480	£40	£480	0%	
48	Small Society Lotteries	Annual Fee	Y	£20	£1,400	£20	£1,400	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income inc VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income inc VAT	Fee % Change	Reasons for Change in Charges and/or Income
Licensing - D. Randall - D. Croucher - Cllr Collor									
49	Bingo Club	Licence Application	N	£3,500	£0	£3,500	£0	0%	
50	Bingo Club	Annual Fee	N	£950	£1,900	£950	£1,900	0%	
51	Bingo Club	Application to Vary	N	£1,750	£0	£1,750	£0	0%	
52	Bingo Club	Application to Transfer	N	£1,200	£0	£1,200	£0	0%	
53	Bingo Club	Application for Reinstatement	N	£1,200	£0	£1,200	£0	0%	
54	Bingo Club	Application for Provisional Statement	N	£3,500	£0	£3,500	£0	0%	
55	Bingo Club	Licence Application (Provisional Statement Holders)	N	£1,200	£0	£1,200	£0	0%	
56	Bingo Club	Copy of Licence	N	£25	£0	£25	£0	0%	
57	Bingo Club	Notification of Change	N	£50	£0	£50	£0	0%	
58	Betting Premise (excluding Tracks)	Licence Application	N	£3,000	£0	£3,000	£0	0%	
59	Betting Premise (excluding Tracks)	Annual Fee	N	£575	£6,325	£575	£6,325	0%	
60	Betting Premise (excluding Tracks)	Application to Vary	N	£1,250	£0	£1,250	£0	0%	
61	Betting Premise (excluding Tracks)	Application to Transfer	N	£1,200	£0	£1,200	£0	0%	
62	Betting Premise (excluding Tracks)	Application for Reinstatement	N	£1,200	£0	£1,200	£0	0%	
63	Betting Premise (excluding Tracks)	Application for Provisional Statement	N	£3,000	£0	£3,000	£0	0%	
64	Betting Premise (excluding Tracks)	Licence Application (Provisional Statement Holders)	N	£1,200	£0	£1,200	£0	0%	
65	Betting Premise (excluding Tracks)	Copy of Licence	N	£25	£0	£25	£0	0%	
66	Betting Premise (excluding Tracks)	Notification of Change	N	£50	£0	£50	£0	0%	
67	Track	Licence Application	N	£2,500	£0	£2,500	£0	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income inc VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income inc VAT	Fee % Change	Reasons for Change in Charges and/or Income
68	Track	Annual Fee	N	£950	£0	£950	£0	0%	
69	Track	Application to Vary	N	£1,250	£0	£1,250	£0	0%	
70	Track	Application to Transfer	N	£950	£0	£950	£0	0%	
71	Track	Application for Reinstatement	N	£950	£0	£950	£0	0%	
72	Track	Application for Provisional Statement	N	£2,500	£0	£2,500	£0	0%	
73	Track	Licence Application (Provisional Statement Holders)	N	£950	£0	£950	£0	0%	
74	Track	Copy of Licence	N	£25	£0	£25	£0	0%	
75	Track	Notification of Change	N	£50	£0	£50	£0	0%	
76	Family Entertainment Centre	Licence Application	N	£2,000	£0	£2,000	£0	0%	
77	Family Entertainment Centre	Annual Fee	N	£725	£2,175	£725	£1,450	0%	
78	Family Entertainment Centre	Application to Vary	N	£1,000	£0	£1,000	£0	0%	
79	Family Entertainment Centre	Application to Transfer	N	£950	£0	£950	£0	0%	
80	Family Entertainment Centre	Application for Reinstatement	N	£950	£0	£950	£0	0%	
81	Family Entertainment Centre	Application for Provisional Statement	N	£2,000	£0	£2,000	£0	0%	
82	Family Entertainment Centre	Licence Application (Provisional Statement Holders)	N	£950	£0	£950	£0	0%	
83	Family Entertainment Centre	Copy of Licence	N	£25	£0	£25	£0	0%	
84	Family Entertainment Centre	Notification of Change	N	£50	£0	£50	£0	0%	
85	Adult Gaming Centre	Licence Application	N	£2,000	£0	£2,000	£0	0%	
86	Adult Gaming Centre	Annual Fee	N	£950	£3,800	£950	£4,750	0%	
87	Adult Gaming Centre	Application to Vary	N	£1,000	£0	£1,000	£0	0%	
88	Adult Gaming Centre	Application to Transfer	N	£1,200	£0	£1,200	£0	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income inc VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income inc VAT	Fee % Change	Reasons for Change in Charges and/or Income
89	Adult Gaming Centre	Application for Reinstatement	N	£1,200	£0	£1,200	£0	0%	
90	Adult Gaming Centre	Application for Provisional Statement	N	£2,000	£0	£2,000	£0	0%	
91	Adult Gaming Centre	Licence Application (Provisional Statement Holders)	N	£1,200	£0	£1,200	£0	0%	
92	Adult Gaming Centre	Copy of Licence	N	£25	£0	£25	£0	0%	
93	Adult Gaming Centre	Notification of Change	N	£50	£0	£50	£0	0%	
94	New Small Casino	Licence Application	N	£8,000	£0	£8,000	£0	0%	
95	New Small Casino	Annual Fee	N	£5,000	£0	£5,000	£0	0%	
96	New Small Casino	Application to Vary	N	£4,000	£0	£4,000	£0	0%	
97	New Small Casino	Application to Transfer	N	£1,800	£0	£1,800	£0	0%	
98	New Small Casino	Application for Reinstatement	N	£1,800	£0	£1,800	£0	0%	
99	New Small Casino	Application for Provisional Statement	N	£8,000	£0	£8,000	£0	0%	
100	New Small Casino	Licence Application (Provisional Statement Holders)	N	£3,000	£0	£3,000	£0	0%	
101	New Small Casino	Copy of Licence	N	£25	£0	£25	£0	0%	
102	New Small Casino	Notification of Change	N	£50	£0	£50	£0	0%	
103	New Large Casino	Licence Application	N	£10,000	£0	£10,000	£0	0%	
104	New Large Casino	Annual Fee	N	£10,000	£0	£10,000	£0	0%	
105	New Large Casino	Application to Vary	N	£5,000	£0	£5,000	£0	0%	
106	New Large Casino	Application to Transfer	N	£2,150	£0	£2,150	£0	0%	
107	New Large Casino	Application for Reinstatement	N	£2,150	£0	£2,150	£0	0%	
108	New Large Casino	Application for Provisional Statement	N	£10,000	£0	£10,000	£0	0%	
109	New Large Casino	Licence Application (Provisional Statement Holders)	N	£5,000	£0	£5,000	£0	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income inc VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income inc VAT	Fee % Change	Reasons for Change in Charges and/or Income
110	New Large Casino	Copy of Licence	N	£25	£0	£25	£0	0%	
111	New Large Casino	Notification of Change	N	£50	£0	£50	£0	0%	
112	Regional Casino	Licence Application	N	£15,000	£0	£15,000	£0	0%	
113	Regional Casino	Annual Fee	N	£15,000	£0	£15,000	£0	0%	
114	Regional Casino	Application to Vary	N	£7,500	£0	£7,500	£0	0%	
115	Regional Casino	Application to Transfer	N	£6,500	£0	£6,500	£0	0%	
116	Regional Casino	Application for Reinstatement	N	£6,500	£0	£6,500	£0	0%	
117	Regional Casino	Application for Provisional Statement	N	£15,000	£0	£15,000	£0	0%	
118	Regional Casino	Licence Application (Provisional Statement Holders)	N	£8,000	£0	£8,000	£0	0%	
119	Regional Casino	Copy of Licence	N	£25	£0	£25	£0	0%	
120	Regional Casino	Notification of Change	N	£50	£0	£50	£0	0%	
121	Temporary Use Notice	Application Fee	Y	£500	£0	£500	£0	0%	
122	Alcohol Licences Premises	Permit Application Fee (2 or less Machines)	Y	£50	£250	£50	£250	0%	
123	Alcohol Licences Premises	Permit Application Fee (3+ Machines)	Y	£150	£0	£150	£0	0%	
124	Alcohol Licences Premises	Permit Annual Fee (3+ Machines)	Y	£50	£150	£50	£150	0%	
125	Family Entertainment Centre Unlicensed	Permit Application Fee	Y	£300	£0	£300	£0	0%	
126	Family Entertainment Centre Unlicensed	Permit Renewal Fee	Y	£300	£1,800	£300	£0	0%	Permits last for a period of 10 years
127	Prize Gaming	Permit Application Fee	Y	£300	£0	£300	£0	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
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128	Prize Gaming	Permit Renewal Fee	Y	£300	£0	£300	£0	0%	
129	Club Gaming	Permit Application Fee	Y	£200	£0	£200	£0	0%	
130	Club Gaming	Permit Annual Fee	Y	£50	£100	£50	£100	0%	
131	Club Gaming	Permit Renewal Fee (due every 10 years)	Y	£200	£0	£200	£0	0%	
132	Club Gaming Machine	Permit Application Fee	Y	£200	£0	£200	£0	0%	
133	Club Gaming Machine	Permit Annual Fee	Y	£50	£250	£50	£250	0%	
134	Club Gaming Machine	Permit Renewal Fee	Y	£200	£0	£200	£0	0%	
135	Club Fast-track for Gaming Permit or Gaming Machine Permit	Permit Application Fee	Y	£100	£0	£100	£0	0%	
136	Club Fast-track for Gaming Permit or Gaming Machine Permit	Permit Annual Fee	Y	£50	£0	£50	£0	0%	
137	Gaming Machine Permit	Annual Fee	Y	£100	£0	£100	£0	0%	
138	Provision of Gambling	Copy Licence	Y	£0	£0	£0	£0	0%	
139	Provision of Gambling	Notification of Change	Y	£0	£0	£0	£0	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % Change	Reasons for Change in Charges and/or Income
Licensing - D. Randall - D. Croucher - Cllr Collor									
1	Acupuncture	Premise Registration	N	£175	£0	£205	£720	17%	A detailed review of licence fees has been undertaken during 2017-18. Fees reflect actual costs of administering and monitoring compliance of licences where known.
2	Acupuncture	Additional Practitioner	N	£80	£80	£90		13%	
3	Acupuncture	Minor Variation	N	£50	£0	£50		0%	
4	Cosmetic Piercing	Premise Registration	N	£175	£0	£205		17%	
5	Cosmetic Piercing	Additional Practitioner	N	£80	£80	£90		13%	
6	Cosmetic Piercing	Minor Variation	N	£50	£0	£50		0%	
7	Ear Piercing	Premise Registration	N	£175	£0	£205		17%	
8	Ear Piercing	Additional Practitioner	N	£80	£80	£90		13%	
9	Ear Piercing	Minor Variation	N	£50	£0	£50		0%	
10	Electrolysis	Premise Registration	N	£175	£0	£205		17%	
11	Electrolysis	Additional Practitioner	N	£80	£0	£90		13%	
12	Electrolysis	Minor Variation	N	£50	£0	£50		0%	
13	Semi-permanent Skin-colouring	Premise Registration	N	£175	£0	£205		17%	
14	Semi-permanent Skin-colouring	Additional Practitioner	N	£80	£80	£90		13%	
15	Semi-permanent Skin-colouring	Minor Variation	N	£50	£0	£50		0%	
16	Tattooing	Premise Registration	N	£175	£0	£205		17%	
17	Tattooing	Additional Practitioner	N	£80	£80	£90		13%	
18	Tattooing	Minor Variation	N	£50	£0	£50		0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % Change	Reasons for Change in Charges and/or Income
19	Animal Licensing	Boarding Establishments (new application)	N	£235	£3,290	£242	£3,456	3%	A detailed review of licence fees has been undertaken during 2017-18. Fees reflect actual costs of administering and monitoring compliance of licences where known.
20	Animal Licensing	Boarding Establishments (renewal)	N			£192			
21	Animal Licensing	Home Boarding (new application)	N	£120	£480	£181	£705		
22	Animal Licensing	Home Boarding (renewal)	N			£141			
23	Animal Licensing	Dog Breeding Establishments (New application)	N	£235	£470	£251	£482	7%	
24	Animal Licensing	Dog Breeding Establishments (renewal)	N			£241			
25	Animal Licensing	Dangerous Wild Animals (new application)	N	£235	£0	£250	£211	6%	
26	Animal Licensing	Dangerous Wild Animals (renewal) (every 2 years)	N			£211			
27	Animal Licensing	Performing Animals	N	£235	£0	£235	£0	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % Change	Reasons for Change in Charges and/or Income
28	Animal Licensing	Pet Shops (new application)	N	£170	£1,020	£221	£1,158	30%	A detailed review of licence fees has been undertaken during 2017-18. Fees reflect actual costs of administering and monitoring compliance of licences where known.
29	Animal Licensing	Pet Shops (renewal)	N			£193			
30	Animal Licensing	Horse Riding Establishments (New application)	N	£235	£940	£311	£1,694	32%	
31	Animal Licensing	Horse Riding Establishments (renewal)	N			£242			
32	Animal Licensing	Zoos (new application)	N	£750	£0	£888	£0	18%	
33	Animal Licensing	Zoos (renewal) (every 6 years)	N			£719			
34	Street Trading Consent	Grant	N	£490	£490	£494	£0	1%	
35	Street Trading Consent	Annual renewal	N	£230	£920	£229	£1,374	0%	
36	Street Trading Consent	Occasional	N	£130	£0	£130	£0	0%	
37	Street Trading Consent	Occasional Street Market	N	£200	£1,000	£200	£1,000	0%	
38	Street Trading Consent	Pavement Permit (New) - Tables & Chairs	N	£75	£150	£75	£150	0%	
39	Street Trading Consent	Pavement Permit (Renewal) - Tables & Chairs	N	£35	£980	£35	£980	0%	
40	Sexual Entertainment Venue	Grant	N	£3,250	£0	£3,250	£0	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	Fee % Change	Reasons for Change in Charges and/or Income
41	Sexual Entertainment Venue	Renewal, Transfer or Variation	N	£2,225	£0	£2,225	£0	0%	A detailed review of licence fees has been undertaken during 2017-18. Fees reflect actual costs of administering and monitoring compliance of licences where known.
42	Boat Licence	Grant	N	£93	£0	£158	£0	70%	
43	Boat Licence	Renewal or Transfer	N	£93	£279	£135	£405	45%	
44	Hypnotism Performance	Grant	N	£50	£0	£50	£0	0%	
45	Scrap Metal Dealer	Site Licence Grant	N	£470	£0	£172	£0	-63%	
46	Scrap Metal Dealer	Site Licence Variation	N	£50	£0	£50	£0	0%	
47	Scrap Metal Dealer	Site Licence Renewal	N	£450	£0	£154	£0	-66%	
48	Scrap Metal Dealer	Collectors Licence Grant	N	£275	£0	£171	£0	-38%	
49	Scrap Metal Dealer	Collectors Licence Variation	N	£50	£0	£50	£0	0%	
50	Scrap Metal Dealer	Collectors Licence Renewal	N	£255	£255	£159	£0	-38%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	% Change	Reasons for Change in Charges and/or Income
Licensing - D. Randall - D. Croucher - Cllr Collor									
51	Hackney Carriage & Private Hire	Hackney Carriage Vehicle Annual Licence (Grant and Renewal)	N	£327	£22,080	£327	£22,080	0%	If vehicle is wheelchair accessible there is a 10% reduction in fee
52	Hackney Carriage & Private Hire	Private Hire Vehicle Annual Licence (Grant and Renewal)	N	£259	£33,012	£259	£33,012	0%	No part of this fee is refundable in the event that the application is not approved or the vehicle is delicensed for any reason during the licence period. If vehicle is wheelchair accessible there is a 10% reduction in fee.
53	Hackney Carriage & Private Hire	Unmet Demand Survey	N	£0	£0	£0	£0	0%	Included within Grant / renewal Fee
54	Hackney Carriage & Private Hire	Licence Transfer Following Change of Vehicle	N	£54	£2,800	£54	£2,800	0%	
55	Hackney Carriage & Private Hire	Change of Vehicle ownership	N	£21	£42	£21	£42	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	% Change	Reasons for Change in Charges and/or Income
Licensing - D. Randall - D. Croucher - Cllr Collor									
56	Hackney Carriage & Private Hire	Joint Hackney Carriage Private Hire Driver: 1 year (Grant)	N	£124	£30,000	£124	£10,000	0%	In April 2017 DDC introduced a new 3 year licence (although a 1 year licence is still available in special circumstances). As such the anticipated annual income is reduced until 2020-21.
57	Hackney Carriage & Private Hire	Joint Hackney Carriage Private Hire Driver: 1 year (Renewal)	N	£110		£110		0%	
58	Hackney Carriage & Private Hire	Joint Hackney Carriage Private Hire Driver: 3 year (Grant)	N	£293		£293		N/A	
59	Hackney Carriage & Private Hire	Joint Hackney Carriage Private Hire Driver: 3 year (Renewal)	N	£279		£279		0%	
60	Hackney Carriage & Private Hire	DBS Disclosure (formerly CRB)	N	£44	£5,060	£44	£4,820	0%	
61	Hackney Carriage & Private Hire	Knowledge Test	N	£0	£0	£0	£0	0%	
62	Hackney Carriage & Private Hire	Vehicle Plate	N	£17	£306	£17	£170	0%	
63	Hackney Carriage & Private Hire	Vehicle Plate holder	N	£15	£150	£15	£75	0%	

Fees and Charges 2018/19

				2017/18	2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Approved Charges inc VAT	Total Expected Income ex VAT	Proposed Charges inc VAT (where applicable)	Total Expected Income ex VAT	% Change	Reasons for Change in Charges and/or Income
Licensing - D. Randall - D. Croucher - Cllr Collor									
64	Private Hire Operator	Operators Licence for PH Vehicles Only (not Hackney) (1 year Licence) 1 to 5 vehicles	N	£90	£2,480	£90	£7,385	0%	1 year licence only available in exceptional circumstances. No part of this fee is refundable in any the event.
65	Private Hire Operator	Operators Licence for PH Vehicles Only (not Hackney) (1 year Licence) 6 to 10 vehicles	N	£144		£144		0%	1 year licence only available in exceptional circumstances. No part of this fee is refundable in any the event.
66	Private Hire Operator	Operators Licence for PH Vehicles Only (not Hackney) (1 year Licence) Over 10 vehicles	N	£197		£197		0%	1 year licence only available in exceptional circumstances. No part of this fee is refundable in any the event.
67	Private Hire Operator	Operators Licence for PH Vehicles Only (not Hackney) (Licence lasts 5 years) 1 to 5 vehicles	N	£364		£364		N/A	Licence lasts 5 years. The first year (£90) is non refundable in any event. Refunds will be considered in subsequent years if the licenced is surrendered or revoked during the period of the licence.
68	Private Hire Operator	Operators Licence for PH Vehicles Only (not Hackney) (Licence lasts 5 years) 6 to 10 vehicles	N	£631		£631		0%	Licence lasts 5 years. The first year (£144) is non refundable in any event. Refunds will be considered in subsequent years if the licenced is surrendered or revoked during the period of the licence.
69	Private Hire Operator	Operators Licence for PH Vehicles Only (not Hackney) (Licence lasts 5 years) 11 or more vehicles	N	£898		£898			Licence lasts 5 years. The first year (£197) is non refundable in any event. Refunds will be considered in subsequent years if the licenced is surrendered or revoked during the period of the licence.
70	Private Hire Operator	Variation to Operators Licence (within band) for PH Vehicles	N	30	£200.00	30	£0.00	0%	
71	Private Hire Operator	Variation to Operators Licence (outside of band) for PH Vehicles	N	50		30		-40%	Fee reduced in line with actual costs of administering.

Fees and Charges 2018/19

				2017/18	2018/19	2018/19		
	Detail	Narrative	Set by Government? Y/N	Charges inc VAT	Proposed Charges inc VAT	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income
Planning - N. Aziz - M. Ebbs - Cllr Back								
1	General	Section 52 Agreements, Section 106 Agreements, Tree Preservation Orders and Article 4 Directions and Enforcement Notices	Y	£5.00	£5.00	£750.00	0%	
2	General	Plans submitted with planning applications or accompanying other planning documents and other miscellaneous photocopying	N	£0.10	£0.10		0%	
3	General	Plans submitted with planning applications or accompanying other planning documents and other miscellaneous photocopying	N	£0.20	£0.20		0%	
4	General	Plans submitted with planning applications or accompanying other planning documents and other miscellaneous photocopying	N	£5.00	£5.00		0%	
5	General	Research on Planning Histories, Permitted Development Rights and Use classes	N	£35.00	£35.00		0%	
6	General	Planning Application Fees (see Appendix 5.2 - A Guide to the Fees for Planning Applications in England)	Y			£650,000	8%	Based on current income forward analysis
7	General	Pre-application advice (see Appendix 5.3)	N			£65,000	18%	Fee increase being proposed

Fees and Charges 2018/19

				2017/18	2018/19	2018/19			
	Detail	Narrative	Set by Government? Y/N	Charges inc VAT	Proposed Charges inc VAT	Total Expected Income ex VAT	Fee % change	Reasons for Change in Charges and/or income	
Planning - N. Aziz - M. Ebbs - Cllr Back									
8	General	Details pursuant to conditions	Y			£15,000	0%		
9	General	Details pursuant to conditions	Y						
10	General	Advice on compliance of conditions information	Y					0%	
11	General	Advice on compliance of conditions information	Y						

A Guide to the Fees for Planning Applications in England

These fees apply from 31 January 2017 onwards.

This document is based upon '[The Town and Country Planning \(Fees for Applications, Deemed Applications, Requests and Site Visits\) \(England\) Regulations 2012](#)'

The fee should be paid at the time the application is submitted. If you are unsure of the fee applicable, please [contact your Local Planning Authority](#).

All Outline Applications		
£385 per 0.1 hectare for sites up to and including 2.5 hectares	Not more than 2.5 hectares	£385 per 0.1 hectare
£9,527 + £115 for each 0.1 in excess of 2.5 hectares to a maximum of £125,000	More than 2.5 hectares	£9,527 + £115 per 0.1 hectare

Householder Applications		
Alterations/extensions to a single dwellinghouse , including works within boundary	Single dwellinghouse	£172

Full Applications (and First Submissions of Reserved Matters)		
Alterations/extensions to two or more dwellinghouses , including works within boundaries	Two or more dwellinghouses (or two or more flats)	£339
New dwellinghouses (up to and including 50)	New dwellinghouses (not more than 50)	£385 per dwellinghouse
New dwellinghouses (for <i>more</i> than 50) £19,049 + £115 per additional dwellinghouse in excess of 50 up to a maximum fee of £250,000	New dwellinghouses (more than 50)	£19,049 + £115 per additional dwellinghouse

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Full Applications (and First Submissions of Reserved Matters) continued...		
Erection of buildings (not dwellinghouses, agricultural, glasshouses, plant nor machinery):		
Gross floor space to be created by the development	No increase in gross floor space or no more than 40 sq m	£195
Gross floor space to be created by the development	More than 40 sq m but no more than 75 sq m	£385
Gross floor space to be created by the development	More than 75 sq m but no more than 3,750 sq m	£385 for each 75sq m or part thereof
Gross floor space to be created by the development	More than 3,750 sq m	£19,049 + £115 for each additional 75 sq m in excess of 3750 sq m to a maximum of £250,000
The erection of buildings (on land used for agriculture for agricultural purposes)		
Gross floor space to be created by the development	Not more than 465 sq m	£80
Gross floor space to be created by the development	More than 465 sq m but not more than 540 sq m	£385
Gross floor space to be created by the development	More than 540 sq m but not more than 4,215 sq m	£385 for first 540 sq m + £385 for each 75 sq m (or part thereof) in excess of 540 sq m
Gross floor space to be created by the development	More than 4,215 sq m	£19,049 + £115 for each 75 sq m (or part thereof) in excess of 4,215 sq m up to a maximum of £250,000

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Full Applications (and First Submissions of Reserved Matters) continued...		
Erection of glasshouses (on land used for the purposes of agriculture)		
Gross floor space to be created by the development	Not more than 465 sq m	£80
Gross floor space to be created by the development	More than 465 sq m	£2,150
Erection/alterations/replacement of plant and machinery		
Site area	Not more than 5 hectares	£385 for each 0.1 hectare (or part thereof)
Site area	More than 5 hectares	£19,049 + additional £115 for each 0.1 hectare (or part thereof) in excess of 5 hectares to a maximum of £250,000

Applications other than Building Works		
Car parks, service roads or other accesses	For existing uses	£195
Waste (Use of land for disposal of refuse or waste materials or deposit of material remaining after extraction or storage of minerals)		
Site area	Not more than 15 hectares	£195 for each 0.1 hectare (or part thereof)
Site area	More than 15 hectares	£29,112 + £115 for each 0.1 hectare (or part thereof) in excess of 15 hectares up to a maximum of £65,000
Operations connected with exploratory drilling for oil or natural gas		
Site area	Not more than 7.5 hectares	£423 for each 0.1 hectare (or part thereof)
Site area	More than 7.5 hectares	£31,725 + additional £126 for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of £250,000

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Operations (other than exploratory drilling) for the winning and working of oil or natural gas		
Site area	Not more than 15 hectares	£214 for each 0.1 hectare (or part thereof)
Site area	More than 15 hectares	£32,100 + additional £126 for each 0.1 in excess of 15 hectare up to a maximum of £65,000
Other operations (winning and working of minerals) excluding oil and natural gas		
Site area	Not more than 15 hectares	£195 for each 0.1 hectare (or part thereof)
Site area	More than 15 hectares	£29,112 + additional £115 for each 0.1 in excess of 15 hectare up to a maximum of £65,000
Other operations (not coming within any of the above categories)		
Site area	Any site area	£195 for each 0.1 hectare (or part thereof) up to a maximum of £1,690

Lawful Development Certificate	
Existing use or operation	Same as Full
Existing use or operation - lawful not to comply with any condition or limitation	£195
Proposed use or operation	Half the normal planning fee.

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Prior Approval	
Agricultural and Forestry buildings & operations or demolition of buildings	£80
Telecommunications Code Systems Operators	£385
Proposed Change of Use to State Funded School or Registered Nursery	£80
Proposed Change of Use of Agricultural Building to a State-Funded School or Registered Nursery	£80
Proposed Change of Use of Agricultural Building to a flexible use within Shops, Financial and Professional services, Restaurants and Cafes, Business, Storage or Distribution, Hotels, or Assembly or Leisure	£80
Proposed Change of Use of a building from Office (Use Class B1) Use to a use falling within Use Class C3 (Dwellinghouse)	£80
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), where there are no Associated Building Operations	£80
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), and Associated Building Operations	£172
Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or a Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwellinghouse), where there are <u>no</u> Associated Building Operations	£80
Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or a Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwellinghouse), and Associated Building Operations	£172
Notification for Prior Approval for a Change Of Use from Storage or Distribution Buildings (Class B8) and any land within its curtilage to Dwellinghouses (Class C3)	£80
Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos, (Sui Generis Uses) and any land within its curtilage to Dwellinghouses (Class C3)	£80
Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos, (Sui Generis Uses) and any land within its curtilage to Dwellinghouses (Class C3), and Associated Building Operations	£172

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Prior Approval continued...	
Notification for Prior Approval for a Change of Use from Shops (Class A1), Financial and Professional Services (Class A2), Betting Offices, Pay Day Loan Shops and Casinos (Sui Generis Uses) to Restaurants and Cafés (Class A3)	£80
Notification for Prior Approval for a Change of Use from Shops (Class A1), Financial and Professional Services (Class A2), Betting Offices, Pay Day Loan Shops and Casinos (Sui Generis Uses) to Restaurants and Cafés (Class A3), and Associated Building Operations	£172
Notification for Prior Approval for a Change of Use from Shops (Class A1) and Financial and Professional Services (Class A2), Betting Offices, Pay Day Loan Shops (Sui Generis Uses) to Assembly and Leisure Uses (Class D2)	£80

Reserved Matters	
Application for approval of reserved matters following outline approval	Full fee due or if full fee already paid then £385 due

Approval/Variation/discharge of condition	
Application for removal or variation of a condition following grant of planning permission	£195
Request for confirmation that one or more planning conditions have been complied with	£28 per request for Householder otherwise £97 per request

Change of Use of a building to use as one or more separate dwellinghouses, or other cases		
Number of dwellinghouses	Not more than 50 dwellinghouses	£385 for each
Number of dwellinghouses	More than 50 dwellinghouses	£19,049 + £115 for each in excess of 50 up to a maximum of £250,000
Other Changes of Use of a building or land		£385

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Advertising	
Relating to the business on the premises	£110
Advance signs which are not situated on or visible from the site, directing the public to a business	£110
Other advertisements	£385

Application for a Non-material Amendment Following a Grant of Planning Permission	
Applications in respect of householder developments	£28
Applications in respect of other developments	£195

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CONCESSIONS
EXEMPTIONS FROM PAYMENT
For alterations, extensions, etc. to a dwellinghouse for the benefit of a registered disabled person
An application solely for the carrying out of the operations for the purpose of providing a means of access for disabled persons to or within a building or premises to which members of the public are admitted
Listed Building Consent
Planning permission for relevant demolition in a Conservation Area
Works to Trees covered by a Tree Preservation Order or in a Conservation Area Hedgerow Removal
If the application is the first revision of an application for development of the same character or description on the same site by the same applicant: <ul style="list-style-type: none"> • For a withdrawn application: Within 12 months of the date when the application was received. • For a determined application: Within 12 months of the date the application was granted, refused or an appeal dismissed. • For an application where an appeal was made on the grounds of non-determination: Within 12 months of the period when the giving of notice of a decision on the earlier valid application expired.
If the proposal relates to works that require planning permission only by virtue of an Article 4 Direction of the Town & Country Planning (General Permitted Development) Order 1995. I.e. where the application is required only because of a direction or planning condition removing permitted development rights.
If the application is for a lawful development certificate, for existing use, where an application for planning permission for the same development would be exempt from the need to pay a planning fee under any other planning fee regulation
If the application is for consent to display an advertisement following either a withdrawal of an earlier application (before notice of decision was issued) or where the application is made following refusal of consent for display of an advertisement, and where the application is made by or on behalf of the same person
If the application is for consent to display an advertisement which results from a direction under Regulation 7 of the 2007 Regulations, dis-applying deemed consent under Regulation 6 to the advertisement in question
If the application is for alternative proposals for the same site by the same applicant, in order to benefit from the permitted development right in Schedule 2 Part 3 Class E of the Town and Country Planning (General Permitted Development) Order 1995
If the application relates to a condition or conditions on an application for Listed Building Consent or planning permission for relevant demolition in a Conservation Area
If the application is for a Certificate of Lawfulness of Proposed Works to a listed building
Prior Approval for a Proposed Larger Home Extension

Continued on next page...

CONCESSIONS continued...
EXEMPTIONS FROM PAYMENTS continued...
Notification for Prior Approval for a Development Consisting of the Erection or Construction of a Collection Facility within the Curtilage of a Shop
Notification for Prior Approval for the Temporary Use of Buildings or Land for the Purpose of Commercial Film-Making and the Associated Temporary Structures, Works, Plant or Machinery required in Connection with that Use
Notification for Prior Approval for the Installation, Alteration or Replacement of other Solar Photovoltaics (PV) equipment on the Roofs of Non-domestic Buildings, up to a Capacity of 1 Megawatt

CONCESSIONS
REDUCTIONS TO PAYMENTS
If the application is being made on behalf of a non-profit making sports club for works for playing fields not involving buildings then the fee is £385
If the application is being made on behalf of a parish or community council then the fee is 50%
If the application is an alternative proposal being submitted on the same site by the same applicant on the same day, where this application is of lesser cost then the fee is 50%
In respect of reserved matters you must pay a sum equal to or greater than what would be payable at current rates for approval of all the reserved matters. If this amount has already been paid then the fee is £385
If the application is for a Lawful Development Certificate for a Proposed use or development, then the fee is 50%
If two or more applications are submitted for different proposals on the same day and relating to the same site then you must pay the fee for the highest fee plus half sum of the others
Where an application crosses one or more local or district planning authorities, the Planning Portal fee calculator will only calculate a cross boundary application fee as 150% of the fee that would have been payable if there had only been one application to a single authority covering the entire site.
If the fee for this divided site is smaller when the sum of the fees payable for each part of the site are calculated separately, you will need to contact the lead local authority to discuss the fee for this divided site.
The fee should go to the authority that contains the larger part of the application site.

ENDS

Appendix 5.3

Pre-application Advice

Why Seek Advice?

Whether you are a developer of a large scheme or a householder wishing to improve your home, it is advisable to seek advice before submitting your planning application. We can let you know whether your proposals are supported by planning policy and whether there are any issues that may prevent you from obtaining planning permission.

Basic, free or charge advice on the planning process is available by visiting a local office or over the telephone.

If you would prefer a specific review of your proposals and detailed guidance on the application process, we recommend you to obtain formal pre-application advice. This is a charged-for service and is available to meet any scheme.

We are happy to provide advice at any time, whether it is just a discussion on some initial ideas or a review of more detailed plans. You can use the service just once or it is often beneficial to obtain advice throughout the evolution of your scheme.

Seeking our advice

- gives you an opportunity to understand how our policies will be applied to your development
- can identify at an early stage where there is a need for specialist input, for example about listed buildings, trees, landscape, noise, transport, contaminated land, ecology or archaeology
- will assist you in preparing proposals for formal submission which, providing you have taken our advice fully into account, will be handled more smoothly
- may lead to a reduction in time spent by your professional advisors in working up proposals
- could enable you to suggest amendments or consider alternative proposals if a proposal is unlikely to be acceptable

Our charges

All householder enquiries, small scale developments of up to 5 dwellings, general advice on land-use and small commercial developments of up to 500sq metres of commercial space.

We charge £60 + VAT per hour with a minimum charge of 1 hour and then at £30 + VAT per 30 minutes or part thereof. This includes travel time to site visits if required. The Officer allocated to deal with your pre-application enquiry will be dependant on the nature and scale of the proposals and resources available.

The planning officer will advise you at the outset of the estimated cost and will not exceed this without your agreement. Advice will only be provided once the fee, in line with the estimation, has been received.

You can minimise costs by providing as much information about your scheme as possible in advance, but there is no requirement to do this.

Listed Buildings

Proposals which involve Listed Buildings, or affect their setting, will have a minimum charge of £180 + VAT to enable specialist advice to be obtained. This charge will be higher if the proposal also requires the involvement of a planning officer.

All other applications

Fee

- £500 or 1.5% of the appropriate fee + VAT under the Application Fees Regulations, whichever is the greater, for up to an hour long meeting and written response
- If the Planning Officer recommends further time is spent on your proposal we will provide you with an estimate and obtain your agreement.

We also need the following information

- Written details of the address and proposal
- Description of the nature and scale of the development proposed and the uses to which land and buildings are to be put
- Site location plan with the site clearly marked (to a recognised scale, north point etc)
- Sketch drawings providing details of the proposal (to a recognised scale)
- Photographs of the site and surrounding area, with particular regard to any nearby houses or other development which might be affected by your proposal
- Contact details including phone number and email address
- An initial design and access statement
- Access and parking arrangements
- This may also need to be accompanied by ecological, landscape, contamination, flood and transport assessments depending upon the location, nature and complexity of the development.

What the costs cover

These fees cover administration costs and the time spent in research, assessment, a meeting as necessary, and in making a written response.

If you require specific highways advice, Kent County Council Highways make a charge for pre-application advice and should you wish a full response please contact them directly.

- [Kent Highways](#)

How to Apply

Please email preappadvice@dover.gov.uk

Pre-application advice cannot guarantee the final formal decision that will be made on your application. However, any pre-application advice that has been provided will be carefully considered in reaching a decision.

Guidelines/Procedures for the Application of Recycling and Waste Discretionary Fees and Charges

Waste Collection Scheme

1. Dover District Council provides kerbside collection services for dry-recyclables, kitchen waste, and residual waste and to subscribers only for garden waste.
2. The collection of waste and recyclable materials, their frequency, segregation and the containers used for collection are undertaken in accordance with the provisions of the Environmental Protection Act 1990: Sections 45 and 46.
3. In order to be collected by Dover District Council, all wheeled bins and other containers used must comply with the Council's specifications, dimensions, and colour. Fully compliant wheeled bins will be supplied by the Council upon request and receipt of payment.
4. Containers provided on request by the Council include;
 - Mixed Recyclables (Glass/ Cans/ Plastic etc)
 - Blue lidded wheeled bin (Various sizes)
 - 55 litre blue box
 - Paper/ Card
 - 55 litre black box
 - 180ltr grey wheeled bin (on request)
 - Food Waste
 - 23 litre Kerbside caddy
 - 7 litre kitchen caddy
 - Residual Waste
 - Grey wheeled bin (Various sizes)
5. All containers supplied remain the property of Dover District Council and should remain with the property to which they were issued and not be removed when residents move house.

Replacement of Containers

6. The Council will charge for the replacement of all containers, other than refuse and recycling containers lost or damaged in the circumstances described in 7. Charges will be in accordance with the fees and charges schedule.
7. Refuse and recycling containers of the size 240ltrs, 180ltrs, 55ltrs or 23ltr, which are in the ownership of the Council and are designed to be placed at the kerbside, as part of the recycling collection service and which can be shown to be either damaged or lost as a result of

collection operations will be replaced by the Council at no charge to the occupier.

Landlords and Management Agents

8. Dover District Council will hold developers, landlords and managing agents, (as appropriate) responsible for the management and/or sale or letting of properties, to be responsible either directly or through a tenancy agreement, for the provision of containers for recycling and waste and to be charged in accordance with the fees and charges schedule.
9. Where a recycling or refuse container from a shared / multi occupied / communal site is lost or damaged, it will be the responsibility of the developer, landlord or managing agents (as appropriate) responsibility to arrange the replacement.

Other

10. Where customers are requesting the provision of a container for storage purposes only, containers will be supplied subject to payment of the requisite charge in accordance with the fees and charges schedule.
11. Dover District Council's Waste Services Manager shall have authority to waive some of these charges in certain limited circumstances where it may be in the Authority's interests to do so. The cost of such waivers shall remain within budget, and shall take place within a framework established following consultation with the Cabinet Member for the Environment. The framework shall be communicated to customer contact staff through appropriate briefings.

Subject:	COUNCIL BUDGET 2018/19 AND MEDIUM TERM FINANCIAL PLAN 2018/19–2021/22
Meeting and Date:	Cabinet – 5 February 2018
	Scrutiny (Policy and Performance) Committee – 27 February 2018
Report of:	Mike Davis, Director of Finance, Housing and Community
Portfolio Holder:	Councillor Michael Conolly, Portfolio Holder for Corporate Resources and Performance
Decision Type:	Key
Classification:	Unrestricted

Purpose of the report: To progress approval of the 2018/19 budget and the Medium Term Financial Plan (MTFP) for 2018/19–2021/22

Recommendation: It is recommended that Cabinet:

(a) Consider the draft General Fund Revenue Budget, the Capital and Special Projects Programmes, the Housing Revenue Account budget, and the content of the Medium Term Financial Plan (MTFP) as proposed in Appendix 1, and advise the Director of Finance, Housing and Community of any changes they require to be incorporated in the final version.

(b) Note that the Council Tax Resolution and Treasury Management Strategy will be added to the MTFP and other minor adjustments made before being presented to Council in March.

1. Summary

- 1.1 This report has been produced to seek Cabinet approval to develop the 2018/19 budget and MTFP for 2018/19 – 2021/22 on the basis detailed in Appendix 1. The report will also be considered by Scrutiny (Policy and Performance) on 27th February.
- 1.2 If agreed by Cabinet, the document will be amended and finalised before being presented back to Cabinet, together with any Scrutiny recommendations, and then to Council in March, together with the specific recommendations for Cabinet and Council and the resolution to set the Council Tax. At this stage the resolution to set the Council Tax cannot be included because the precepts from Towns and Parishes, Kent County Council (KCC), Kent Police Authority and Kent and Medway Towns Fire Authority have not all been received.

2. Introduction and Background

- 2.1 As part of its financial management process the Council is required to consider the MTFP and its implications for the Council's service objectives and financial management. The Director of Finance, Housing and Community (as Section 151 Officer) is required to comment on the robustness of the budget and the adequacy of the reserves. These requirements are addressed in the attached Budget and Medium Term Financial Plan report (Appendix 1).

- 2.2 The MTFP contains a number of recommendations. These are shown at the end of the sections within the MTFP and consolidated in Annex 12.

General Fund Budget

- 2.3 The Council is required to approve a General Fund revenue budget having regard to net expenditure requirements, Government funding, available internal reserves and the yield from Council Tax and the localisation of Business Rates.
- 2.4 The Council has discretion over allocation of resources to service priorities and its use of reserves, and can determine its Council Tax within the constraints as set by Government (the Council has no influence over the level of Government funding) but must have due regard to the capacity to set viable budgets in ensuing years.
- 2.5 The 2018/19 settlement from Government is currently under consultation and the figures in Appendix 1 are based on the provisional settlement provided in December 2017. It is not anticipated that there will be significant changes to the settlement figures in the final version of the report.
- 2.6 The figures for Business Rates are draft at this stage, based on the draft settlement, but amended for known errors in the calculation of tariff due to errors in the data supplied by VOA to MHCLG, and prior to the completion of the 2018/19 NDR1 return which sets the 2018/19 funding level. In addition Kent has been approved as a pilot area for the 100% business rates growth retention proposals, the impact of which is still being modelled across the Kent authorities. There is a high level of uncertainty with the figures due to the impact of the 2017 revaluation, changes to small business rates relief, the impact of existing and potential appeals, and the lack of a fully-developed pilot scheme model for detailed calculations of growth retention (although expected to be favourable), etc. These figures will be reviewed further after the completion of the NDR1 return, and the MTFP will be revised if necessary.
- 2.7 The main pressure faced by the General Fund in the 2018/19 budget is the impact of the increased need for provision of temporary accommodation for homeless prevention. This has been offset by additional income from investments, following the approval of the new Treasury Management Strategy, and income from properties in line with the approved Property Investment Strategy. These additional income streams have prevented the need for any significant changes to services.

Capital Programme

- 2.8 The Council has limited capital resources, but within these resources it has discretion over which projects to support. The Medium Term Capital Programme shows that resources have been applied to the regeneration projects in support of the Council's corporate objectives.
- 2.9 The funding for capital and revenue projects will be significantly reduced by the current programme. Future capital receipts are expected to come mainly from housing right to buy sales and amount to £1m per annum at current sales levels, so will not replenish capital funds and will not be sufficient to maintain the current level of activity in the future. No other major receipts are currently expected. Revenue project resources will also be largely depleted and no significant new resources are expected other than from contributions from the revenue budget.

Housing Revenue Account (HRA)

- 2.10 The DCLG has directed that Councils reduce rents by 1% per annum (in cash terms) from 2015/16 levels for each of the following 4 years and this is included in the budget and MTFP. The aggregated loss of this rent income over the 4 year period is projected to be £6.9m.
- 2.11 The Council has to ensure that the HRA remains viable and the impact of the rent reduction is having a significant impact on the HRA position. Due to the rent reductions and significant one-off capital projects the HRA surplus has been reduced for 2018/19. This position is forecast to improve in future years due to the ability to return to rent increases from 2020/21 and the impact of additional housing properties to the HRA stock.

Future Budgets

- 2.12 The MTFP is a planning document, so approval of the budget for 2018/19 and adoption of the MTFP does not commit the Council to the forecast budgets for 2019/20 to 2021/22. These are for planning purposes and are likely to be adjusted in the light of new information or changes in the Council's circumstances.

3. Identification of Options

- 3.1 Cabinet cannot change the financing received from government. They can recommend an increase in Council Tax, subject to the referendum conditions, and they can change budget allocations. Cabinet then recommend the budget and Council Tax level to Council.
- 3.2 The Council is required to set a budget, and so declining to do so is not an option. Council could choose to amend Cabinet's budget recommendations, but is subject to the same constraints concerning government funding and Council Tax. Council can change the allocation of resources between services, and that option remains open to the Council during the financial year.

4. Resource Implications

- 4.1 The revenue budgets and capital plans determine the level of Council Tax and the utilisation of resources for the next year. The MTFP is a key element in the prudent use of resources over the medium term.

5. Corporate Implications

- 5.1 Comment from the Section 151 Officer: No further comments to add.
- 5.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make.
- 5.3 Comment from the Equalities Officer: The report doesn't 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>

6. Appendices

Appendix 1 – DRAFT Budget for 2018/19 and Medium Term Financial Plan 2018/19-2021/22

7. **Background Papers**

2018/19 budget working papers

Contact Officers: Helen Lamb (Extn 2063) & Mike Davis (Extn 2107)



Budget 2018/19 and Medium Term Financial Plan 2018/19 – 2021/22

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EXECUTIVE SUMMARY

OVERALL POSITION

1. This section provides a summary of the main points of the budget and Medium Term Financial Plan covering the General Fund Revenue Budget, Housing Revenue Account (HRA) and Capital Programme.

BUDGET AND MEDIUM TERM PLANS

2. The MTFP is the Council's key financial planning tool and underpins the strategic approach to financial planning. Although it spans four years, it is reviewed at least annually, and is monitored during the year.
3. It should not be viewed in isolation but as part of the wider planning process and in conjunction with other plans and strategies, in particular with the Corporate Plan and the Asset Management Plan. This MTFP covers the period 2018/19 – 2021/22.
4. Year 1 (2018/19) is the formally approved budget for the coming year. Years 2 - 4 of the MTFP (2018/19 – 2021/22) are included as “indicative budgets” for planning purposes. These will be rolled forward and amended in subsequent MTFPs and so approval of the overall plan does not set the budgets for the future years.
5. Regard has been given to the resources required to deliver the Council's objectives and the budget has been prepared to reflect the anticipated service costs and pressures.
6. It is the view of the Director of Finance, Housing & Community (Section 151 Officer) that the budget has been prepared in an appropriate and prudent manner and that based upon the information available at the time of producing this report¹ the estimates are robust and the resources are adequate for the Council's spending plans in 2018/19.
7. However, current funding, in particular from Business Rates (BR), is volatile, difficult to predict and generally outside of the Council's control.
8. Data from the government's Valuation Office Agency has proved to be materially inaccurate for the DDC area following the 2017 revaluation, and subject to late correction. The Council will also be part of the Kent pilot of 100% Business Rates Retention for 2018/19, but the detail as to how this will work is not yet available. Monitoring of the position will continue throughout the year and changes reported to Members through the quarterly budget monitoring reports. On-going changes in the local government finance settlement for 2018/19 means that this year's budget is even more complex.
9. Future projections are also subject to a greater margin of error. It is anticipated that BR retention will be reduced from 100% in 2018/19 to 75% in 2019/20, although it is

¹ The funding position shown in this budget is based on the draft settlement received from Government in December 2017 and the NDR estimates produced based on the information available and additional assumptions for appeals and reliefs.

not clear how this will work. The scheme is also scheduled to be completely re-set in 2020.

10. The Government has also launched a consultation on future local government finance called the Fair Funding Review (FFR). At this stage it is not clear what impact this will have on the Council, and on the proportion of local government funding that is allocated to district council functions compared to that allocated to social services and other upper-tier functions.
11. In addition, changes to housing finance and proposals contained in the Housing and Planning Bill create more challenges and uncertainty for the Housing Revenue Account (HRA).

BUDGET HEADLINES

GENERAL FUND

- General Fund budget for 2018/19 has a surplus of circa £100k;
- Prudent General Fund balances maintained at circa £2.5m;
- Council Tax increase of £4.95, rather than the full 3% permitted by Government. This also maintains the lowest Council Tax in East Kent;
- Overall net expenditure levels reduced slightly;
- No significant reductions in funding for services and no major changes in staffing levels;
- Pressure comes mainly from reduced funding streams and homelessness;
- Government funding streams:
 - Revenue Support Grant 44.6% reduction in 2018/19, and forecast to be virtually nil by 2019/20;
 - The reduction in RSG accounts for the bulk of the on-going funding pressures;
 - New Homes Bonus was cut from 6 years to 5 for 2017/18, and has been cut to 4 years from 2018/19 onwards, with an estimated loss to the Council of approximately £350k per annum;
 - The Business Rates (BR)² regime remains complex, volatile and is beyond simple explanation. For Dover, a large proportion of the Council's BR income is generated from a small number of properties.
- Additional income has been generated and used to protect services. The main sources are from :
 - Increased Business Rates;
 - Increased Council Tax base and charge;
 - Treasury management investments;
 - Commercial property regeneration initiatives;
 - Externalisation of Revenues and Benefits and Customer Services to Civica;
 - Adjustments in recharges to the HRA and capital projects.
- We also have reasonable grounds to expect additional one-off income arising from the Business Rates Pilot, but as we don't have certainty this hasn't yet been built into the draft budget.

² Business Rates (BR) and Non Domestic Rates (NDR) are terms which are now used interchangeably by Government and Local Government.

THE HOUSING REVENUE ACCOUNT

- 2018/19 budget balanced;
- HRA balances maintained for 2018/19;
- Rents set by Government, and have been reduced by a further 1% in 2018/19;
- Rent reductions of 1% per annum until 2019/20 required by Government;
- By year 4 of the rent decrease annual rent income is projected to have fallen by £2.4m per annum compared to the 2015/16 MTFP forecast;
- The aggregate loss of rent income over the 4 year period is projected to be £6.9m;
- The introduction of a requirement to sell higher value housing assets has been delayed but not abandoned and the implementation timetable is currently uncertain. If implemented the impact could potentially be significant.
- The Council's ability to service the £80m debt, that the Government required it to incur, needs to be protected, and this should continue to be a priority;
- When more detail on the implementation of the Housing and Planning Bill is available, the implications will be reported to Members as appropriate.

THE CAPITAL AND REVENUE PROJECTS PROGRAMME

- The current capital programme totals £296m and is funded, subject to the borrowing arrangements for the Dover District Leisure Centre and the Property Investment Strategy;
- The major projects in the programme are;
 - Property Investment Strategy;
 - Construction of Dover District Leisure Centre; and
 - Refurbishment of Dover Town Hall.
- The resources for funding capital and revenue projects will be largely exhausted by the current programme.
- Future capital receipts are expected to come mainly from housing right to buy sales and amount to £1m per annum at current sales levels, so will not replenish capital funds and will not be sufficient to maintain the current planned level of activity in the future. No other major receipts are currently expected.
- Revenue project resources will also be largely depleted and no significant new resources are expected other than from contributions from the revenue budget.

TREASURY MANAGEMENT STRATEGY STATEMENT

12. The Treasury Management Strategy Statement, including the Prudential Indicators and Minimum Revenue Provision Statement will be included in the March circulation of the MTFP.

KEY ASSUMPTIONS AND SIGNIFICANT BUDGET RISKS

13. The budget and projections have been based on the best information available. However, there are always areas where there remains a degree of uncertainty or it has been necessary to make assumptions. The most significant of these assumptions, together with the significant budget risks, have been set out within the MTFP in order to ensure that Members are aware of the basis of the budget.

14. Periodic budget monitoring reports will continue to be produced and circulated to all Members, so that adverse variances can be identified and remedial action initiated as early as possible.

RELATED STRATEGIES AND PLANS AND JOINT PLANS WITH PARTNERS

15. Members' attention is drawn to the chart of related plans and strategies and details of joint plans with partners:
 - Related strategies and plans – Members are asked to consider the MTFP in relation to the other key plans and strategies, in particular the Corporate Plan.
 - Joint plans with partners – delivery of the Corporate Plan cannot take place without partnership working. The more significant partnerships and joint plans are provided later in the report.

THE GENERAL FUND REVENUE ACCOUNTS

INTRODUCTION

16. All the Council's services, other than housing, are provided through the General Fund (GF). The GF is mainly financed by Council Tax (CT), Business Rates (BR) and Enterprise Zone Relief, Revenue Support Grant (RSG, received from government), and New Homes Bonus (NHB, also received from government).

FINANCIAL OBJECTIVES

17. The main financial objectives for the GF Revenue Account³ are as follows:
- Produce a fully funded GF Budget;
 - Maintain general balances over the medium term at an appropriate level (considered to be a minimum of around 10% of the net budget requirement or £1.5m, and a preferred level at or above £2m);
 - Use earmarked reserves to finance one-off items;
 - Support the Council's corporate priorities and agreed service standards; and
 - Undertake appropriate consultation.

BUDGET DISCIPLINE

18. Corporate Management Team, in consultation with Members, have reviewed their service areas in order to support delivery of efficient and effective services within the budgets available.
19. In order to maintain firm downwards pressure on expenditure and recruitment, and to ensure budgets are directed to the Council's priorities the Council maintains a continuous Employment Management process. The Employment Management process provides a peer review and Chief Executive sign-off for all recruitment, so that all options are explored and tested before any recruitment is permitted.
20. The Council also has the facility to undertake efficiency and service reviews, "Delivering Effective Services (DES)". The DES team's role is to review services to deliver efficiencies, savings, digital improvements, smarter working and improved customer experiences. In addition the DES team test the cost effectiveness and consider alternative delivery options for services under review.
21. A key element of financial management is the treatment of unspent budgets. The Council has sought to promote a culture whereby budget managers have the flexibility to manage their budgets responsibly. Accordingly, managers are given the opportunity to carry forward unused elements of their budget, subject to approval by the Director of Finance, Housing and Community.

THE GENERAL FUND BUDGET SUMMARY

22. The Council's GF revenue budget for 2018/19 is shown in Annex 1. The budget is funded, and the GF balance is forecast to be £2.51m. The net budget requirement for the Council's own purposes, after transfers to/from earmarked reserves is £13.85m.

³ The Revenue Account funds day to day recurrent expenditure. There are separate financing arrangements for capital expenditure where the benefit of the expenditure lasts for more than one year.

	2017/18 Original Budget £m	2018/19 Original Budget £m
Budget Requirement:		
Gross Revenue Expenditure	69.164	68.850
Gross Revenue Income	(54.778)	(54.992)
Underlying Budget Requirement	14.386	13.858
Earmarked Reserve adjustments ⁴	(0.523)	(0.006)
Net Budget Requirement	13.863	13.852

23. The underlying Budget Requirement has reduced slightly between the financial years illustrating that the Council has absorbed the impact of inflationary increases.
24. The Council's GF revenue budget for 2018/19 is shown in Annex 1. The budget is funded, and the GF balance is forecast to be £2.51m.

KEY VARIANCES / SIGNIFICANT ISSUES

25. The table below summarises the main variances. Additional information is provided in the notes that follow, and also at Annex 3.

	£000	£000
2017/18 Original Budget Forecast		61
<u>Variances in Funding</u>		
Decrease in Revenue Support Grant	459	
Decrease in Enterprise Zone Relief Grant	515	
Increase in Renewable Energy Retained	(249)	
Increase in NNDR Funding	(879)	
Decrease in NNDR Deficit	(127)	
Increase in Council Tax – increase in tax base & charge	(322)	
Decrease in Collection Fund Surplus (Council Tax)	95	
Decrease in New Homes Bonus (from 5 years to 4 years)	359	
Total Variances in Funding		(149)
<u>Variances in Corporate and Service Budgets</u>		
Use of Business Rates & Council Tax Reserve to cover NNDR Collection Fund distribution	127	
Net increase in Homeless temporary accommodation costs	700	
Homeless service delivery target	(200)	
Increase in Property Investment Strategy income	(150)	
East Kent Services target saving	(150)	
Increase in Treasury Management income from	(750)	

⁴ Earmarked reserves are used to offset agreed expenditure within services in accordance with the protocols detailed in Annex 6.

investment in pooled funds		
Transfer to Special Projects reserve	400	
New Tourism & Transport posts	83	
Other Corporate and Service Variances – see Annex 3	(71)	
Total Variances in Corporate and Service Budgets		(11)
2018/19 Budget Forecast		(99)

GENERAL FUND KEY ELEMENTS

26. The main factors impacting the General Fund budget are detailed below.

Staff Salaries

27. Independent advice on the cost of living increase is received to form the basis of negotiations for the 2018/19 pay settlement and is factored into the budget.

Vacancy Allowance and Organisational Savings

28. The vacancy allowance (savings from staff turnover) has been set at £150k.
29. The budget also includes a target saving of £150k to allow for a review of staff resources to identify appropriate savings within the authority or through shared service changes.
30. It is proposed to continue the updated Employment Management process to maintain the link between approved service standards and the approval of posts to be filled.

Pension Fund

31. The Council's Pension Fund (part of the countywide fund administered by Kent County Council) is subject to actuarial valuation on a three yearly cycle. The last triennial valuation (the "2016 valuation") of the KCC pension fund started in April 2016, and was implemented from April 2017.
32. DDC pays two contributions to the pension fund; these are "current service rate" (the additional pension earned in year) and a lump sum to finance the existing pension deficit. The actuarial report advised that due to lower discount rates the current contributions required to meet the cost of pensions being earned today should increase from 14.6% to 15.5%.
33. The 2016 valuation also estimated a decrease in the pension fund deficit for Dover. Dover is paying this deficit off over the next 17 years as agreed with the actuary. As a result the fixed sum to finance the deficit was decreased from £1.98m to £1.91m (for all staff, including HRA) in 2017/18.
34. It should be noted that changes to the pension fund deficit are largely a result of factors outside of the Council's control including increases in pensions payable, increased life expectancy and lower asset values. There has also been an impact due to the creation of EKS and EKH, and the transfer of staff on a fully funded basis. However, this would only become a "real" effect if EKS and EKH were to move away from the Council into wholly separate and independent organisations.

General Inflation

35. Setting a guideline level of inflation risks “over budgeting”. Instead, all managers are asked to consider the specific quantity and price of services they will actually need in the coming year and to reduce expenditure where possible.
36. The other significant area of potential inflation pressures relates to major term contracts. In 2018/19 the assumed level of contract inflation is based on the details of the specific contracts, the state of the market for the specific services and any other relevant factors. For future years it is not realistic to attempt to model contract renewal costs and so for planning purposes a 3% increase in the cost of major term contracts has been assumed. Each 1% variance in contract inflation leads to approximately £80k variance in costs.

Contingency Provision

37. Contingency provision of £160k has been included to meet any unexpected expenditure commitments, if they cannot be contained within other budgets. In addition, as part of the budget setting process managers and directors were asked to identify any budgets held for items such as legal or consultants’ fees that would only be required if certain circumstances occurred. These budgets have been removed from individual budgets and will be funded from this provision if required for the items identified.

Grants to Organisations

38. The Council makes a number of grants to organisations for services across the district, including contributions to the Citizens Advice Bureau and Your Leisure; these are detailed in Annex 11.

Shared Services

39. East Kent Services currently manages revenues & benefits, customer services, ICT and Human Resources functions on behalf of Dover, Canterbury and Thanet Councils. Thanet are the accountable body for these arrangements. From 1st April 2018, responsibility for the revenues and benefits service and customer services is transferring to Civica, which should lead to further efficiency savings. Thanet will continue to handle the accounting arrangements and be billed by Civica, and they in turn will charge management fees to Dover, as at present. It is anticipated that the new arrangements will lead to savings of up to £800k p.a. in total for all partners in 2018/19, and Dover has included a cautious savings target on its share of management fees of £150k compared to the projected level of fees for 2017/18.
40. The Council has awarded a 10-year contract to carry out recycling and waste collections, the processing of recyclate collected and street cleansing operations to Veolia Environmental Services (UK), which commenced in January 2011. The contract has been awarded in partnership with Shepway District Council and Kent County Council (as the disposal authority). Dover is the lead on this partnership and manages the client team who oversee the contract from the Dover District Council offices on behalf of the three authorities.
41. Finally, East Kent Audit partnership (EKAP), hosted by Dover, provides internal audit services to Dover, Shepway, Canterbury and Thanet (including East Kent Services) Councils and East Kent Housing.

Interest on Investments

42. The overall interest rates achieved in 2018/19 will depend on the combination of the LIBID rate and the margin it maintains above base rate, the rates for current investments, the prevailing market rates when current investments are renewed, as well as the permissible deposit durations which change according to updated credit rating criteria.
43. The Bank of England increased the base rate in November 2017 for the first time in ten years, but it is still very low. With uncertainty and instability possible in the financial markets following the Brexit decision, the Council has sought the advice of its Treasury Advisors, Arlingclose, and briefed a meeting of the Investment Advisory Group in October 2017 who have agreed with the proposals for using certain pooled investment funds to increase returns and reduce bail-in risk (an increased risk of the Council's bank and building society deposits being 'called on' to fund preferential creditors in the event of a bank collapse, following changes to rulings from 2018).
44. As a result, £6 million has been placed with the Columbia Threadneedle Strategic Bond Fund and £6 million with the Investec Diversified Income Fund during December 2017. While there is a risk that the capital investment values may go down as well as up, the investments will generate between 4% - 5% of income returns and are viewed as long term investments (5 - 10 years).
45. The Council had also invested £6m in the CCLA (Churches, Charities & Local Authorities) property fund in June-July 2017. The fund is anticipated to generate returns of circa 4% - 5% p.a. and is viewed as a longer term investment (5 - 10 years). The 'entrance fees' allow for stamp duty, etc., and therefore capital appreciation typically takes longer to achieve, and can fluctuate, while income tends to be stable in the 4.5% region.
46. The MTFP assumes that the Council's investments overall will earn the General Fund £979k (an additional £750k on the level budgeted for 2017/18), mainly due to the higher returns from these new investment instruments and a change in the split between General Fund and HRA.
47. Changes to accounting requirements under IFRS9 may require fluctuations in the capital value of investments to be charged to the Income & Expenditure Account from 1st April 2018, even though these are not realised unless investments are sold. We are awaiting clarification from the accounting body, CIPFA, on treatment of investments and whether there might be a statutory override for Local Authorities. We are ring-fencing £2m from the Dover Regeneration & Economic Development Earmarked Reserve to allow for any fluctuations in capital value within the MTFP. However, it is considered unlikely that this level of support or "buffer" will be required, as funds will be held for the longer term reducing the risk of losses, that may need to be reported for accounting purposes, being realised by the time of sale.
48. Members should note that the localisation of Business Rates places a significant potential risk on DDC's cash flow. If there is a significant reduction in Business Rates collection through revaluation, demolition or major business failure in the district, this would reduce the funds available for investment and therefore reduce the interest earned.

Regeneration and Property Investment

49. On 30 November 2016 Council approved the Property Investment Strategy. This approved investing up to £200m in commercial and residential property, either directly or through a property company, primarily in order to increase economic regeneration and also to generate returns. The 2017/18 approved General Fund budget included a target Property Investment Strategy income of £500k.
50. In March 2017 Cabinet approved the appropriation of garages, shops and land from the HRA to the General Fund, the transfer is currently forecast to deliver circa £286k net income.
51. In September 2017 the purchase of the freehold of the B&Q retail warehouse at White Cliffs Business Park, Dover was completed as the first acquisition under this initiative. After annual costs including borrowing (based on PWLB over 40 years) and management the resulting retained income is forecast to be £268k per annum, a net return of 1.6%.
52. In December 2017 a second site, Whitfield Court, was purchased. The site is located in the White Cliffs Business Park and the Council want to ensure the long term stability of the area. The site is a multi-let business park comprising 14 office and light industrial units totalling 45,636 sq. ft. After annual costs including borrowing (based on PWLB over 40 years) and management the resulting retained income is forecast to be £120k per annum, a net return of 2.65%.
53. In addition the Property Investment team have been working on a number of residential developments both utilising DDC owned properties and land as well as with external developers. A key element of the strategy at this stage has involved the purchase of ex-council properties to be utilised to provide interim accommodation for homeless households until they can be offered permanent housing, thereby helping reduce the current use of B&B and nightly paid accommodation.
54. The full year income from 2018/19 from these completed projects is forecast to be in excess of £650k.

Other Income Streams and Fees and Charges Made by DDC

55. Fees and Charges are reviewed and set annually, with reports approved by Licensing and Regulatory Committees and Cabinet. When setting Fees and Charges managers consider:
 - Cost of providing the service;
 - General market rate for the service;
 - Charges levied by neighbouring authorities;
 - Government guidelines;
 - The last time the fee / charge was increased;
 - Sensible price points – it is more sensible to increase by sensible amounts every two or three years rather than a few odd pence every year;
 - Impact of the fee upon service use and upon different sections of the community;
 - Impact of service use upon corporate objectives; and
 - Overall income the service generates.

56. The only Fees and Charges that are not included in this process are for car parking, which are the subject of a separate report.
57. The main sources of income and relevant issues are summarised below.

- Car Parking

The 2017/18 gross income (before costs) for parking fees and penalty charge notices is currently forecast to be slightly above the original budget of £2.3m at £2.4m. The income for 2018/19 is anticipated to increase to £2.6m due to changes in charging in the district including the introduction of Sunday charging in some car parks.

The Council expects a small deficit from on-street parking in 2018/19 (the deficit is forecast to be £41k in 2018/19 compared to a surplus of £60k in 2017/18). In accordance with Section 55 of the Road Traffic Act 1984 (and subsequent updates), the deficit will be funded from the On-Street Parking Reserve (which is the surplus from on-street parking from previous years which has been set aside to carry out permitted activities as specified in the Road Traffic Act). Any surplus over £100k would be remitted to KCC. In 2017/18 it is anticipated that £47k of the surplus will be spent.

- Rental Income

The 2018/19 budget forecasts rental income of over £2.3m. This consists of the rent (excluding any costs) for the Property Investment purchases as detailed above as well as existing rental streams from corporate properties, including the letting of space at the Whitfield offices.

- Development Management

The original budget for Development Management fee income in 2017/18 was £655k incorporating £600k for planning application fees and £55k for pre-application fees. Planning application fee income is standing at £494k as at 31/12/17. Whilst it is always difficult to predict Development Management fee income, it is anticipated that the planning application fee income should rise to £658k approx. by the end of the financial year. There has also been a continued improvement in the level of pre-application advice with a circa £6k increase anticipated by the end of year. The anticipated fee income may be higher subject to implementation of the proposed 20% increase in planning fees explained below.

Although the budget for 2018/19 has increased to £715k to reflect the Fees and Charges report estimates it should be noted that the increase does not include the 20% fee increase proposed by Government in response to the publication 'Fixing Our Broken Housing Market'. To take advantage of the increase the council has committed to invest the additional fee income in the planning department. Regulations to introduce the 20% increase in planning fees were made on 20th December 2017 which means that local planning authorities will be able to start applying the fee increase from 17th January 2018.

- Licensing

This includes Alcohol, Public Entertainment, Taxis, Gambling and other miscellaneous licences. The original budget for 2017/18 was set at £246k; the 2017/18 forecast has been increased slightly to £254k as a result of increased income from animal establishment licences, street trading consents and adult gaming centres. The 2018/19 budget has been decreased slightly to £210k most significantly due to no annual renewal of family entertainment centre licences as these last ten years and the mandatory introduction of three year hackney carriage / private hire licences and associated reduction in income as reflected in the Fees and Charges report estimates.

- Land Charges

The original 2017/18 budget of £220k has been reduced to a forecast of £196k to reflect a reduction in the number of search requests expected. The 2018/19 budget has been set at £196k due to the reduced demand in the previous year.

Government proposals are still ongoing with regards to changing the delivery method of some search information and moving part of the work to HM Land Registry. The primary legislation was made in 2015 and results of the consultation published. However the necessary secondary legislation has not been enacted.

- Green Waste Subscription Service

The Green Waste subscription service original budget for 2017/18 was set at £223k. The 2017/18 forecast has been increased to £232k to reflect the actual level of take up in the year. The 2018/19 budget has been set at £247.5k based on an estimate of approximately 5,500 subscribers and an increase in the cost of the service.

- Building Control

The Building Control (BRFE) income is largely dependent upon construction activity. Assumptions about the level of activity combined with the economic forecasts led to a budget of £285k being set for 2017/18. The year-to-date receipts are in line with the forecast budget. Trends suggest increasing construction activity locally (if not nationally) and there will be a modest increase in fees and charges. Hence the budget for 2018/19 has been set at £315k.

58. In total the major fees and charges generate approximately £6.53m gross towards the General Fund budget.

FINANCING THE BUDGET

59. The net requirement is financed mainly by Government grant and Council Tax. The total financing for 2017/18 is:

2018/19 General Fund Revenue Financing	£000	%
Non-Domestic Rates Income – baseline	3,527	
Non-Domestic Rates Income - growth, S31 grant, less levy, etc.	916	
NNDR Collection Fund Deficit – relating to prior years' appeals/appeals erosion of income	(601)	
Revenue Support Grant	568	
Enterprise Zone Relief Grant	630	
Renewable Energy Retained	333	
Total Government Grant	5,373	38.5
Council Tax	6,600	49.6
Collection Fund Surplus (Council Tax)	236	1.0
New Homes Bonus	1,874	10.9
Total Financing	13,802	100.0

60. The year on year changes in financing are :

Financing of Net Requirement	2017/18 Original Budget	2018/19 Original Budget	Year on year change
	£000	£000	%
Revenue Support Grant	(1,027)	(568)	-45%
Business Rates Retained	(3,564)	(4,443)	25%
EZ Relief & Renewable Energy - in year	(1,118)	(946)	-15%
Council tax	(6,600)	(6,922)	5%
New Homes Bonus	(1,874)	(1,515)	-19%
Underlying Financing⁵	(14,183)	(14,394)	-1%
Collection Fund Distribution			
NDR Deficit	728	601	
Council Tax Surplus	(236)	(141)	
EZ Relief & Renewable Energy - prior year	(111)	(17)	
Total Financing	(13,802)	(13,951)	

61. Annex 4 shows the overview of the forecasts for 2019/20 - 2021/22. The following sections provide further explanation of the Council's main funding streams.

REVENUE SUPPORT GRANT

62. RSG (from Government) has been reduced by significant amounts every year since 2012/13. In order to provide certainty for the future settlements the council (in common with all but 10 other English Councils) accepted the Government's offer of a 4 year settlement and 2018/19 is the third year.

⁵ The underlying financing reflects the financing types received on an annual basis. The remaining financing items are one-off and so can vary significantly between years.

63. The settlements are shown in the table below. RSG is expected to fall away to (virtually) nil by 2019/20. The reductions in RSG account for the bulk of the Council's future savings requirement.

Revenue Support Grant Settlement	Grant £000	Reduction £000	Reduction %	Cumulative £000	Cumulative %
2012/13 ⁶	5,112				
2013/14 ⁷	4,699	413	8.1	413	8.1
2014/15	3,698	1,001	21.3	1,414	27.7
2015/16	2,529	1,169	31.6	2,583	50.5
2016/17	1,758	771	30.5	3,354	65.6
2017/18	1,027	731	41.6	4,085	79.9
2018/19	568	459	44.7	4,544	88.9
2019/20 Proposed	57	511	90.0	5,055	98.9
2020/21 Onwards	0	57	100.00	5,122	100.0

64. The table above shows RSG in cash terms. If the % reductions were adjusted for inflation, they would be higher.
65. For financial planning purposes it has been assumed that RSG remain at zero for the remainder of the MTFP planning period. There is a possibility that it could become negative, at which point we would be paying government for the right to run services.

BUSINESS RATES (BR)

There are four main aspects to the current business rates regime:

- The cost to businesses
- "Real" growth
- The impact on DDC funding
- BR retention as a system of local government finance

The Cost to Businesses

66. The BR to be paid by businesses are determined by the Valuation Office Agency (VOA), who set the rateable value (RV) of commercial premises, and by central government, who set the multiplier (rate in the pound) that is to be applied to the rateable value. Local authorities do not have a role in setting or appealing valuations, nor do they have access to much of the VOA's information.
67. Local authorities are mainly responsible for the collection of the due amount, and promoting economic regeneration to grow the tax base.

⁶ Split for 2012/13 based on proportion of RSG:NNDR for 2013/14 before Council Tax Support Funding, with an adjustment to add to the 2012/13 RSG the level of CTS funding of £1,218k awarded in 13/14 for comparability across the years.

⁷ Council Tax Support Funding added by Govt. to RSG from 2013/14 onwards, replacing subsidy for council tax benefit previously shown in service costs. This effectively covers reduced income from Council Tax due to discounts being applied against tax base/council tax bills instead of being awarded as Benefit. CTS Funding not disclosed separately by Government from 14/15 onwards.

Real Growth

68. The Dover District has been successful in generating significant real growth in developments in the district during 2016/17 – 2017/18 including:
- Supermarket (Lidl) at White Cliffs Business Park
 - Maritime Skills Academy
 - Fowlmead
 - Discovery Park
 - New petrol station at Whitfield
 - Two new restaurants on Beach Street, Deal
69. In addition the following developments are underway:
- St James development (due to complete in February 2018)
 - Business units at White Cliffs Business Park
 - Combined Heat and Power Plant at Discovery Park
70. The district also benefits from an Enterprise Zone (EZ) at Discovery Park which has major benefits to businesses in terms of BR relief (generally at £55k per annum per business) and the employment and economic activity this brings locally and regionally.
71. All of these projects will have a positive impact on the tax base of the district and therefore on the total income collected by DDC and the amount retained by the Council for its own purposes.
72. This level of growth is vital to the Council since it helps to offset the erosion of the tax base and BR income from BR appeals.

Impact on DDC Income

73. The BR profile for DDC is unusual in three main respects. First, a very high proportion of the income is concentrated at a small number of sites (hereditaments). That means that a change at just one site can have a significant effect on DDC's income.
74. Second, the Dover area has unique assets including the Channel Tunnel, Dover Port and the Enterprise Zone. These sites represent a high proportion of total BR, and their RVs are very hard to predict when revaluations are underway.
75. The table below shows the volatility in DDC's share of BR since the local retention of BR was introduced. The majority of this volatility is due to how the BR retention scheme operates, and is not due to "real" changes.

NNDR/Business Rates (exc. EZ Grant)	DDC Share of Income £000	Reduction/ (Increase) £000	Reduction/ (Increase) %	Cumulative Change £000	Cumulative Change %
2012/13 ⁸	3,348				
2013/14	2,994	354	10.6	354	10.6
2014/15	4,682	(1,688)	(56.4)	(1,334)	(39.8)
2015/16	4,296	386	8.2	(948)	(28.3)

⁸ Split for 2012/13 based on proportion of RSG: NNDR for 2013/14 excl. Council Tax Support Funding.

2016/17	2,805	1,491	32.6	543	16.2
2017/18 Projected	3,875	(1,070)	(38.1)	(527)	(15.7)
2018/19 Estimated	4,174	(299)	(7.7)	(826)	(24.7)

76. Despite the extreme volatility the estimated outcome for 2018/19 is favourable for the Council.

BR retention as a system of local government finance

77. The current system of BR retention has a number of significant defects including extreme complexity, opacity and volatility, difficulty in forecasting future income, continual change and adjustments in the system, unreliable data from the VOA and perverse outcomes that appear to punish growth and reward reductions in tax base.
78. For Dover there is the additional complication of an EZ which is classified as a “Case B” EZ and therefore requires a separate system of government grants.
79. The system contains a complex web of tariffs and top-ups, safety nets, levies, baseline “resets”, BR pools, pilot schemes, periodic revaluations, transition periods, appeals and frequently changed BR relief schemes.
80. The dynamic nature of the system, the elements of which can all be moving in different directions at the same time, can produce perverse outcomes, and makes it very difficult to develop a stable and robust budget and questions it’s longer term fitness for purpose.
81. In the shorter term, DDC will be joining the Kent pilot which will increase the retention rate on BR growth from 50% to 100% for 2018/19. The national retention rate is expected to move to 75% in 2019/20 or 2020/21.

Overview

82. A full explanation of the BR retention system and its impact upon the Council
83. DDC is in a relatively unusual position in that its BR income is very heavily concentrated in its largest sites, with 38% of its BR income from just four sites as shown below.

Dover’s Rateable Values	Rateable Value ⁹ £000	%
Channel Tunnel	28,000	27
Discovery Park	6,115	6
Dover Harbour Board	2,750	3
Tesco, Whitfield	2,390	2
Sub Total	39,255	38
Remainder ¹⁰	65,105	62
Total	104,360	100

⁹ Note – These figures are based on 2017 valuations. Rateable Value is not the same as the Business Rates paid. RV is multiplied by a government set multiplier (49.7p in 2016/17 decreasing to 47.9p in 2017/18 for the standard multiplier), to determine the amount payable, and this may be subject to BR allowances.

¹⁰ The next largest site is just 1% of the total.

84. A simplified illustration of the mechanism for the “50%” BR retention system is set out in the table below, based on 2017/18 data (before adjustment for S31 grant funding of reliefs).

Attribution of BR Income (Indicative)	£m
Dover district net rate yield	(36.2)
Less	
50% to Government	18.1
9% to KCC and 1% to Fire	3.6
Retained balance of 40%	(14.5)
Less: tariff to Government	11.5
Balance retained by DDC	3.0

85. From the 40% retained, if the baseline amount that remains with the council is greater than the council’s baseline budget requirement, then the council pays the excess to government in the form of a “tariff”. For Dover this means the bulk of the 40% is also paid to government. Once the tariff is set, a district will have to continue to pay this amount to government. If actual collection is lower (for example, due to demolition at Discovery Park, successful appeals by doctors surgeries, etc.) the council has to continue to pay the tariff, and bear the loss itself, as well as bearing the costs of the appeals refunds, which may stretch back over many years and may even pre-date the current system.
86. The system is also asymmetric. If the amount collected grows, then the Council has to pay a levy on the growth, at 50%. So, if BR reduces by £1m, DDC would itself bear a loss of £200k. If BR grows by £1m, DDC would retain an additional £100k.
87. The total BR collected by DDC for 2017/18 is forecast to be c.£36.2m, so with a fixed tariff to pay, a proportionately small movement in this large number will have a very significant effect upon the Council’s budget. Growth is rewarded at only half the rate that reductions are penalised, until a safety net kicks in (after the council has borne a reduction of c. £260k).
88. The estimate of BR collected by DDC for 2018/19 is c. £39.4m¹¹. After its expected tariff and S31 grant adjustment, the permitted amount for retention before levy or safety net adjustments is £4.88m approx., which is £1.35m above its BR baseline for 2018/19. Ordinarily, a 50% levy would apply to the £1.35m excess, being £677k approx. However, DDC has joined a Government-approved pilot scheme, with the other Kent authorities, for 2018/19 which should enable all growth to be retained locally (i.e. with £nil levy payable).
89. The arrangements for splitting growth between the Kent partners are complex and have not yet been modelled in detail. However, the pilot scheme arrangements are expected to have a favourable impact on Dover of £550k (being the fixed ‘Financial Stability Fund’ element) as well as leaving an additional ‘Growth Fund’ amount available to be split amongst the “East Kent cluster” (Ashford, Canterbury, Dover, Shepway, Thanet) subject to agreement among the partners in conjunction with KCC. This additional funding has not yet been incorporated into the 2018/19 budget as operational and financial details are not yet resolved.

¹¹ These figures are correct at the time of writing the report and may be updated for the final circulation after completion of the NDR1 return.

90. Explaining the full complexity of BR retention is beyond the scope of the MTFP and would, in reality, require a lengthy training course. However, more information on the salient complexities, issues and concerns is provided at Annex 1C.

COUNCIL TAX

91. A Council Tax increase of 2.79% for DDC purposes has been assumed for the 2018/19 budget which, if approved, will produce a Band D Council Tax of £182.34. This will result in an increase of £4.95 per year on a Band D property, which is within the Government's revised capping requirements, limiting increases to 3% or £5.
92. The increase in the tax base from 37,204.40 Band D Equivalent properties in 2017/18 to 37,962.69 properties in 2018/19, which is a rise of 2.04%, is mainly due to new properties being registered for Council Tax (incl. estimates of new builds) and reduced claimant counts for CTRS discounts, offset by a lower than expected reduction in single person discounts following the review in 2017/18.
93. The combined impact of the Council Tax increase and the tax base increase is forecast to generate total Council Tax income of £6.9m. For planning purposes a Council Tax increase of £4.95 per annum has also been assumed for future years.

COMPARISON WITH OTHER DISTRICTS' 2017/18 BAND D COUNCIL TAX

94. DDC has one of the lowest Council Tax rates in Kent. A comparison with the East Kent authorities' 2017/18 Council Tax rates is shown below. This shows the percentage that their 2017/18 Council Tax level exceeds DDC's and the extra income DDC would receive at their level of Council Tax:

	Band D Council Tax £	Difference to DDC %	Extra Income DDC would receive
Dover District Council	177.39	-	-
Canterbury City Council	199.26	12%	£814k
Shepway District Council	237.01	34%	£2.22m
Thanet District Council	219.87	24%	£1.58m

NEW HOMES BONUS

95. New Homes Bonus (NHB) was funded by the MHCLG¹² from a top slice of existing local government finance. The NHB received is credited to the General Fund revenue budget and it is therefore an essential element in balancing the Council's budget. Reductions in NHB results in offsetting savings being required.
96. The grant awarded to Dover since the start of the scheme is detailed below:

Year of Scheme	Financial Year	Annual Grant £000	Cumulative Grant £000	Cumulative Years Included
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¹² Ministry of Housing, Communities and Local Government

1	2011/12	294	294	1
2	2012/13	155	449	2
3	2013/14	450	899	3
4	2014/15	396	1,296	4
5	2015/16	275	1,570	5
6	2016/17	328	1,899	6
7	2017/18	415	1,865	5
8	2018/19	497	1,515	4
9 (Estimated)	2019/20	425	1,665	4
10 (Estimated)	2020/21	425	1,762	4
11 (Estimated)	2021/22	425	1,771	4

97. The Government implemented changes to the scheme from 2017/18 resulting in a reduction in the number of years grant in payment from 6 years in 2016/17 to 5 years in 2017/18 and further reducing to 4 years in 2018/19. In addition Government has introduced a minimum growth level of 0.4%, below which no NHB will be paid.
98. The growth delivered by DDC for the 2018/19 NHB calculations was sufficient to receive NHB of £497k. The impact of reduction in the scheme from 6 to 5 years has been reduced by the higher level of growth in 2017/18 than that in 2014/15, the year being removed from the scheme, so the net impact of the change is a reduction in grant of £358k, to £1,515k.
99. For the purposes of the MTFP it has been assumed that NHB will be achieved at a rate of £425k per year as detailed in the table above.

COLLECTION FUNDS

100. The Collection Funds (CF) are statutory funds. They sit entirely outside of the General Fund and the Council budget.
101. The Council manages Collection Funds for Council Tax and Business Rates. Every year the CF is credited with the income from CT and BR (c. £62.9m and £37.7m respectively).
102. The CF is also debited with the precepts from DDC, KCC, Fire, Police etc. These precepts are based on the forecast of income based on assumptions about the tax base, collection rates, etc. So if income is below forecast the collection fund will show a deficit at the year end. If it is above forecast it will show a surplus.
103. This surplus (or deficit) is borne by the preceptors and will be added to (or deducted from) the following year's precept in order to distribute the surplus available in the CF or contribute the projected deficit back to the CF to top it up. This is a continuous rolling process.
104. It is forecast that there will be a surplus for Council Tax of £968k by the end of 2017/18 (Dover's share being £141k for recognition in 2018/19) and a deficit for NNDR of £1.5m by the end of 2017/18 (Dover's share being £600k approx. for contribution to the fund in 2018/19), but thereafter there should be no further deficit on the collection fund for NNDR. Dover's contribution of its share of the NNDR deficit in 2018/19 is funded from prior safety net and other adjustments set aside within the Business Rates & Council Tax Reserve.

GENERAL FUND RESERVES AND BALANCES

105. The uncertainty and volatility that has been introduced into the major income streams for Business Rates and NHB suggest that maintaining or increasing reserves would be prudent.
106. The proposed General Fund balance in 2018/19 of £2.51m is above the Council's £2m "minimum preferred level". £2.51m represents 18% of the Council's budget requirement or just over 2 months net expenditure. It is prudent but not excessive.
107. The forecasts for future years show a balanced General Fund budget for 2019/20 and 2020/21, and then savings or income generation of circa £750k required in 2021/22 need to be identified. This is the normal pattern of MTFP projections since future cost pressures are generally identified in advance of potential savings.
108. The Council's earmarked reserves, and protocols for their use, are set out in Annex 6. Without these earmarked reserves the Council cannot plan effectively for anticipated future events and requirements and expenditure of a cyclical nature. Nor could the Council plan to smooth the impacts of the volatile income streams from Business Rates, New Homes Bonus etc. Therefore, the earmarked reserves are held at an appropriate level for the Council's future plans.
109. Further supporting information on the GF budget is provided in the following Annexes:
 - Annex 1 contains the budget summary for the General Fund;
 - Annex 1A summarises the net expenditure and financing requirements;
 - Annex 1B is a summary version of the NDR forecasting model;
 - Annex 1C is a detailed explanation of the NDR scheme;
 - Annex 2A shows the net service expenditure analysed by categories of expenditure and income;
 - Annex 2B shows the key expenditure and income figures and patterns for the General Fund;
 - Annex 3 provides a detailed variance analysis between the original budget for 2017/18 and the proposed budget for 2018/19;
 - Annex 4 provides the General Fund Revenue Budget projection for the period to 2021/22;
 - Annexes 5A – 5D contain summaries of the services managed by each Director and the associated budgets; and
 - Annex 6 contains details of the General Fund balance and earmarked reserves.

Recommendations from this Section

110. It is recommended that Cabinet:
 - Continue the practice of delegating authority to the Director of Finance, Housing and Community to approve revenue budget carry forwards within the guidelines set out; and
 - Approve the grants to organisations detailed at Annex 11.

111. It is recommended that Council:

- Approve the General Fund Revenue Budget for 2018/19 and the projected outturn for 2017/18;
- Approve the policies and protocols regarding the General Fund balances and earmarked reserves, and transfers between reserves as set out in Annex 6.

HOUSING AND THE HOUSING REVENUE ACCOUNT

OVERVIEW

112. This section addresses two separate, but related, aspects of housing within the district. The first concerns the financial standing of the HRA, its budget and balances, and the rent levels for the coming year.
113. The second concerns housing development and investment, and includes developments by the HRA, Registered Providers (RPs) and by the private sector.

FINANCIAL OBJECTIVES

114. The main strategic financial objectives of the Housing Revenue Account are as follows:
- Maintain a Housing Revenue Account that is self-financing and reflects the requirements of residents;
 - Comply with the Decent Homes Standard;
 - Maximise the recovery of rental incomes;
 - Minimise the number of void properties and minimise the level of rent arrears and debt write offs;
 - Provide sufficient investment in the current stock to maintain its condition and implement upgrades as necessary;
 - Maintain an adequate level of HRA balances and reserves consistent with the HRA Business Plan;
 - Transfer the HRA balances in excess of the agreed adequate level to the Housing Initiatives Reserve to be used for investment in additional properties;
 - Undertake prudential borrowing, in accordance with the Council's treasury management policies, where appropriate and there is a business case to do so, for investment in the procurement of additional properties.
115. At the time of writing, the HRA has 4,317 dwellings, made up of 2,710 houses and 1,607 flats.
116. East Kent Housing is responsible for the management & maintenance of the Council's housing stock.

2018/19 DRAFT BUDGET AND MEDIUM TERM FORECAST

117. The HRA's financial position, detailed at Annex 7, can be summarised as follows:
- Forecast HRA balance at 31/03/17 £1.047m;
 - Projected deficit for 2017/18 £9k (after transfer of £2.4m to Housing Initiatives Reserve);
 - Projected HRA balance at 31/03/18 £1.038m;
 - Forecast surplus for 2018/19 £5k (after transfer of £250k to Housing Initiatives Reserve);
 - Forecast HRA balance at 31/03/19 £1,043k.

118. The future year projections show a reducing income stream from rents due to the Government requirement to reduce rents by 1% per annum for the period 2016/17 – 2019/20 and also from the impact of increased Right to Buy levels. Alongside the rent reductions the HRA is also facing general inflationary pressures on its expenditure. These pressures have reduced the funding available to transfer to the HIR. The forecast shows that to maintain a balanced budget for the planning period, until 2021/22, the transfers to the HIR need to be reduced from £2.4m in 2017/18 to £250k in 2018/19, increasing to £1.1m by 2021/22.
119. Annex 7 provides a draft HRA budget summary & Annex 7A provides an explanation of the main variations from the original 2017/18 budget to the 2017/18 projected outturn and from the 2017/18 projected outturn to the 2018/19 proposed budget. Annex 7B details the 4 year forecast position for the HRA.
120. The capital spend on existing council owned stock will be in accordance with the agreed plan supplied by EKH and to be signed off by the s151 officer and EKH.

BACKGROUND

121. With effect from 1st April 2012 the government replaced the existing subsidy based system of HRA financing with “Self Financing”. For DDC this resulted in the replacement of the subsidy that we were paying to Government (£6.3m in 2011/12) with a single payment to them of £90.5m. This was facilitated by DDC borrowing the required sum from the PWLB. Government direction was to plan for long term rent increases of 1% above inflation. Servicing the loan, over 30 years, cost less than the negative subsidy, and so the HRA started to accrue a surplus which could be invested in new housing.
122. Government’s social housing strategy would now appear to be to favour home ownership where ever possible over social housing, through the delivery of affordable housing for purchase, the promotion of more right to buy for local authorities, and the extension of right to buy to Housing Associations.
123. Government have also determined that:
- Local authority housing rents should reduce by 1% in cash terms for 4 years from 2016/17. With an assumed inflation rate at 2%, this means a 12% reduction against Dover’s planned rental income. On a rent roll of £20m, that is a shortfall of £2.4m by year 4 or £6.9m against previous projections. By year 4 the reduction offsets the annual surplus that was being accrued.
 - The Housing and Planning Bill, includes provisions for the introduction of a scheme whereby Councils will pay the Secretary of State a sum equivalent to the Secretary of State’s forecast of the capital receipts that the authority will make from the sale of vacant higher value HRA houses in the coming year. These funds will be used to compensate the Housing Associations for losses they will make on RTB sales. Councils are still waiting for details of how the scheme will be applied including a definition of “higher value”. Therefore it is not currently possible to assess the financial impact on the HRA although it has the potential to be significant
 - The Housing Associations will be expected to replace the sold properties, but it is not clear if that will be in the area where they were sold, nor will it be funded from Councils in that area.

124. The HRA budget is balanced for 2018/19, and the Council still has significant balances in its Housing Investment Reserve, but once the implementation of the measures in the Housing and Planning Bill are understood, then the Council will need to consider the best ways, with falling rents and a reducing housing stock, to:
- Continue to balance the HRA in future years;
 - Maintain investment in existing stock;
 - Invest in new stock;
 - Service the remaining HRA debt, about £80m.
125. A stock condition survey was undertaken in 2017, to inform the on-going maintenance and investment requirements. The 2018/19 budget is based on initial estimates from the survey, however fire precaution works have been prioritised and therefore some change to the estimates may be required in year. A detailed programme is being worked on by East Kent Housing and will be used to update projections for future budgets.
126. In May 2017 Dover District Council Jobcentre Plus went live with the Universal Credit Full Service. Early indications show that there has been a significant increase in HRA rent arrears during the period since. The situation is being closely monitored and bad debt provisions of £250k are included within the 2017/18 and 2018/19 budgets to allow for this increase.

Rent Setting

127. Council house rents used to be set using a complex model based on a formula provided by the Ministry for Housing, Communities and Local Government (MHCLG). This was intended to achieve “rent convergence” and the model took into account a number of factors such as:
- Relative property values;
 - Local earning levels; and
 - Number of bedrooms.
128. In previous years rents were uplifted by the Consumer Price Index (CPI) +1%. Starting from 2016/17 the Government directed that housing rents should reduce by 1% in cash terms each year for 4 years. This is resulting in a forecast shortfall in rental income of £2.4m per annum by year 4 and £6.9m cumulatively against previous projections.

Rent Levels

129. The average decrease has been explained above. Rent levels are calculated on an individual property basis using rent formulas previously prescribed by MHCLG.
130. It is not, therefore, possible to report on the rent to be set for, say, a standard 2 bedroom flat or a standard 3-bedroom house. However, for Members’ information the following figures may be helpful:
- The 2017/18 average weekly rent across all properties is £84.91;
 - The 2018/19 average weekly rent is forecast to be £84.07;
 - The decrease in the average weekly rent is £0.84 or 1%; and

- Three bedroom houses have rents (for 2018/19) ranging from £84.81 per week to £105.56 per week with an average of £91.98.

131. Determination of rent levels is an executive function that has been delegated to the Head of Strategic Housing in consultation with the Portfolio Holder responsible for Housing on the basis of the model described above.

Capital Receipts

132. Dover has entered into an agreement with Government to retain 100% of the receipts from sales above the anticipated trend level. These excess receipts (known as “1:4:1 replacement”) are ring fenced to provide part funding of the cost of new affordable/social housing. This means that there is a cap on the receipts that can be used for general capital purposes. This can be supplemented by the element of excess RTB receipts retained for ‘debt repayment’ that may be used for other capital purposes if repayment of debt is funded from an alternative source.

133. As of the end of December 2017 there have been 28 RTB sales in the financial year and Dover had retained ‘excess receipts’ in year in excess of £1m (estimated). This has to be used within 3 years of receipt, or else it must be repaid to MHCLG, and, when applied to a capital scheme, it cannot comprise more than 30% of the scheme costs.

134. In order to comply with these rules and avoid claw back by the MHCLG, this funding is normally applied to HRA housing projects, before any other sources are used.

Service Charges

135. The Council currently levies service charges to tenants and leaseholders based on the costs of the specific services received by the two groups. Service charges to tenants are made in addition to their weekly rent. Service charges and charges for insurance are made to leaseholders in addition to the ground rent charged.

HOUSING DEVELOPMENT AND INVESTMENT

136. Housing development and investment within the district is taking place on a number of fronts, of which the most significant are:

- HRA Investment
 - Housing Initiatives Reserve (HIR)
 - 1:4:1 Right to Buy Replacement
 - Acquisition and new build
 - Investment in existing stock
- Registered Providers Investment
- Private Sector Housing
- Commercial housing developments
- Homelessness strategy

137. These are discussed in more detail below.

HRA INVESTMENT

Housing Initiatives Reserve (HIR) & 1:4:1 Right to Buy Replacement

138. The HIR is funded by the transfer of balances from the HRA whilst maintaining a £1m balance in the HRA. The HIR was established to fund a programme of new house building / acquisition. During 2017/18 HIR funding will have assisted in the addition of 10 flats to the HRA stock. In addition progress is underway on the refurbishment of properties in Folkestone Rd to provide 9 flats and other projects are being progressed working with local developments. Further projects are being developed to continue to provide additional affordable housing in the district, these are subject to a number of factors including planning requirements and viability.
139. The Housing and Planning Bill proposes measures that affect the HRA including the forced sale of higher value vacant properties (with the payment of the resulting receipts to government). The impact and timescale of implementation remain unknown at this stage.
140. After allowing for the 2018/19 capital bids the balance in the HIR is projected to be around £13.4m of which circa £4m is required for “matched” funding against circa £1.6m of excess right to buy receipts retained under the governments 1:4:1 replacement scheme. If the excess right to buy receipts are not used within 3 years of their retention they are repayable to government with interest.
141. The four year HRA forecast projects an on-going ability to contribute to the HIR, however this has reduced significantly in 2018/19 mainly due to the required reduction in rent income. The plans for use of the HIR will be kept under review to assess the impact of the Housing and Planning Bill due to the need to consider allocating funds to repay the £80m debt based on a decreasing asset base.

Investment in Existing Stock

142. The HRA budget and projects take account of the need to invest in existing stock before establishing a surplus for the HIR. Investments provided for in the HRA plan include:
 - “Decent homes plus” achieved and continuing investment in fire precaution requirements, kitchens, bathrooms, windows and doors, etc.
 - Remodelling of Norman Tailour House to provide self-contained flats;
 - Refurbishment of 91, 93 and 95 Folkestone Road;
 - Development of affordable housing in Whitfield
 - Property Purchases within Dover to be used as temporary accommodation
 - Development of affordable housing in Capel-Le-Ferne.

Registered Providers Investment

143. Registered Providers of social housing continue to play a key role in delivering new affordable homes within the district and the Council will work in partnership with providers to try and maximise delivery.
144. Securing the provision of affordable homes through the application of the Council's affordable housing planning policy is an important delivery mechanism and key sites

currently being progressed with the involvement of Registered Providers include further phases at Aylesham.

Private Sector Housing

145. The Council has a good track record of bringing empty homes back into use for many years. In 2016/17 a total of 23 empty homes were brought back into use. KCC “No Use Empty” loans totaling over £330,000 were made available to property owners during this year which helped deliver property improvements with an overall value of £400,000. 18 properties have been brought back into use so far this year and with schemes currently in progress we will reach 30. Any homes brought back into use generate additional New Homes Bonus and Council Tax receipts. Interest in the No Use Empty homes loans has reduced in recent years and in July 2017 the Council agreed to provide additional funding to increase the maximum loan available for empty homes, this is expected to increase the number of homes being brought back into use.

Commercial housing developments

146. A number of commercial housing developments are also underway in the district. These generate additional Council Tax and New Homes Bonus. They can also make a contribution to the provision of new affordable homes and the Council continues to maintain its objective of trying to secure the delivery of 30% of homes on such developments as affordable housing. However, it is recognized that affordable housing provision, especially rented housing, can undermine the viability of developments where property/land values are low and the development costs are high. Where the normal approach to on-site provision of affordable housing may prevent a scheme from coming forward, the Council may need to take a flexible approach in relation to the quantum of affordable housing and tenure and the possible provision of commuted sums or land that will enable affordable homes to be provided on an alternative site.
147. Current and anticipated significant commercial housing developments in the district include:
- Aylesham
 - Whitfield
 - Preston
 - Connaught Barracks
 - Land between Sholden and Deal
 - Station Road, Walmer
 - New Dover Road, Capel-Le-Ferne.
148. The number of housing completion in the District for the Authority Monitoring Report (AMR) period (1st April 2016 – 31st March 2017) was 406 houses. There were 78 new affordable homes built in the District. The number of housing completions in the District is down on the previous monitoring period (726 homes) so the focus remains on trying to accelerate sites coming forward in order to assist with additional Council Tax and New Homes Bonus revenue.

Homelessness Strategy

149. The Council continues to see an increase in the number of homeless households requiring assistance and this combined with an increasing difficulty in securing alternative housing in the private rented sector has resulted in an increased use of temporary accommodation including Bed & Breakfast and nightly paid units. The cost of providing temporary accommodation is partially funded from a combination of Housing Benefit, Universal Credit and government grant, the remainder of the costs are met from the General Fund.
150. Homelessness has a significant and detrimental impact on the living conditions, opportunities, health and self-esteem of those affected. The increasing levels of homelessness seen in Dover also have a major impact on the financial position of the Council's General Fund with significantly increased expenditure on temporary accommodation.
151. Many of the pressures resulting in an increase in the number of homelessness acceptances are outside of the Council's control and are having a similar impact on other local authorities. While there is no single solution to the problem a range of different actions has been identified that can be taken locally which will help address the problem and alleviate the financial pressure. Delivering these actions is therefore a key Council priority and a project advisory group has been established to monitor delivery. The implementation of a number of actions has already started and they appear to be having a positive outcome. The 2018/19 budget includes a target saving of £200k to be delivered from these actions.
152. The provisions of the new Homelessness Reduction Act come into force from 3 April 2018. It is anticipated that while the act will create an increased workload for the team, the increased focus on homelessness prevention should help reduce the use of temporary accommodation. The key measures contained in the Act are:
- An extension of the period during which an authority should treat someone as threatened with homelessness from 28 to 56 days;
 - A new duty to relieve homelessness for all eligible homeless applicants, regardless of priority need. This help could be, for example, the provision of a rent deposit or debt advice;
 - A new duty on public services (including schools, universities and colleges, the NHS, Police etc) to notify a local authority if they come into contact with someone they think may be homeless or at risk of becoming homeless;
 - A new duty to provide Personal Housing Plans for all eligible applicants.
153. Some additional funding is being provided by government over a 3 year period up to 2019 to assist with the expected increase in service demand and some of this is already being used to cover the cost of new posts within the Housing Options Team. The remainder will be ring-fenced to support delivery of proposals and actions to support delivery of the target saving as detailed above.

Recommendations from this Section

154. It is recommended that Cabinet:
- Delegate to the Director of Finance, Housing and Community, in consultation with the portfolio holder for Performance and Resources, power to acquire

freehold or leasehold residential properties and to agree terms and conditions in connection therewith.

155. It is recommended that Council:

- Approve the 2017/18 Projected Outturn and the 2018/19 HRA budget at Annex 7.
- Delegate to the Director of Finance, Housing and Community, in consultation with the portfolio holder for Performance and Resources, the setting of the level of the on-going HRA minimum balance, the transfer of balances to the HIR, the use of prudential borrowing, and adjustment of the resources of the HIR accordingly.

WELFARE REFORM

INTRODUCTION

156. The key elements of welfare reform are:

- Universal Credit (UC)
- Council Tax Reduction Scheme (CTRS)
- Benefit Cap
- Social Sector Size Criteria (SSSC)

Universal Credit (UC)

157. UC is being rolled out to working-age people who are either unemployed or in work on low incomes and is currently scheduled to be completed by 2022.

158. By 2022 over seven million households will be on UC, nearly three in ten (28%) of all households.

159. It is replacing 6 benefits and is paid as a single monthly payment. It aims to simplify the welfare benefits system, making transitions into work easier and making every hour of work pay.

160. It is designed to be a digitally delivered benefit and all claimants need to apply online and manage their claims through an online account.

161. The Dover District Council Jobcentre Plus went live with the UC Full Service in May 2017. It was the first Kent district to do so.

162. There are a total of 2,439 UC claimants in the Dover District as at November 2017; of which 1,610 are unemployed and 829 are employed.

<https://www.gov.uk/government/statistics/universal-credit-29-april-2013-to-9-november-2017>

163. There have been several recent changes to strategy including those announced as part of the November 2017 Budget.

- From November 2017, all customer phone lines for UC were made freephone numbers (all DWP customer telephone lines are now free). The UC Full Service number is 0800 328 5644.
- From January 2018, the amount a claimant can receive from an advance payment of UC increased from up to 50% of their estimated entitlement to up to 100%.
- Claimants are able to receive an advance payment of up to a month's worth of their entitlement within five days of applying. The period in which the advance is recovered has increased from six months to 12 months. Advances will continue to be interest free.

- From February 2018, the government will remove the seven-day waiting period so that entitlement to UC starts on the first day of application. This means that if UC is paid on time, claimants will wait five weeks for their first payment instead of six weeks.
- From April 2018 those already on Housing Benefit will continue to receive their award for the first two weeks of their UC claim. This will be an unrecoverable payment.
- Recipients of UC Full Service (claimants in the Dover District are eligible) who are self-employed can now receive business mentoring via a New Enterprise Allowance if their earnings are low. Initial mentoring can last for up to 12 weeks and includes workshops on topics including financial planning and marketing support, as well as help to create a business development and growth plan. If the plan is viable, people can receive a further year of support and mentoring.
<https://www.gov.uk/moving-from-benefits-to-work/starting-your-own-business>
- Families with more than two children cannot make a new claim for UC until February 2019, even if they are in a Full Service area (this applies to the Dover District). They will have to claim Child Tax Credit in the meantime.

Council Tax Reduction Scheme (CTRS)

164. Dover District Council, working with Canterbury City Council, Thanet District Council, Kent County Council (KCC) and EK Services, has a local CTRS where working age claimants pay a minimum of 10% of the Council Tax bill for their properties. This level is significantly lower than the rest of Kent where, typically, claimants have to pay at least 20% of their Council Tax bill.
165. Following Kent-wide consultative work and a 12-week public consultation in summer 2016, the CTRS for 2017/18 was approved and remains unchanged for 2018/19.
166. The 2017/18 scheme was modified to reduce the level of expenditure within the scheme by an estimated £497k (of which the reduction retained by the council is an estimated £54k). A summary of the CTRS for 2018/19 is as follows:
 - The minimum contribution towards their Council Tax made by recipients of Council Tax Support is 10.0%.
 - The maximum savings that a council tax payer liable to pay council tax can have and still claim Council Tax Support is £6,000.
 - A minimum income is used within the calculation for self-employed Council Tax Support claimants after 12 months of self-employment.
 - The maximum level of Council Tax Support is restricted to the equivalent of a Band D property charge.

- Only the first two children in a family will be included in the calculation for children born after April 2017. (Some exceptions apply).
- The Family Premium is not included in the calculation of Council Tax Support for all new working age Council Tax payers.
- The period for which a late claim can be backdated is one month.
- The period for which a Council Tax payer can be absent from Great Britain and still claim Council Tax Support is four weeks (with some exclusions for certain occupations).
- An Exceptional Hardship Fund (EHF) is in place to help in cases of extreme, intolerable levels of financial hardship.

Benefit Cap

167. When introduced, the intention of the Benefit Cap was to prevent anyone in receipt of benefit receiving an income that is greater than the national average wage of circa £26k for families. From November 2016 the Benefit Cap was reduced to £20k (£23k in London). Local authorities remain responsible for administering the cap for claimants in receipt of Housing Benefit until that claim is migrated to Universal Credit.
168. If the total amount of benefits in payment (including Housing Benefit) exceeds the cap then the excess is deducted from Housing Benefit by the local authority. When the claim transfers to Universal Credit the Department for Work and Pensions (DWP) will be responsible for applying the cap.
169. DWP initially identified approximately 164 households within the Dover District affected by the £20k cap. As of January 2018 there are currently 88 households affected by the cap (24 are council tenants, 16 are housing association, 3 are homeless provision (RSL) and 45 are in private rented accommodation). The average annual loss for these households is £2,897.47 but this can vary significantly with a minimum weekly loss of less than £1pw and a maximum of up to £187pw.

Social Sector Size Criteria (SSSC)

170. SSSC applies to Housing Benefit claimants in social housing. Those claimants deemed to have one bedroom more than they require have their Housing Benefit reduced by 14%. For claimants with two or more excess bedrooms the reduction is 25%. As of January 2018 there are 439 households in the Dover District that are known to be under-occupying, 385 by one bedroom, and 54 by two or more bedrooms. This results in an average weekly loss in Housing Benefit of £12.92 for one bedroom and £24.89 for two or more bedrooms.
171. EK Services continue to work with East Kent Housing to identify affected tenants and proactively support property moves and transfers where possible and appropriate.

The council can also use Discretionary Housing Payments (DHP) to mitigate the impact of the SSSC. As the funding for DHP is finite, it is generally used as a short-term measure where the tenant's circumstances will become viable in the near future, for example, when a down-size is imminent, or if someone is about to re-join the household, thus eliminating the SSSC.

Unemployment

172. The Dover District has an unemployment rate of 2.8% (as at November 2017). This is the second highest in the county and above the Kent average of 1.7%.
173. The wards with the highest levels of unemployment are Castle (5.9%), St. Radigunds (5.4%), Tower Hamlets (5.6%) and Town and Pier (5.4%). These wards have unemployment rates within the highest 20% in the county.
174. Unemployment in the 18-24 age group is 4.6%, in the 25-49 age group it is 2.8% and in the 50-64 age group it is 2.3%. The unemployment rate in the 18-24 age group is the joint second highest in the county.

Other notable reforms and changes from 2018

175. Working age benefits and tax credits continue to be frozen until 2020 while pensioner benefits are protected. The rates of other benefits such as Disability Living Allowance, Personal Independence Payment and Employment and Support Allowance are increased in line with the Consumer Price Index (CPI).
176. From April 2018, all temporary accommodation housing costs claims will be paid via Housing Benefit and not by Universal Credit. If someone is claiming Universal Credit and is in temporary accommodation then the housing costs claim will be transferred to Housing Benefit. Any new tenants will claim Housing Benefit.
177. From April 2018, Support for Mortgage Interest will no longer exist as a benefit for new or existing claimants. Claimants will instead be invited to apply for a loan if they want to continue to be supported. Loans will be repaid upon the sale of a claimant's house; or on a claimant's return to work if the borrower can afford it.

ASSET MANAGEMENT PLAN (AMP)

178. The AMP is used as a management tool to assist in ensuring that the Council's property assets meet the objectives set out in the Council's Corporate Property Strategy. It covers:
- Revenue maintenance requirements;
 - Capital works programmes;
 - Data on performance of significant corporate assets; and
 - Properties identified for disposal.
179. Expenditure on repairs and maintenance forms a direct link with the revenue budget, which contains the resources to meet the programme of repairs and maintenance. Standards of maintenance, and therefore of required expenditure, are to some extent subjective. The Director of Environment & Corporate Assets confirms that there are sufficient resources to keep properties generally wind and water-tight but it continues to be a challenge to maintain all buildings without deterioration. Continuing with this approach increases the risk, but it ensures that the limited budget targets only essential maintenance.
180. There is a growing backlog of planned maintenance required to "Operational Assets" Significant expenditure is needed at:
- Tides Leisure Centre, which because of its age, needs work to both the external envelope of the wet side buildings and the complete renewal of worn out and inefficient plant. Survey work undertaken in 2017 has indicated that more extensive repairs and replacements than was previously thought are necessary. Further work is being undertaken to establish the route to achieve a sustainable future for the complex over the next 30 -40 years.
 - Dover Town Hall, where HLF funding is being sought to protect the priceless Burgess heritage assets and the Stone Hall.
 - Deal pier – where the cyclical concrete repairs and works to the lower deck are again becoming necessary. Significant capital sums are earmarked for, among other things, the surface of the pier stem.
181. In 2013/14 an Urgent Works earmarked reserve was established and this is held to fund urgent works on corporate assets if required.

Summary

The key points for Members to note are:

- There are sufficient resources to maintain the Council's General Fund properties in a basic state of repair but it is a significant challenge to maintain all the buildings without deterioration and this does carry a risk of service failure or an increase in the overall maintenance backlog;
- The Director of Environment and Corporate Assets is reviewing opportunities for realising capital receipts from surplus assets to support financing of the capital programme.

CAPITAL PROGRAMME & SPECIAL REVENUE PROGRAMME

Purpose of the Capital Programme

182. The primary objectives are to:
- Maintain an achievable, affordable capital programme;
 - Ensure capital resources are aligned with corporate priorities;
 - Identify any requirement for Prudential Borrowing, and ensure that it is only undertaken if it is affordable; and
 - Maximise available resources by actively seeking external funding and disposing of surplus assets.

Definition of Capital

183. Capital expenditure is expenditure which increases the capital value, performance, use or life of an asset. It can be financed by a number of means including:
- Capital receipts;
 - Capital grants;
 - Revenue resources;
 - Prudential Borrowing; and
 - Leasing.
184. With the exception of revenue resources and the use of external leasing, none of the sources above can be applied to meet revenue requirements.

Content of the Capital Programme

185. Members are referred to the draft Medium Term Capital Programme (MTCP) at Annex 8A. This is a dynamic programme and a formal bidding process is operated every year to identify and plan future projects.
186. However, the speed of developments in relation to major projects such as DTIZ, Aylesham, etc. has shown that if formal approval is required for every minor change in the programme, this will generate delays. In order to manage this it is proposed that the current practice, as set out below, is continued:
- The programme be continuously updated to reflect the latest position;
 - The latest programme will be included in the budget monitoring report (or a summary of changes will be provided) circulated to Members during the year;
 - The latest version of the programme will be displayed on the intranet and internet;
 - Whenever changes are required which exceed the overall spend of the programme, Member approval will be required – in effect, approval will be required if officers cannot find savings within existing resources to accommodate changes, or cannot finance them from external sources; and
 - Any changes which are expected to have significant policy implications will be discussed with the Leader and relevant portfolio holder and will be reported to Members.

187. To simplify the management of regeneration budgets it has been agreed that they are treated as one major project and virements between them can be authorised by the Director of Finance, Housing & Community.
188. To facilitate efficient decision making, final approval for projects up to £50k that are included on the Capital and Special Revenue Programmes are delegated to the Director of Finance, Housing & Community in consultation with the Portfolio Holder responsible for Finance.
189. In addition, a contingency has been included on the MTCP and Special Revenue Programme in order to allow progression of small projects without significant policy implications. It is proposed that the approval of such projects continues to be delegated to the Director of Finance, Housing & Community in consultation with the Portfolio Holder responsible for Finance.
190. All projects will continue to require reports for approval of a Project Appraisal and at evaluation, design and tender stages, where appropriate, in accordance with the Constitution.
191. The structure of the programme is reflected in the format of Annex 8A and is explained below:
- Committed General Fund Projects
These are live General Fund projects that have been approved by Cabinet through the Project Appraisal process or under the agreed delegated authority, and are committed or in progress.
 - Proposed General Fund Projects
New projects are shown in the programme for approval of funding to the projects. These projects will be subject to the completion of a Project Appraisal for Cabinet or delegated approval before they commence.
 - HRA Programme
Proposed level of expenditure and allocation of funding for HRA Capital projects, as detailed at Annex 8C.
 - Financed by
This table provides a summary of the financing of the proposed Capital Programme. Members will note that there are sufficient resources to finance the projects included in the table. However, Members should also note that:
 - If Members wish to include additional projects in the programme, these can only be resourced by removal of the equivalent value in new bids;
 - Removal of projects financed by specific grants, or within the HRA, will not generate additional resources for other projects in the General Fund programme.

Proposed Deleted Projects

192. In order to reflect changing circumstances for projects and to finance new Capital and Special Revenue projects it will sometimes be necessary to delete existing projects on the programme. These will be reported in the budget monitoring report

circulated to Members during the year. The following projects are proposed to be deleted from the current programmes:-

- Disabled Facilities Grant projects - £150k – Special Project Reserve funded (£212k Capital Receipt funding which is also allocated for DFG projects will remain in place);
- Delivering Effective Services efficiency projects - £30k – Special Project Reserve funded;
- Apertures for wheeled bins - £15k – Special Project Reserve funded;
- Dover Health Impact Assessment - £11k – Special Project Reserve funded;
- Tree Safety Emergency Works - £10k – Special Project Reserve funded;

193. It is proposed to allocate the remaining provisions (circa £40k) for plant and equipment replacement at Dover Leisure Centre to a new Leisure Centre Contingency.

194. It is also proposed to amend the £100k contribution to the Dover Fountain project to now be shown as a contribution to public realm enhancements in the Market Square Dover.

Content of the Special Revenue Projects Programme

195. The Special Revenue Projects Programme (Annex 8D) comprises significant projects which are not, in the main, capital, but which are still one-off revenue expenditure in nature and are therefore to be funded from reserves as annual recurrent revenue budgets can't be used to finance them. As one-off projects they are generally managed with the same disciplines and controls as capital projects. As they are financed from revenue reserves cancellation of any of these projects would free up resources which could be used to finance capital projects, other revenue projects, or for other purposes.

Financing of the Capital and Special Revenue Projects Programmes

196. In order to maximise the capital resources available to the Council, the detailed decision to apply capital receipts, revenue resources, grants, s106 monies etc. to finance the approved Capital and Special Revenue Projects Programmes is delegated to the Director of Finance, Housing and Community, in consultation with the portfolio holder responsible for Finance, and capital receipts from particular sources will not be hypothecated to specific projects. Instead they will be treated as one overall stream to finance Capital and Special Revenue projects within both the General Fund and HRA according to the priority of the projects and the availability of financing.

197. The financing of the capital programme will be reported to Members as part of the Outturn Report. This is produced annually and accompanies the final accounts.

198. In addition to financing of capital expenditure, the Council also has to consider what provision, if any, should be made for the repayment of debt. Although new long term borrowing has not yet been undertaken, it is intended that new borrowing, when required, will be repaid by making revenue provisions based, inter alia, on the life of the asset as set out in the Treasury Management Strategy Statement, Annex 9.

Prudential Code

199. The “Prudential” regime was introduced on 1 April 2004, and since then local authorities have had the freedom to borrow monies that are judged affordable, sustainable and prudent. This enables local authorities to fund new borrowing from savings in revenue expenditure or the generation of additional revenue income. MHCLG have recently consulted on proposed changes to the Prudential Code. Any impact of these changes will be advised in future reports.

Capital Receipts

200. In 2004/05 the Government introduced the pooling of housing capital receipts, from Right-to-Buy sales, for distribution to authorities where there is greatest need. From 1 April 2012 new Right-to-Buy regulations apply. The main change from previous regulation is that receipts in excess of those allowed for under the Housing Finance Reform Debt Settlement may be retained by an authority for 1:4:1 replacement of Affordable Housing.
201. Right-to-Buy (RTB) sales in 2017/18 have been consistent with levels in 2016/17 although the level of receipts available for general capital purposes is capped additional funding is available from the element of excess RTB retained for debt repayment that may be used for other capital purposes.
202. The Council generally retains 100% of non-HRA capital receipts and non-RTB HRA capital receipts, subject to capital allowance regulations.
203. Annex 8B details the level of capital receipts held, expected, committed to projects proposed and to be used for new projects. The balance of receipts after these anticipated receipts and commitments is shown as £2m. Future capital receipts are expected to come mainly from housing right to buy sales and amount to £1m per annum at current sales levels, so will not replenish capital funds and will not be sufficient to maintain the current level of activity in the future. No other major receipts are currently expected.

Summary

The key points for Members to note are:

- The Capital Programme operates on a cash funded position with no new projects being approved to commence unless the whole project costs can be financed through additional funding, sufficient capital receipts have been banked, external borrowing is approved or other savings in the programme have been identified. The new projects in the programme have been approved subject to the completion of a Project Appraisal for approval by Cabinet, or the Director of Finance, Housing & Community in consultation with the Portfolio Holder responsible for Finance under delegated powers;
- The Capital Programme is partly financed from HRA Right-to-Buy sales. The level of sales increased in 2016/17 and the level of sales appears to be similar for 2017/18. The level of receipts available for general capital purposes remains limited.
- The detailed financing of the Capital and Special Revenue Projects Programmes is delegated to the Director of Finance, Housing and Community in consultation with the portfolio holder responsible for Finance;

- There is no provision for making capital grants to other organisations, other than those grants already approved; and
- The lack of headroom in the capital programme for additional projects is a significant constraint and large projects will need to be funded from external borrowing where revenue savings can be identified to offset the borrowing costs (such as the Leisure Centre and Property Investment Strategy projects).

RECOMMENDATIONS FROM THIS SECTION

204. It is recommended that Cabinet:

Continue the practice of delegated authority to the Director of Finance, Housing and Community, in consultation with the Portfolio Holder responsible for Finance, to:-

- Apply capital receipts, revenue resources, grants, s106 monies, etc. to finance the approved Capital and Special Revenue Projects Programmes;
- Authorise new projects up to £50k that are included in the Capital and Special Revenue Programmes;
- Approve the allocation of funds from the Capital and Special Revenue Contingencies to projects;
- Authorise virements between Regeneration projects;
- Apply Growth Point reserves to Regeneration projects.

Delegate authority to the Director of Finance, Housing and Community, in consultation with the Portfolio Holder responsible for Finance, to:-

- Authorise project overspends up to a maximum of 10% or £100k (whichever is lower); and apply relevant financing resources to cover.

205. It is recommended that Council:

- Approve the Capital and Special Revenue Projects Programmes;
- Approve that capital resources required to finance new projects are secured before new projects commence.

TREASURY MANAGEMENT AND THE PRUDENTIAL CODE

206. The Local Government Act 2003 introduced new capital accounting regulations, which required Councils to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code when setting their budgets.
207. The new capital system promotes a Council framework to ensure:
- (a) That the authority maintains a balanced budget;
 - (b) That the impact of capital investment decisions is reflected in the revenue budget; and
 - (c) That performance measurement is implemented in managing and controlling the impact of capital investment decisions.
208. Annex 9 will be updated for the second circulation of the budget and MTFP and will set out estimates for each of the relevant Prudential Indicators in each of the financial years 2018/19 to 2021/22, and include the latest estimates for 2017/18 aligned with the revised forecast budget. Approval will be sought for the proposed indicators for 2018/19 – 2021/22.
209. The capital programme has been financed to date within existing resources, which include capital receipts, specific capital grants, the Major Repairs Allowance, and useable reserves and internal borrowing. Significant projects, including the Dover District Leisure Centre and Property Investment Strategy, will be financed by borrowing; however no borrowing has been undertaken at this time. Approval levels for borrowing will be included in annex 9.

TREASURY MANAGEMENT

210. The Council's Treasury Strategy complies with the requirements of the CIPFA Code of Practice on Treasury Management, which was adopted by the Council in September 2002 and the CIPFA Code of Practice on Treasury Management (revised November 2011) that was adopted by this Council in March 2012.
211. Approval of the strategy is a Council decision.

RECOMMENDATIONS FROM THIS SECTION

212. It is recommended that Council:
- Approve the Treasury Management Strategy, including the Prudential Indicators and Minimum Revenue Provision statement.

KEY ASSUMPTIONS & READY RECKONER

Background

213. In order to complete the budget and MTFP in accordance with the timetable it is necessary to make various assumptions. These are based on the most realistic information available at the time of production, but it is important that Members are aware of these assumptions and their implications.

Inflation

214. Salary inflation will be based on the results of the Collective Bargaining process. Contract inflation for 2018/19 is based on the details of the specific contracts, the state of the market for the specific services and any other relevant factors. Contract inflation is assumed to be 3% for future years. Inflation on all other expenditure will aim to be limited to the current budget level; however a small allowance of 2% has been forecast to allow some limited growth.

Staff Numbers

215. The 2018/19 budget includes 272 full time equivalent posts directly employed for DDC plus a further 31 employed by DDC as part of the East Kent Audit Partnership (working for Canterbury, Thanet, Shepway and Dover and recharged accordingly) and East Kent HR (working for Canterbury, Thanet and Dover and recharged accordingly) allocated across services as detailed in Annexes 5A-5D.

Triennial Valuation of the Pension Fund by the Fund Actuaries

216. The triennial valuation took effect from April 2016. It has been assumed that the DDC backfunding contribution will increase by 5% above the 2018/19 level of £1.96m for the planning period.

Interest Rates

217. It is assumed that DDC will maintain the 2018/19 level of income from investments for the remainder of the planning period.

Revenue Support Grant

218. The current draft settlement provides figures for 2018/19 – 2019/20. 2019/20 is forecast to reduce by 90.1% when the value of the grant will be £57k.

Business Rates Retention

219. The current draft settlement covers 2018/19 – 2019/20 and proposes an increase in NDR inflation of 3.00% for 2018/19, and 2.22% for 2019/20.

Council Tax

220. Council tax increases have been assumed at £4.95 for 2018/19 and for the remainder of the planning period.

New Homes Bonus

221. New Homes Bonus is a scheme that provides incentives and rewards for councils and communities who support delivery of new homes in their area. Government has reduced the grant paid to Local Authorities as detailed in the General Fund section.

Capital Projects

222. There are no material revenue pressures expected from current capital projects as they go live.

Ready Reckoner

- Payroll - 1% increase costs the General Fund approximately £80k;
- Council tax - 1% raises £69k;
- RSG – 1% change equals £6k;
- NDR – 1% growth in BR income equals £76k (DDC's share @ 40%, less 50% levy, but will be higher under pooling and pilot scheme arrangements due to reduced or zero levy rates);
- Investment Income - 1% equals approximately £400k (based on available investment balances of £40m);
- Contract inflation – 1% equals £80k;
- Business Rates Tariff - Every £100k reduction below the NDR baseline results in £40k reduced income for DDC to a maximum of the safety net value of £265k approx.;
- Business Rates Levy – Every £100k received above the NDR baseline results in £20k additional income, before levy reductions from pooling and pilot schemes.

SIGNIFICANT BUDGET RISKS

223. Budgets, by their nature, involve an element of forecasting which entails uncertainty and hence risk. The schedule below highlights the main budget risks identified.

Ref	Description	Impact	Likelihood	Mitigation	Sensitivity	Residual Impact	Residual Likelihood
1	Council Tax Base / Collection Rates – reduced collection rates could impact on the resources available to the Council.	H	M	<p>Realistic performance targets for collection of Council Tax have been set to reflect the system of local Council Tax Support now in place.</p> <p>EKS undertake regular monitoring of collection rates, trends on non payments and bad debt analysis.</p> <p>The collection rate for new payers is being monitored very closely and collection is in line with projections. Reasonable arrangements to pay are put in place by staff where appropriate.</p>	1% reduction in the total collection rate costs £69k.	M	M
2	<p>NDR Localisation</p> <ul style="list-style-type: none"> The localisation of Business Rates transfers some of the impact of growth or reduction in the tax base and collection rates to the billing authority. The increase in the district's total RV under the 2017 revaluation includes a significant increase for the Channel Tunnel of £12.5m. (£15.4m on 2010 RV list to £28m on 2017 RV list). Previously, Channel Tunnel have won appeals against their 2005 and 2010 valuations. The VOA have already reduced their RV from £35m between the draft 2017 RV list and the "go-live" 	H	H	<p>The NDR1 return to MHCLG takes into account the likely scenario for the future year's business rates and that adequate provision has been made for the impact of BR appeals.</p> <p>Regular monitoring of the position is undertaken in conjunction with East Kent Services.</p>	<p>Impact of appeals on income not possible to accurately quantify across all businesses.</p> <p>For 2018/19 an additional level of appeals provision has been included in the budget which incorporates an allowance for further potential changes for Channel tunnel to mitigate this</p>	H	H

Ref	Description	Impact	Likelihood	Mitigation	Sensitivity	Residual Impact	Residual Likelihood
	<p>RV list on 01/04/17, and further reductions could arise.</p> <ul style="list-style-type: none"> • Dover receives 40% of business rates income, but after deduction of a tariff of £11.8m in 2018/19 and £11.7m in 2017/18 compared to £10.6m in 2016/17 under the 2010 valuation). • This reduces Dover's share to a baseline of £3.6m approx. of BR income • If there is a shortfall of income, Dover bears the first £265k before receiving a safety net payment to limit its loss of funding. • If there is growth above the baseline, Dover receives its 40% share, but after a 50% levy reducing the amount retained to 20% of any growth. • There is a pooling mechanism that reduces the levy payable on growth from 50% to, say, 10% approx., but the saving from pooling is not entirely retained by Dover, but governed by the pool's sharing mechanism. • Dover has joined a 'pilot scheme' enabling 100% retention of growth locally (but not necessarily fully retained by Dover). Distribution of additional growth retained will be measured against the pre-pilot scheme retention levels (Dover being subject to a 50% 			<p>The district has benefitted from an increase in gross rates arising from the 2017 revaluation. Higher reliefs to small businesses, increased appeals allowances, and a £1.2m increase in DDC's tariff reduce its share of the BR income to a similar level to under the 2010 valuation (the previous revaluation of all businesses' base RVs).</p> <p>The Council was in a Kent BR pool with KCC and 10 districts in 2015/16 but withdrew from the pool in 2016/17 and 2017/18 due to volatility and uncertainty over its likely BR income pending resolution of significant appeals. The ongoing eroding effect of appeals on income and the timing of significant growth, not expected until 2018/19 (DTIZ), limits "growth" above the baseline, and therefore the significance of levies payable to Govt.</p> <p>Due to expected growth in 2018/19, Dover would have joined the BR pool in 2018/19, but this has been superseded by the granting of 'pilot scheme' status to Kent authorities, enabling all of Kent's growth above baseline funding levels to be retained locally (not necessarily 100% by reference to Dover's own</p>	<p>risk.</p> <p>Impact of BR income being below the baseline is up to £265k loss of funding until the safety net kicks in.</p> <p>Impact of being outside the Kent pool on reducing levy payable, is a loss of £12k direct saving per £100k of growth and a further £12k that would have gone into a Kent/Dover LEP for agreed projects</p>		

Ref	Description	Impact	Likelihood	Mitigation	Sensitivity	Residual Impact	Residual Likelihood
	<p>levy, but arguing to be treated equally as a 'pool member' for comparison purposes and already enjoying a lower levy rate. The growth distribution mechanisms and comparative basis for ensuring "no detriment" are not yet finalised and are subject to debate and challenge by Kent-wide authorities, preventing exact determination of eventual growth retention even with revised NNDR income expectations</p> <ul style="list-style-type: none"> • The future sustainability of BR under 'localisation' is questionable and the outcomes are sometimes perverse. • The 100% retention in the 2018/19 Kent Pilot is expected to be reduced to 75% for 2019/20. 			<p>growth in isolation, but subject to complex sharing mechanisms). The outcome is expected to be favourable.</p> <p>While pooling and pilot schemes reduce levy rates, which is beneficial, if Dover's BR income falls beneath its baseline, the pool/pilot scheme would have to fund any safety net payment, making Dover a drain on the pool. While outside the pool (as for 16/17 and 17/18), if Dover exceeds its baseline and has to pay a levy, it will pay it at a higher rate than under pooling.</p> <p>The pilot scheme has a "no detriment" clause among members, so no authority should be worse off than if the scheme had not been implemented.</p>			
3	<p>A class action by NHS trusts/foundations regarding applications for mandatory relief for their premises is underway, to treat them as if they are charities, and is currently being contested by local authorities nationally. It is not thought that this will be successful, but no allowance is built into the MTFP should the NHS Trusts succeed in their claim, which would entitle them to 80% mandatory relief.</p> <p>It is described as a</p>	M	M	<p>The impact of mandatory charitable relief at 80% on NHS Trust accounts is approximately £250k p.a. but, with backdating of claims to 2010, this could result in a one-off cost of £1,322k in 2018/19.</p>	£250k p.a. after backdating of claims resolved, based on current 2017 valuations		

Ref	Description	Impact	Likelihood	Mitigation	Sensitivity	Residual Impact	Residual Likelihood
	<p>“Landmark case” but the most recent article, in the Local Govt. Chronicle on 16/10/2017, says “proceedings would be tentatively scheduled for September”. We assume this refers to September 2018.</p> <p>Trusts could then apply for a further 20% discretionary relief, potentially reducing their bills to £nil.</p> <p>If they are successful, the impact could be significant in terms of back-dated refunds and reduction in ongoing rates payable.</p>			<p>The additional 20% relief would only be given if required under the local authorities’ discretionary relief policy.</p>			
4	<p>Reduced level of commitment by partners in regeneration projects leading to reduced resources available to complete the projects.</p>	H	M	<p>The Chief Executive and the Head of Inward Investment are in frequent contact with our major partners. Our partners have also invested their own resources in the regeneration projects and have become identified with the projects' success.</p>		H	L
5	<p>Reduced capital receipts from housing and other asset sales leading to reduced resources available to complete projects.</p>	H	M	<p>The reduced receipts could arise from lower sales, lower prices or both.</p> <p>We cannot mitigate against market movements or reduced levels of sales. To some degree lower values may increase the level of interest, but this will also be dependant on interest rate movements.</p>		H	M
6	<p>The level of resources for repairs and maintenance to properties may result in asset deterioration and potential service failure.</p>	H	M	<p>A corporate budget is held for repairs and maintenance of assets enabling the Director of Environment and Corporate Assets to allocate the resources appropriately</p>		H	M

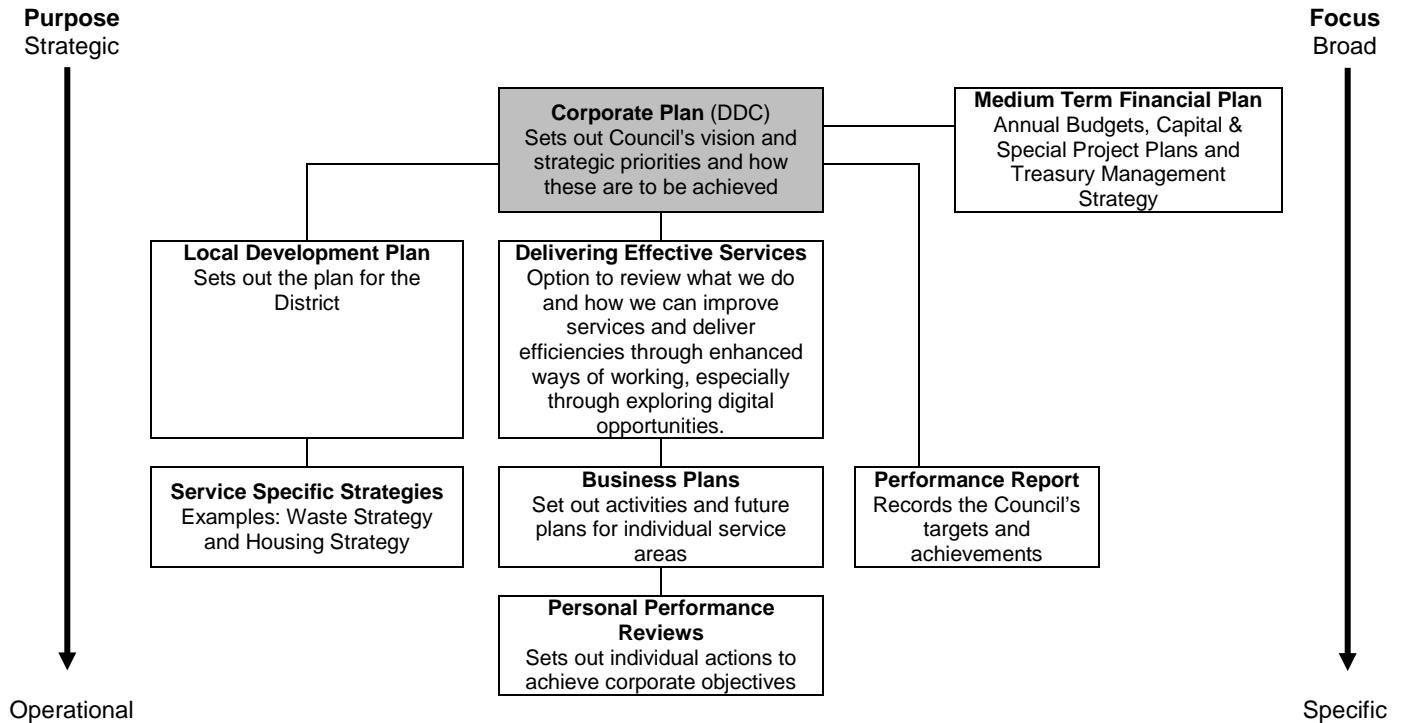
Ref	Description	Impact	Likelihood	Mitigation	Sensitivity	Residual Impact	Residual Likelihood
				according to need.			
7	<p>There is a risk that the Government settlement for future years will be less than the forecast included in this plan.</p> <p>The government is currently consulting on a Fair Funding review which will re-calibrate the local government settlement. Pressure from upper tier and unitary authorities may reduce the resources available to district councils.</p>	H	M	As with the current settlement, the Council can take part in Kent wide lobbying on the settlement, but has limited ability to influence the settlement.	Every 1% reduction in RSG costs the Council approx. £5k.	H	M
8	Pension Funding – increased deficit, demographic change, reduced asset values and interest rates may lead to additional contribution rates, at future triennial valuations, to meet backfunding requirements.	H	H	Instead of paying a contribution rate based on a % of salaries, DDC pays a fixed sum.	A 1% increase in contribution rates costs the General Fund approximately £80k	H	M
9	Fees and Charges – some sources of income may be affected by a reduction in overall economic activity.	M	M	Income assumptions are made at a conservative level based on historic performance and other known influencing factors. Active monitoring of income levels is carried out throughout the year.		M	M
10	The budgeted level of vacancy savings may not be achieved.	M	M	The current Employment Stability process challenges the replacement of all vacancies and temporary staff requests. In addition, active monitoring of vacancy savings is carried out throughout the year.	Vacancy savings of £150k are forecast	M	M
12	New Homes Bonus may not be achieved through if levels of new homes completions are not to target.	H	M	The New Homes Bonus assumed in the MTFP is based on the current projections for DDC and includes assumptions for the proposed changes.	2018/19 NHB income of £1.5m included as a key element of the General	M	M

Ref	Description	Impact	Likelihood	Mitigation	Sensitivity	Residual Impact	Residual Likelihood
					Fund budget.		
13	The impact of Housing and Planning Bill could be significant	H	H	The essence of the proposals are included in this document. The implications will only be known when the implementation proceeds. The bulk of this is subject to regulation by the Secretary of State.	Unable to forecast at the time of writing.	H	H
14	Homeless expenditure may further increase due to the impact of the Homeless Reduction Bill and the continued implementation of Universal Credit in the district	M	H	Close monitoring of the impact of the Bill and the in-year budget. Investigating innovative options to support homeless requirements in the district.	Unable to forecast at the time of writing.	M	H
15	Neighbourhood Development Plans may be produced by a number of Town or Parish Councils, for which the cost items such as a referendum and examination is the responsibility of the District Council.	H	H	Planning advice is provided to towns and parishes to help ensure a good process is followed which would help to minimise costs. Government grants are currently available to offset the costs to districts however it is not known whether this will continue into future years.	£20k per annum.	H	H
16	Increase in HRA rent arrears following roll out of Universal Credit	M	H	A bad debt provision is included within the budget and arrears levels are being monitored and reported to EKH to support their collection plans.	1% rent loss equates to £180k	M	M
17	IFRS9 Financial Instruments	H	M	The current, draft, proposals for the implementation of IFRS9 in local authority accounts could result in changes in capital from pooled fund investments being charged to the GF.	Representation from LAs to CIPFA & MHCLG to implement a statutory override to negate the impact. £2m of DRED reserve set aside to offset impact if incurred.	H	L

Ref	Description	Impact	Likelihood	Mitigation	Sensitivity	Residual Impact	Residual Likelihood
18	Economic downturn	M	M	Recent financial market activity may be the precursor of an economic downturn, or simple a re-adjustment. The UK is generally regarded as being well placed economically. Nonetheless, western economies have not yet fully normalised following the previous crash so room for manoeuvre by governments and central banks is limited.	Potential slowing of economic activity could place pressure on income streams and expenditure.	M	M
19	BREXIT	H	H	It is not yet known whether the terms for Brexit will be favourable, adverse or neutral. If negative the impact of BREXIT on the economy could affect bank rates, consumer spending, property prices and other economic areas.			

RELATED STRATEGIES AND PLANS

The relationship between the Council's major plans and strategies is set out below. Members are reminded to consider these plans when approving the allocation of resources as set out in the MTFP.



Notes: The Corporate Plan sets out the vision and strategic priorities of the Council and provides the context for other strategies and plans that we may produce. The outcomes contained in this Plan are cascaded throughout the organisation, with targets to keep us on track. Each service has its own Business Plan, which sets out the service specific activity carried out and plans for delivering the services into the future.

JOINT PLANS WITH PARTNERS

224. Partnership working is an important element in service delivery and achievement of our corporate objectives. The Council's major partnerships are described below.

Partner / Project	Commentary
Dover Town Investment Zone (DTIZ) St. James's	We have signed Development Agreements with Bond City Limited in relation to the DTIZ/St. James scheme. The Council's Development Partner, Bond City Ltd., has also signed a Funding Agreement with Legal and General Investment Management. Planning consent has been agreed for a revised retail/leisure scheme and a successful Compulsory Purchase Order has been progressed following an earlier Public Inquiry. The site has been vested in the Council's ownership and demolition of the remaining properties has been completed and construction works are now in progress and are expected to be substantially complete by the end of January 2018. It is anticipated that an initial opening of the development will take place during February 2018 with wider launch around Easter 2018. Beyond the site, the former Centurion House has been demolished and temporary car parking has been provided. The Council has also been working with the Port of Dover and a major landowner on the next stage of Master Planning for Dover Waterfront. In the meantime, Cabinet has also considered a report in January which highlighted the need to strengthen and further partnerships to enable stronger economic foundations to be achieved in the wider Dover town centre.
Aylesham Regeneration	Phase 1B of the development is now well underway with an expected completion within 18 months-2 years, taking the total of new homes to 770. Discussions are underway with the developers to move forward with the next phase when 1B is built-out.
Connaught Barracks	A Memorandum of Understanding has been entered into with the Homes and Communities Agency (HCA), the current site owners. The HCA has been working with the District Council and liaising with English Heritage to a secure a sustainable solution for the site, which has seen Fort Burgoyne transferred to the Land Restoration Trust, supported by a dowry to enable ongoing maintenance and the development of a sustainable end use to be achieved. Planning Consent has been granted for the first part of the housing on the former Officer's Mess site on the western side of the site and the HCA has marketed this opportunity and is expected to make an appointment in early 2018. In addition to this, the HCA has also undertaken direct investment in the demolition and infrastructure planning which will de-risk the site for smaller builders. It is expected that the HCA will be working with the Council through the latter part of 2018 to develop an approved Masterplan for the remainder of the site. The Land Restoration Trust is also expected to commence consultations and bring forward proposals for Fort Burgoyne during late 2018.

Hadlow College at Betteshanger	A Memorandum of Understanding has been entered into with Hadlow College who now own the site. The Council has continued to work with Hadlow College and the HCA to bring forward and enable a comprehensive development of the former business park and adjacent country park. The Council has worked with Hadlow on the preparation of Grant Funding bids under the Coastal Communities Fund and Heritage Lottery Fund which have recently been approved. In addition to this, The Council has supported Hadlow College in the preparation of a bid for European Funding which is currently in progress. Development commenced on the country park during Autumn 2015 and is due for completion during late Spring 2018. Further specific proposals for the country park along with the business park are also expected to be submitted during 2018 alongside a wider masterplan for the business park.
Western Heights and Farthingloe	A Planning Performance Agreement was completed with the main land owner in the locality, CGI Limited. Planning Consent was granted following the completion of prior legal agreements with English Heritage and KCC. Cabinet also authorised the necessary land owner agreements which progressed in parallel. The Council's decision to grant Planning Consent was the subject of an on-going judicial challenge from the Campaign for Protection for Rural England (CPRE). Following a protracted series of challenges, the Supreme Court issued a judgement in December 2017, which upheld the decision of the Court of Appeal in September 2016 to quash the Planning Consent. This is now returned as a live application. We continue to work with CGI and other bodies to explore the significant investment interest for this area.
East Kent Spatial Development Company	The Council is a member of the Company, which is being restructured following the proposed withdrawal by the Homes and Communities Agency, to explore and bring forward investment opportunities in the District. Successful investments have been made at Aylesham, Betteshanger along with an impending scheme at Albert Road, Deal. Other opportunities continue to be explored.
South East Local Enterprise Partnership (SELEP)	The Council has continued to contribute actively as a member of the SELEP Board and as part of the Kent Federated Model to ensure that the strategic and local interests of East Kent and the District are fully represented. Thus far successful bids have been progressed for the Port of Dover and access arrangements at Albert Road in Deal alongside an agreement to support the provision of infrastructure to enable the return of the Open Golf Championship to Sandwich in 2020. Furthermore, the Council is also participating actively as part of the wider Network of Coastal Communities and ensuring that their interests are taken into account as part of the SELEP work streams.

Dover Harbour Board	Following the decision by Government not to privatise the Port of Dover, the Council has engaged with Dover Harbour Board and others as part of the recently established Port of Dover Community Forum. Regeneration remains a key requirement going forward. The Port of Dover commenced the scheme known as the Western Docks Revival in spring 2015, with the construction of two new junctions on the A20 forming the first phase of activity and due for completion in February 2018. A further Harbour Revision Order has been approved to modernise the Harbour Board's constitution whilst strengthening the links between the Port and community. Construction work proper on phase 1 of the Western Docks commenced in 2017 with the construction of the new pier, marina and landing platform in anticipation of the first logistics facilities comprising a major refrigerated cargo terminal. The Port of Dover has also engaged with DDC and other interested parties on the essential master planning for Dover Waterfront.
Discovery Park Enterprise Zone, Sandwich	The Council is engaging fully in the Enterprise Zone Programme at both a national level, regular liaison with the Ministry for Housing, Communities and Local Government, and as part of the local Enterprise Zone Board. Significant progress has been made at Discovery Park, which is recognised as one of the flagship EZ's. Currently, there is a total of around 3000 jobs secured or retained, comprising over 150 companies, with people employed on site or in the pipe-line moving there (the MHCLG target was 3,000 jobs by 2017). The foundations for future investment in the site have also been put in place through the submission and resolution to approve a comprehensive site wide Masterplan together with an application for a supermarket, funding further essential infrastructure. DDC has also worked actively with Discovery Park on the successful submission of Grant Funding bids. Planning Consent has been issued for the site wide masterplan, which enables a mixed-use development around the retained buildings. A number of new commercial developments are progressing on site which will further boost job numbers. DDC has also participated with Government and others, using Discovery Park as part of a case study route map to assist with opportunity developments where the need arises elsewhere.
Kearsney Parks for People	In 2016 DDC submitted a successful £3.1m bid to the Heritage Lottery Fund/Big Lottery Fund 'Parks for People' programme for a major scheme of restoration and improvement works at Russell Gardens and Kearsney Abbey. The project team are continuing with the phased programme and additional members of staff will be appointed in 2018 to extend engagement with park users and the local community. Phases of clearance work have taken place in Russell Gardens during the winter of 2017, with the main restoration and improvement work starting in spring/summer 2018. The project is due to end in 2020.
White Cliffs Countryside Partnership	The White Cliffs Countryside Partnership is a partnership between Dover District Council, Shepway District Council, Kent County Council, Eurotunnel, EDF Energy, Land Trust, Natural England and many other local organisations with financial contributions from the Heritage Lottery Fund, which was established in 1989 to help conserve and enhance the special coast and countryside of Dover and Shepway districts, and make it accessible to all. Dover DC is the host authority for the partnership.

Up on the Downs Partnership	Up on the Downs is a £2.5 million Heritage Lottery funded Landscape Partnership Scheme that aims to make a significant difference to the easily recognisable and iconic landscape of the Dover and Folkestone area by working with our partners and local communities to conserve and celebrate the landscape and heritage of the scheme area. The scheme has been extended to 31 May 2018 to help secure an appropriate legacy for the scheme, including continuing the partnership into the long-term. Recent changes at HLF mean that a further extension is unlikely. Dover DC is the host authority for the partnership.
In House Grounds Maintenance Service	The new in house GM team work with many organisations providing grounds maintenance services. Our partners are: Highways England, Kent County Council, Kent Highways, Various Town and Parish Councils, East Kent Housing, BAM construction, The Battle of Britain Memorial, Aylesham Garden Village developers, private organisations and many other departments within DDC. The drive towards a more sustainable and commercially focused service will rely on these relationships and creating new partners as time goes on.
Waste and Recycling	The Council has awarded a 10 year contract to carry out recycling and waste collections, the processing of recyclate collected and street cleansing operations to Veolia Environmental Services (UK), which commenced in January 2011. The contract has been awarded in partnership with Shepway District Council and Kent County Council (as the disposal authority). Dover is the lead on this partnership and manages the client team who oversee the contract from the Dover District Council offices on behalf of the three authorities.
Kent Resource Partnership	The constituents of the KRP are the twelve district councils (the Waste Collection Authorities: WCAs) and Kent County Council (the Waste Disposal Authority: WDA). The KRP supports the constituent councils by providing a forum for discussion about issues relating to the formation and delivery of the Kent Joint Municipal Waste Management Strategy (KJMWMS). The purpose of the KRP is to deliver three strategic objectives which are - deliver the KJMWMS, deliver financial and performance benefits to Kent taxpayers and to contribute to and set a national lead through innovative project delivery and lobbying.
East Kent Housing	EKH has been established as an Arms Length Management Organisation jointly owned by Dover, Canterbury, Shepway and Thanet districts to deliver a range of delegated housing management services.
Choice Based Lettings	A Choice Based Lettings service delivered by Kent Homechoice the organisation set up in partnership with other Kent local authorities and Registered Providers.
Housing PFI	A partnership project between KCC and districts which secured PFI funding to enable the delivery of two extra care housing schemes in Dover district. The Council is represented on the two project boards which monitor the performance of the contracts.
East Kent Audit Partnership	The partnership is hosted by Dover working with Canterbury, Thanet and Shepway councils and provides the internal audit service to East Kent Services and East Kent Housing.
East Kent Services	EKS discharge the administration of council tax, national non domestic rates, the housing benefits scheme, customer services, ICT and Human Resources functions on behalf of Dover, Canterbury and Thanet Councils. The East Kent Services Committee oversees the work of EKS.

<p>South Kent Coast Health and Wellbeing Board</p>	<p>The South Kent Coast Health and Wellbeing Board covers the Dover district (with the exception of some GP practices in Dover district that are part of the Canterbury and Coastal HWBB) and Shepway district (following the boundary of the South Kent Coast Clinical Commissioning Group) and Dr Joe Chaudhuri is the chair of the Board.</p> <p>The local-level board complements the county-wide Board and will feed local views into the overarching Kent strategy and ensure local issues are determined locally.</p> <p>The aim of the South Kent Coast Health and Wellbeing Board is to ensure a “local” voice and to identify, at the appropriate level, district-wide and neighbourhood-level health needs, priorities and gaps in service provision.</p>
<p>A New Vision for Sandwich</p>	<p>Board membership at Officer and Member level on the ‘A New Vision for Sandwich’ project board. The Board was formed in September 2016 following the publication of the jointly commissioned KCC and Sandwich Town Council report “Which way for Sandwich?” The Board will deliver a programme of improvements to Sandwich Town Centre, commencing with the Guildhall project.</p>
<p>Sandwich Guildhall Project</p>	<p>Provision of Project Management services for the initiation phase of the first project in the “A New Vision for Sandwich” programme, centred on the Guildhall and the Guildhall forecourt.</p>

GENERAL FUND BUDGET SUMMARY

<u>2016/17</u> <u>Actual</u>		<u>2017/18</u> <u>Original</u> <u>Budget</u>	<u>2017/18</u> <u>Projected</u> <u>Outturn</u> <u>(31 Dec 17)</u>	<u>2018/19</u> <u>Budget</u>
£000		£000	£000	£000
	Directorate			
861	Chief Executive	1,785	1,983	1,916
2,374	Governance	2,714	2,627	2,775
7,361	Finance, Housing & Community	7,501	8,108	8,336
4,832	Environment & Corporate Assets	5,334	4,205	3,492
244	Shared Services (DDC hosted)	226	162	214
630	Special Revenue Projects	1,011	1,541	102
0	Vacancy Allowance/Delivering Effective Services	-224	0	-300
0	Homelessness - Service Delivery Target Saving	0	0	-200
0	EKS - Target Saving	-151	0	-150
16,302	Net Direct Expenditure	18,196	18,626	16,185
	Other Operating Income & Expenditure:			
0	Property Investment Strategy	-500	-34	0
-57	Council Tax Second Homes	0	0	0
0	Contingency	101	21	227
68	River Stour Drainage Board	70	70	72
67	Council Tax Support Funding to Towns & Parishes	39	39	0
-1,227	Recharge Income from HRA & Capital Projects	-1,543	-1,731	-2,029
15,153	Net Operating Expenditure	16,363	16,991	14,455
	Financing Adjustments:			
-1,098	Revenue Expenditure Funded by Capital Under Statute	-859	-859	-950
113	Annual Leave Adjustment	0	0	0
-263	Interest Receivable	-229	-519	-979
237	Interest Payable	238	238	238
9	Loan Principal Repayments/Borrowing Allowance	9	458	949
654	Direct Revenue Financing of Capital (exc Direct Expenditure)	0	0	0
-348	Total Financing Adjustments	-841	-682	-742
	Contribution to/(from) Reserves:			
48	- Special Projects & Events Reserve	-991	-1,521	318
162	- Periodic Operations Reserve	117	221	370
-539	- Urgent Works Reserve	0	0	25
466	- Dover Regeneration Reserve	-115	-368	-52
0	- District Regeneration & Economic Development Reserve	0	0	0
-142	- IT Equipment Reserve	58	58	115
613	- Revenue Grants in Advance Reserve	0	-44	-36
-924	- Business Rates & Council Tax Reserve	-728	254	-601
-316	Net Contribution to/(from) Reserves	-1,659	-1,400	139
14,489	Total Budget Requirement	13,863	14,909	13,852
	Financed by:			
3,518	Business Rates - Share of NDR	3,564	4,520	4,443
1,081	Business Rates - Enterprise Zone Relief Grant	1,145	1,169	630
12	Business Rates - Renewable Energy Retained	84	84	333
-724	Business Rates - Collection Fund Surplus/(Deficit)	-728	-728	-601
1,758	Revenue Support Grant	1,027	1,027	568
6,251	Council Tax	6,600	6,600	6,922
145	Council Tax - Collection Fund Surplus	236	236	141
5	Council Tax - Other S31 Grants	0	7	0
1,907	New Homes Bonus	1,874	1,873	1,515
509	Community Housing Grant	0	0	0
15	New Burdens	0	0	0
14,477	Total Financing	13,802	14,788	13,951
12	General Fund Deficit/(Surplus) for the Year	61	121	-99
-2,995	General Fund Balance at Start of Year	-2,689	-2,533	-2,412
450	Transfer to Earmarked Reserves	0	0	0
0	Supplementary approvals	0	0	0
-2,533	Leaving Year End Balances of	-2,628	-2,412	-2,511

BUDGET SUMMARY - FUNDING ANALYSIS

<u>2016/17</u> <u>Actual</u> £000		<u>2017/18</u> <u>Original</u> <u>Budget</u> £000	<u>2017/18</u> <u>Projected</u> <u>Outturn</u> <u>(31 Dec 17)</u> £000	<u>2018/19</u> <u>Budget</u> £000
	Financed by:			
	Business Rates (NDR):			
3,391	Baseline	3,460	3,460	3,527
576	Growth over baseline	100	382	1,354
-288	Levy on Growth	-50	-191	-677
0	Levy Saving from Pooling - 2018/19 onwards	0	0	162
-221	Growth above budget-recognition deferred (non-S31 element)	0	-282	0
0	Adjustment to Growth/Decline for S31 element not deferred	0	-31	0
0	Tariff Adjustment (Channel Tunnel impact)	0	1,123	0
60	Section 31 Grant for impact of multiplier cap	54	59	77
3,518	Share of NDR	3,564	4,520	4,443
-724	Collection Fund (Deficit)/Surplus - NDR (as declared)	-728	-728	-601
2,794	NDR Funding Level	2,836	3,792	3,842
	Enterprise Zone Relief Grant:			
1,116	Share of Enterprise Zone relief for current year	1,078	1,073	634
-92	Amount of EZ Relief in current year above NDR1 17/18 estimated value, required to be recognised in following year	0	4	0
57	Amount of EZ Relief in prior year above NDR 16/17 estimated value, permitted to be recognised in current year	67	92	-4
1,081	Total Enterprise Zone Relief Grant	1,145	1,169	630
	Renewable Energy Retained:			
44	Share of Renewable Energy for current year	40	61	312
-44	Amount of Renewable Energy in current year above NDR1 17/18 estimated value, required to be recognised in following year	0	-21	0
12	Amount of Renewable Energy in prior year above NDR 16/17 estimated value, permitted to be recognised in current year	44	44	21
12	Total Renewable Energy Retained	84	84	333
	RSG:			
1,758	Revenue Support Grant (incl. C. Tax Support Funding)	1,027	1,027	568
0	Returned Funding	0	0	0
0	Homelessness Grant (RSG Element)	0	0	0
1,758	RSG per Settlement	1,027	1,027	568
6,251	Council Tax	6,600	6,600	6,922
145	Collection Fund Surplus - C Tax	236	236	141
5	Council Tax - Other S31 Grants	0	7	0
1,907	New Homes Bonus	1,874	1,873	1,515
509	Community Housing Grant	0	0	0
15	New Burdens	0	0	0
14,477	Total Financing	13,802	14,788	13,951

Summary of General Fund Budget & Financing Requirements

	2017/18 Original Budget £m		2018/19 Original Budget £m	Year on year change %
Budget Requirement:				
Gross Revenue Expenditure	69.164		68.850	
Gross Revenue Income	(54.778)		(54.992)	
Underlying Budget Requirement	14.386		13.858	
Earmarked Reserve adjustments	(0.523)		(0.006)	
Net Budget Requirement	13.863		13.852	0%
Financing Requirement:				
Revenue Support Grant	(1.027)		(0.568)	-45%
Business Rates Retained	(3.565)		(4.443)	25%
EZ Relief & Renewable Energy- in year	(1.117)		(0.946)	-15%
Council tax	(6.600)		(6.922)	5%
New Homes Bonus	(1.874)		(1.515)	-19%
Underlying Financing	(14.182)		(14.394)	1%
One-off Financing:				
Collection Fund Distribution				
NDR	0.728		0.601	
Council Tax	(0.236)		(0.141)	
EZ Relief & Renewable Energy- prior year	(0.111)		(0.017)	
Total Financing	(13.801)		(13.951)	1%
(Surplus) / Deficit for the year				
	0.062		(0.099)	
Opening General Fund Balance	(2.689)		(2.412)	
Closing General Fund Balance	(2.628)		(2.511)	

	A	B	K	N	R	U	X
1							ANNEX 1B
2	DOVER - NDR MONITORING - SUMMARY						
3			Updated Forecast	Budget Estimate	Budget Estimate	Budget Estimate	Budget Estimate
4			2017/18	2018/19	2019/20	2020/21	2021/22
5	Number of hereditaments		3,957	3,957	3,957	3,957	3,957
6	Aggregate RV		104,359,801	107,578,513	108,355,803	108,551,348	108,550,641
7	Calculated gross rate yield		48,631,667	51,099,793	52,444,209	53,624,366	54,709,523
8							
9	Estimated gross rate yield for full year - <i>before EZ & TP Relief</i>		48,397,539	49,332,000	50,267,000	51,306,000	52,345,000
10	Net Additions (i.e. Growth)		234,128	1,767,793	2,177,209	2,318,366	2,364,523
11	Change in yield for previous years		-122,503	0	0	0	0
12	Less:						
13	Enterprise Zone Relief		2,643,000	1,562,000	534,000	351,000	233,000
14	Transitional Protection Rates Relief		1,275,983	-873,000	-968,000	-922,000	-819,000
15	Mandatory reliefs (current & previous years)		6,392,686	6,494,000	6,617,000	6,754,000	6,891,000
16	Discretionary reliefs (current & previous years)		188,357	192,200	195,700	199,300	202,900
17	Discretionary Reliefs funded from S31 Grant		192,964	152,830	85,000	47,000	41,000
18	Losses in collection		550,000	561,000	572,000	584,000	596,000
19	Interest on refunds (offset in gross rate yield on NDR3)		0	0	0	0	0
20	Cost of collection		164,215	167,000	170,000	174,000	178,000
21	Deferral Scheme + or - (<i>exclude for now!</i>)		0	0	0	0	0
22	Enterprise Zone BR to be retained		0	0	0	0	0
23	New Development Deal BR to be retained		0	0	0	0	0
24	Renewable Energy Schemes BR to be retained		61,103	311,655	499,060	509,370	519,690
25	Net yield before rate retention adjustments		37,040,856	42,532,108	44,739,449	45,927,696	46,866,933
26							
27	Rate retention adjustments		0	0	0	0	0
28	Estimated provision for loss on future appeals		2,069,053	2,259,000	2,275,000	2,279,578	2,279,563
29	Collectible Rates, less cost of collection allowance		34,971,803	40,273,108	42,464,449	43,648,118	44,587,370
30	Add back: Transitional Protection Rates Relief		1,275,983	-873,000	-968,000	-922,000	-819,000
31	Net Rate Yield for Sharing		36,247,786	39,400,108	41,496,449	42,726,118	43,768,370
32							
33	Allocation of net rate yield	%					
34	Central share - before EZ and Transition Relief settlement	0.50	18,123,893	19,700,054	20,748,224	21,363,059	21,884,185
35	District/Unitary(0.49)	0.40	14,499,114	15,760,043	16,598,580	17,090,447	17,507,348
36	Kent County Council	0.09	3,262,301	3,546,010	3,734,680	3,845,351	3,939,153
37	Kent Fire and Rescue	0.01	362,478	394,001	414,964	427,261	437,684
38			36,247,786	39,400,108	41,496,449	42,726,118	43,768,370
39							
40	District tariff		11,472,846	11,694,424	11,916,002	12,162,200	12,408,398
41	District Funding (District share above, less tariff)		3,026,268	4,065,619	4,682,578	4,928,247	5,098,950
42	Adjustment for reliefs covered by S31 Grant		816,367	814,532	801,600	802,200	815,600
43	<i>Sub-total - Adjusted district share for levy/safety net</i>		<i>3,842,635</i>	<i>4,880,151</i>	<i>5,484,178</i>	<i>5,730,447</i>	<i>5,914,550</i>
44	District Baseline		3,459,995	3,526,819	3,593,643	3,667,892	3,742,141
45	Safety Net level	0.925	3,200,495	3,262,308	3,324,120	3,392,800	3,461,480
46	Safety Net payment		0	0	0	0	0
47	Levy payment if applicable	0.5	191,320	676,666	945,267	1,031,278	1,086,204
48							
49	District Income from NNDR (excl. CF Surplus):						
50	District funding - rates (as above)		3,026,268	4,065,619	4,682,578	4,928,247	5,098,950
51	District S31 Grant - Actual, incl. for 2% cap on multiplier		875,376	891,449	888,540	891,024	905,370
52	Safety net/levy		-191,320	-676,666	-945,267	-1,031,278	-1,086,204
53	<i>Sub-total</i>		<i>3,710,324</i>	<i>4,280,402</i>	<i>4,625,850</i>	<i>4,787,994</i>	<i>4,918,115</i>
54	Enterprise Zone Relief - District Share of Grant		1,073,081	634,008	216,689	142,389	94,494
55	Renewable Energy retained		61,103	311,655	499,060	509,370	519,690
56	Levy saving while in pool - 30% direct saving returned, less 5% levy		0	0	0	0	0
57							
58	Total Income From NNDR (excl CF surplus)		4,844,508	5,226,064	5,341,600	5,439,753	5,532,300
59							
60							
61							

	A	B	K	N	R	U	X
3			Updated Forecast	Budget Estimate	Budget Estimate	Budget Estimate	Budget Estimate
4			2017/18	2018/19	2019/20	2020/21	2021/22
62	RV of last list of appeals		26,302,780				
63	Top 10 appeals total RV		21,213,500				
64	Top 50 appeals RV		24,949,450				
65	Total number of appeals		183				
66							
71	COLLECTION FUND MOVEMENT:						
72	Balance B/Fwd - Surplus/(Deficit)		-1,298,484	-1,502,681	0	0	0
73							
74	In-year performance:						
75	Net yield for sharing before bad debts & appeals		38,866,839	42,220,108	44,343,449	45,589,696	46,643,933
76	Change in appeals provision		-2,069,053	-2,259,000	-2,275,000	-2,279,578	-2,279,563
77	Change in bad debts provision		-550,000	-561,000	-572,000	-584,000	-596,000
78			36,247,786	39,400,108	41,496,449	42,726,118	43,768,370
79	Total distributed:						
80	(Surplus)/deficit (distributed)/contributed per NNDR1		1,820,017	1,502,681	0	0	0
81	NDR shares paid per NNDR1		-38,272,000	-39,400,108	-41,496,449	-42,726,118	-43,768,370
82			-36,451,983	-37,897,428	-41,496,449	-42,726,118	-43,768,370
83							
84	Balance C/Fwd - Surplus/(Deficit)		-1,502,681	0	0	0	0
85							
86	DDC share of Surplus/(Deficit)		-601,072	0	0	0	0
87							
88							
89	Appeals Provision:						
90	Balance B/Fwd		2,406,000	4,475,053	6,734,053	9,009,053	11,288,631
91	Charged to provision		-122,503	0	0	0	0
92	Increase/(Decrease) in provision		2,191,556	2,259,000	2,275,000	2,279,578	2,279,563
93							
94	Balance C/Fwd		4,475,053	6,734,053	9,009,053	11,288,631	13,568,195
95							

Business Rates Overview

1. The BR to be paid by businesses are determined by the Valuation Office Agency (VOA), who set the rateable value (RV) of commercial premises, and by central government, who set the multiplier (rate in the pound) that is to be applied to the rateable value. The VOA shares only limited information on its work, and local authorities are not permitted a role in defending valuations subject to appeal, nor do they have access to much of the information from the VOA.
2. Local authorities therefore have no role in setting the BR, and are mainly responsible just for the collection of the due amount, and promoting economic regeneration to grow the tax base.
3. The Government's policy of localisation of BR focuses on how the income generated from BR is to be shared between central and local government. Businesses have seen no difference in the way they pay BR or the way the tax rate continues to be set by Government, and the rateable values will continue to be determined by the VOA.
4. However the financing of local government is radically altered by the arrangements for sharing the income generated by BR. The system includes:
 - Tariffs and top-ups;
 - Safety-nets and levies;
 - Pooling BR with other Kent districts to produce levy savings
 - Entering a pilot scheme in 2018/19 to retain 100% growth locally (i.e. no levy);
 - A number of uncertainties including:
 - Projections of future BR levels (NNDR1 and NNDR3);
 - Appeals by businesses against their rateable values;
 - Reductions in rateable values agreed by VOA for other reasons;
 - Lack of a finalised, detailed pilot scheme model to determine the split of retained growth between Kent districts, incl. KCC, Medway and Fire;
 - Accounting arrangements and determining the 2017/18 performance and the 2018/19 budget;
 - The impact of the BR revaluation for 2017;
 - The impact of reliefs, including the extension of the Small Business Rates Relief by altering thresholds, and related compensation by way of S31 grant;
 - Setting the multiplier.
 - Future issues and changes include:
 - The potential change to a 75% localisation scheme from 2020/21;
 - Slow progress by the VOA in settling outstanding BR appeals on the 2010 list;
 - A new "Check, challenge, appeal" system introduced by VOA in 2017/18, which is not easy for businesses to use and may create delays in appeals arising against the 2017 revaluation (few appeals registered so far);
 - The expected encouragement of appeals by ratings agents, with fees based on a fixed percentage of refunds, which may lead to delays in appeals challenges until a few years into the '2017 revaluation' period to maximise % fees on backdated refunds;
 - Unexpected and significant class reductions in BR by the VOA (previously £2.3m refunded to the NHS for purpose built doctors surgeries in Dover,

and appeals by NHS hospitals to be treated as charities, which has not been agreed);

- The continuous on-going eroding effect on the tax base in the appeals being settled by the VOA;
- Obtaining strategic information from the VOA;
- Inaccuracies in figures provided by VOA.

5. In addition to the complexity of explaining the above factors for any one financial year, the new system makes it extremely difficult to explain how finances have changed between financial years, especially in comparison to the periods before 2013/14, compounded by the impact of the 2017 revaluation, which makes 2017/18 and 2018/19 figures complex to calculate and hard to meaningfully compare to 2016/17. This is complicated by Dover becoming part of a pilot scheme in 2018/19, enabling additional growth to be retained locally (i.e. within Kent, so that there is no levy payable on growth).
6. However, at its most basic, the new system results in 50% of BR collected by a council being paid direct to government, with 40% retained by the Council, 9% going to KCC and 1% to Kent Fire and Rescue. This is described as “50% retention”.
7. The table below provides a simple indicative example based on 2017/18 data (before adjustment for S31 grant funding of reliefs).

Attribution of BR Income (Indicative)	£m
Net rate yield	(36.2)
Less	
50% to Government	18.1
9% to KCC and 1% to Fire	3.6
Balance of 40%	(14.5)
Less: tariff to Government	11.5
Balance retained by DDC	3.0

8. From the 40% retained, if the baseline amount that remains with the council is greater than the council’s baseline budget requirement, then the council pays the excess to government in the form of a “tariff”. For Dover this means the bulk of the 40% is also paid to government. Once the tariff is set, a district will have to continue to pay this amount to government. If actual collection is lower (for example, due to demolition at Discovery Park, successful appeals by doctors surgeries, etc., etc.) the council has to continue to pay the tariff, and bear the loss itself, as well as bearing the costs of the appeals refunds, which may stretch back over many years and may even pre-date the current system.
9. The system is also asymmetric. If the amount collected grows, then the Council has to pay a levy on the growth, at 50%. So, if BR reduces by £1m, DDC would itself bear a loss of £200k. If BR grows by £1m, DDC would retain an additional £100k.
10. The total BR collected by DDC for 2017/18 is c. £36.2m, so with a fixed tariff to pay, a proportionately small movement in this large number will have a very significant effect upon the Council’s budget, and growth is rewarded at only half the rate that reductions are penalised, until a safety net kicks in after the council has borne a reduction of c. £260k.

11. The estimate of BR collected by DDC for 2018/19 is c. £39.4m¹. After its expected tariff and S31 grant adjustment, the permitted amount for retention before levy or safety net adjustments is £4.88m approx., which is £1.35m above its BR baseline for 2018/19. Ordinarily, a 50% levy would apply to the £1.35m excess, being £677k approx. However, DDC has joined a Government-approved pilot scheme for 2018/19 which should enable all growth to be retained locally (i.e. with £nil levy payable).
12. The arrangements for splitting growth between the Kent partners are complex and have not yet been modelled in detail. However, the pilot scheme arrangements are expected to have a favourable impact on Dover of £550k (being the fixed 'Financial Stability Fund' element) as well as leaving an additional 'Growth Fund' amount available to be split amongst the "East Kent cluster" (Ashford, Canterbury, Dover, Shepway, Thanet) subject to agreement among the partners in conjunction with KCC. This additional funding has not yet been incorporated into the 2018/19 budget as operational and financial details are not yet resolved.
13. At the moment, the draft budget for 2018/19 is stated on a pooling basis (rather than pilot scheme basis). Under pooling arrangements, the levy rate is reduced, and the additional saving is split 30% DDC (direct saving), 30% Growth Fund (indirect DDC saving, requiring KCC approval for jointly beneficial projects), 30% KCC, and 10% contingency. For simplicity, we have assumed a 10% levy rate (being £135k levy instead of £677k on the 'growth' stated above), a saving of £542k, but this does not belong entirely to Dover. We have only brought in 30% of this saving (£162k) to our draft 18/19 budget, as the further Growth Fund amount is subject to KCC approval, under pooling arrangements.
14. The remainder of this section addresses the 5 most important aspects of BR as they impact Dover:
 - The 2017 Revaluation
 - The VOA
 - Appeals
 - Small Business Rates Relief
 - Accounting Treatment
 - "Real" Growth
 - The pilot scheme and other factors for 2018/19

The 2017 Revaluation

15. Revaluation is meant to happen every 5 years. The 2017 revaluation is the first since 2010.
16. Government intends the revaluation to be fiscally neutral – as the RV changes so the multiplier is changed to ensure the overall national total of BR does not change, and government also amends the tariffs and top-ups to moderate the impacts, both good and bad, on individual councils.
17. For Dover, initially, the revaluation in 2017/18 led to an estimated increase in gross rates (before reliefs etc.) of £8.3m, from £43.6m (per NNDR1 2016/17) to £51.9m for 2017/18 (incl. growth). However, the 2017/18 figure is subject to higher reliefs for

¹ These figures are correct at the time of writing the report and may be updated for the final circulation after completion of the NDR1 return.

small businesses and the need for additional appeals provisions, leaving the net rate yield (for sharing) increasing by only £3.8m, from £34.5m (per NNDR1 2016/17) to £38.3m for 2017/18 (incl. growth). DDC's share is 40%, but the tariff deductible from its share was increased by £2m, leaving a decrease in rates income (excl. EZ relief and retained rates from renewable energy) of £57k (this takes into account compensating s31 grants).

18. Therefore, following the 2017 revaluation, the tariff increase of £2m reduces DDC's share of the higher tax base by £2m.
19. The higher tariff was set based on an initial RV list for Dover's businesses issued in (or around) October 2016. By the time the 2017 RV list went 'live' on 1st April 2017, Dover's biggest business rates payer, Channel Tunnel, had been awarded a £7m reduction in RV, equating to a loss of £3.36m gross rates (transitional relief is ignored, as it is neutralised in terms of DDC's funding). Even having allowed for an element of reduction within the appeals provision, this meant DDC would have been in the safety net for 2017/18 and subsequent years, meaning that Government would have needed to top up its funding with a safety net payment in 2017/18, and placing an ongoing burden on the pool or pilot scheme 'safety net mechanisms' for 2018/19 and subsequent years.
20. Fortunately, Govt. made provision to adjust tariffs for changes in the RV of the 2017 list between the draft list (October 2016) and the "go-live" date (1st April 2017). As such, a tariff adjustment of £1.1m has finally been agreed (after lengthy challenge for correction of VOA errors in the original tariff adjustment), reducing the tariff for Dover to £11.5m for 2017/18, rising to £11.8m in 2018/19. This places Dover back in a 'growth' position for 2017/18 and 2018/19, and will make Dover a net contributor to growth in the pilot scheme in 2018/19, unless anything unexpected happens.
21. This adds to the level of uncertainty and is also a potential mechanism by which the government can apply "negative" RSG settlements in the future.
22. DDC is in a relatively unusual position in that its BR income is very heavily concentrated in its largest sites, with 38% of its BR income from just four sites.

Dover's Rateable Values	Rateable Value ² £000	%
Channel Tunnel	28,000	27
Discovery Park	6,115	6
Dover Harbour Board	2,750	3
Tesco, Whitfield	2,390	2
Sub Total	39,255	38
Remainder	65,105	62
Total	104,360	100

(The next largest site is just 1% of the total.)

23. The values above come from the 2017 revaluation. In general, the RV of properties in the district showed minimal increases or even reductions, but the total RV for the

² Note – These figures are based on 2017 valuations. Rateable Value is not the same as the Business Rates paid. RV is multiplied by a government set multiplier (49.7p in 2016/17 decreasing to 47.9p in 2017/18 for the standard multiplier), to determine the amount payable, and this may be subject to BR allowances.

district increased by £14.0m. Of this, £11.6m remains due to the increase for the Channel Tunnel from £15.4m (2010) to £28.0m (2017). In the initial list, the RV for the Channel Tunnel was £35m but this had been reduced to £28m by the “go-live” date. This makes the council unduly reliant on the Channel Tunnel valuation, which must be subject to uncertainty, as the existing £15.4m for 2010 remains under appeal, and prior appeals have been won by Channel Tunnel.

24. Although RV growth would appear to be a good thing, the current system means that this is not necessarily the case. The government have used it to increase the Council’s tariff (and therefore BR income target) and if the VOA then fails to defend appeals successfully, as is often the case, then the council is left with a higher target and a reduced tax base.

The VOA

25. The VOA takes the lead role on the revaluation. For Dover this has led to significant complications with tariff adjustments of £1.1m due mainly to changes in rateable value (RV) arising from the 2017 revaluation between the date of the draft list (in October 2016) and the “go-live” list on 1st April 2017.
26. The tariff adjustments relate (mainly) to the £7m reduction in the RV of Channel Tunnel from the draft valuation to the final list.
27. The VOA provided data for the tariff adjustment that was highly inaccurate, leading to a proposed reduction in the 2017/18 tariff (and similar adjustment for 2018/19) within the draft settlement of £609k, which was £528k less than we were expecting. It has only been possible to confirm officially that our own calculation of an expected downwards adjustment of £1.1m approx. is correct, following our challenge to VOA and MHCLG³ over the errors⁴, and following a revised data release on 18th January 2018. This means that we can expect growth in 2018/19 rather than potentially being in the safety net until the next revaluation or “reset”.

Appeals

28. There is a sizeable appeals backlog and fresh appeals continue to arise, maintaining a continuing level of uncertainty over BR income. The VOA have had to resource the 2017 revaluation and it is not surprising that the backlog still remains high (c. £24m of properties where there is some element of appeal). There have been some surprising appeal outcomes which question the robustness of original valuations. It is therefore important that the VOA increase their rigour and do not concede appeals in order to clear the backlog.
29. In the backlog there are some significant appeals. Most / all NHS trusts have appealed on the basis that “hospitals are charities” and should receive charitable relief. This will be at a cost to the local authorities who are defending this as a “class action”. In effect, two arms of government are locked in a dispute that could be resolved by the sponsoring departments, should they chose to do so.
30. Recent successful appeals against rateable values include GPs’ surgeries, Discovery Park (incl. Pfizer), Tesco, Cable Connection to Thanet Wind Farm, De Bradelei Wharf (alongside ownership changes) and Motis Ireland’s freight and truck stop reductions.

³ Ministry of Housing, Communities and Local Government

⁴ These challenges by Dover led to a last minute change in the local government settlement for all English councils.

These have an on-going impact on business rates income alongside the further impact of smaller appeals. Further outstanding appeals will add to this where successful, and the impact is cumulative over the years. Additionally, UK Border Agency is entitled to 100% empty property relief on its Immigration Removal Centre while empty. Similarly, VOA allowed a £7m reduction in the proposed RV of Channel Tunnel under the 2017 list from £35m to £28m and have advised that “Business Rates is an ‘opinion-based’ tax rather than a ‘formula-based’ tax”, making it almost impossible to challenge their decisions.

31. It should also be noted that the appeals process only ever reduces RV. No one seeks an increase, and there are many agencies offering to submit appeals on behalf of businesses on a no-win/no-fee basis. The continuing erosion of the BR tax base due to appeals amounted to c. £600k p.a. under the 2010 RV list. Establishing the correct appeals provision has a significant impact on the collection fund and on the level and timing of resources available to the Council. The information upon which such major provisions must be made is often insufficient.
32. A new “check, challenge, appeal” system has been implemented from the beginning of the 2017 revaluation. There is some uncertainty about the availability of appeals data for the 2017 valuation, as VOA insists that the Valuations Tribunal service should supply details on tribunal referrals and outcomes. It also appears that BR payers are finding the new “check, challenge, appeal” system unwieldy to use, which is currently deterring appeals, but this is unlikely to prevent ratings agents encouraging appeals or offering to lodge them on the bill-payer’s behalf in the longer term.

Small Business Rates Relief

33. Additional reliefs are being made available to small businesses by government, for which districts are only partly compensated. The combined effect of the changes in RV and the extension of SBRR have the potential to significantly increase the number of qualifying businesses. The take-up rate and the overall effects of these changes are extremely difficult to forecast accurately.
34. Additional compensation is being offered for the loss of income due to the change in SBRR qualification thresholds, based on VOA calculations. This still needs to be evaluated, but is expected to be favourable.

Accounting Treatment

35. The accounting treatment for BR further complicates the position.
36. Good or bad BR performance are recognised in the following year, however the compensating safety net payment from government is received, and has to be recognised in the accounts, in the year of poor performance.
37. As a result of these timing differences, good performance will, in the accounts for that year, appear as poor performance and vice versa.
38. In addition, regulations require that only the proportionate share of EZ compensation grant relating to the amount of relief declared on the NNDR1⁵ for a particular year

⁵ NNDR1 is a MHCLG form which all authorities are required to complete, predicting the coming year’s BR income, reliefs etc. It is a key element in the system of localised BR, and generally

can be recognised as grant received in that year. Any adjustment for actual relief awarded is recognised as additional grant income in the immediately following year.

39. As a result it is not possible to present Members with simple accounting information that shows the underlying performance for the year.
40. EZ relief also has a final deadline for fresh claims of 31st March 2018, and lasts for a maximum of five years. By 2018/19 many businesses will have claimed (or nearly claimed) their full five years' entitlement to relief, and therefore we are expecting EZ relief to decrease from £2.64m in 2017/18 to £1.562m in 2018/19 and to continue to fall thereafter, reducing the favourable impact of Dover's share of compensation (@ 40% of the total relief granted). Unlike normal BR growth, the compensation for EZ relief does not trigger any levy and sits outside pooling and pilot scheme calculations. Before any pilot scheme considerations, we are expecting EZ relief compensation to reduce from £1,169k in 2017/18 to £629k in 2018/19. The exact benefit under the pilot scheme arrangements may change, but the detailed modelling has not yet been developed by the lead authority, Maidstone B.C
41. Similar considerations apply to retention of BR from Renewable Energy businesses. This has not been particularly significant in 2017/18 or prior years, but the new Combined Heat & Power Plant at Discovery Park is due to become operational around the summer of 2018, with the exact RV yet to be determined. It is expected to be in the region of £800k - £1.2m and could lead to rates retained in the region of £436k or more from 2019/20 onwards, with a part year allowance of £250k approx. for 2018/19, subject to final dates of commencement of operation and the actual RV assessment by VOA.

Real Growth

42. It is important that we do not lose sight of the real growth in bricks and mortar that is being delivered and the growth is needed to offset the continuing RV erosion from appeals.
43. Forecasting delivery of future growth in the district is very difficult. There is a clear trend of real growth. However, establishing a reasonable value for the new buildings and a start date for the BR income stream is subject to a significant margin of error, and the sometimes subjective opinions of VOA valuers in a system that our VOA Relationship Manager insists is an "opinion-based" tax rather than a "formula-based" one. These issues and estimates feed into the MTFP but bring a level of uncertainty that is hard to quantify.
44. However, establishing a reasonable value for the new buildings and a start date for the BR income stream is subject to a significant margin of error and the subjective assessments of VOA valuers. These issues and estimates feed into the MTFP but bring a level of uncertainty that is hard to quantify.

The Pilot Scheme and other factors for 2018/19

45. Kent has been awarded pilot scheme status for 2018/19, which means it can fully retain growth within its district areas without having to pay a levy.

payments from Government in the year are based on the NNDR1, even if actual performance is known to be significantly different.

46. The arrangements for splitting growth between the Kent partners are complex and have not been modelled in detail. However, the pilot scheme arrangements are expected to have a favourable impact on Dover of £550k (being the fixed 'Financial Stability Fund' element) as well as leaving an additional 'Growth Fund' amount available to be split amongst the "East Kent cluster" (Ashford, Canterbury, Dover, Shepway, Thanet) subject to agreement among the partner authorities in conjunction with KCC. This additional funding has not yet been incorporated into the 2018/19 budget as operational and financial details are not yet resolved.
47. The base calculations for measuring growth in the pilot scheme need to assume Dover would otherwise have joined the Kent pool in 2018/19 and would have benefited from a reduced levy, but this has yet to be modelled by the lead authority, which is Maidstone B.C., with the support of other authorities such as Dover. Additional modelling, and clarification and agreement between the partner authorities are needed before absolute outcomes for individual authorities can be determined.
48. Nevertheless, the pilot scheme should deliver additional resource based on the £nil levy, so long as partners are generally expecting growth to be at or above 2017/18 levels, even if the exact final split between partners cannot be immediately determined.
49. At the moment, the draft budget for 2018/19 is stated on a pooling basis (rather than pilot scheme basis).
50. The pilot scheme may (or may not) continue for 2019/20, and is subject to the decisions of MHCLG. From 2020/21 the system is expected to be different again, and is expected to be based around "75% retention" of BR locally, but with all the complexities of the current system. It is not yet clear whether 75% retention will reflect the average of those authorities with 50% retention and those pilot authorities with 100%, or simply a universal 75% retention rate for all.
51. Other factors to be taken into account in considering BR include:
 - In 2020/21 the system is due for a re-set. This could mean that the benefits of increased growth in the tax base that DDC has generated will be lost or reduced.
 - There is a possibility that Central Govt. Will centralise appeals provisions to reduce local volatility at some point. It is not known when this might be, how it would be implemented, or what the impact would be on individual authorities, and whether it would be favourable or adverse.
 - Businesses within the Discovery Park Enterprise Zone receive Business Rates relief (typically the first £55k of their BR each year, for up to five years). Government compensates DDC for its loss of BR income with a separate EZ Relief Grant. Regulations govern when the EZ Relief can be recognised. Eventually, as EZ discount ceases to be given after 31st March 2018 (and therefore grant to DDC representing 40% of the total diminishes), the BR income itself will increase by an equivalent amount (because the discount has ceased). However, the additional BR income generated will only earn Dover 20% of the total value (versus 40% when it was given as grant to cover the discount), because Dover's 40% share above its baseline will attract a 50% levy. However, by entering the pilot scheme, there may be other advantages that are yet to be quantified, and at the very least the additional rates generated as the relief diminishes will be retained 100% locally within the pilot scheme.

- The continued payment and funding of EZ relief, which has a significant impact on the budget, depends upon the level of EZ relief claimed at Discovery Park which, in turn, depends upon the extent to which occupancy at DP remains focused on smaller firms and units.
- The final date for qualifying for EZ Relief is 31st March 2018, and therefore, in subsequent years, EZ relief will start to reduce as the maximum 5-year claim period per business runs out.
- BR systems include programmes that assist in modelling and forecasting future BR income. The software suppliers have commented that they have not received information from government in good time on changes to the BR regime and the revaluations. As a result they are facing challenges to get all the required programmes and reports produced. The council relies on the accuracy of these programmes.

General Fund Service Expenditure by Cost Type

	2017/18 Original Budget	2017/18 Projected Outturn as at 31 Dec 2017	2018/19 Proposed Budget
	£000	£000	£000
Direct Expenditure			
Employees	12,923	12,911	13,935
Premises	1,592	1,693	1,644
Transport	191	212	205
Supplies and services	6,456	7,352	8,310
Third parties	8,165	9,164	9,558
Shared services	2,859	2,721	2,721
Transfer payments	37,538	35,814	35,293
Total Direct Expenditure	69,724	69,867	71,666
Direct Income			
Government Grants	(38,747)	(37,309)	(36,705)
Sales	(48)	(63)	(63)
Fees and Charges	(6,922)	(8,600)	(9,935)
Other Income	(6,354)	(6,431)	(7,924)
Total Direct Income	(52,071)	(52,403)	(54,627)
Central Support reallocation of costs	(318)	(541)	(520)
Special Revenue Projects	1,011	1,541	102
Vacancy Allowance & Employment Stability	(224)	-	(300)
Homelessness - Service Delivery Target	-	-	(200)
Shared services (DDC Hosted)	226	162	214
EKS Savings Target	(151)	-	(150)
Net Service Expenditure	18,197	18,626	16,185

GENERAL FUND KEY FIGURES - EXPENDITURE

	2016/17 Outturn	2017/18 Original Budget	2017/18 Projected Outturn	2018/19 Draft Budget	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Key Expenditure Figures:	£000	£000	£000	£000	£000	£000	£000
Employees:							
Basic	8,174	9,336	9,086	9,886	10,083	10,285	10,491
NI	877	965	941	1,019	1,039	1,060	1,081
Current year pension	1,150	1,399	1,369	1,502	1,532	1,563	1,594
Backfunding	1,627	1,550	1,550	1,610	1,686	1,762	1,839
	11,828	13,250	12,946	14,017	14,341	14,670	15,005
Major contracts:							
Refuse Collection	1,037	1,045	1,045	1,077	1,109	1,143	1,177
Recycling	966	1,035	1,035	1,066	1,098	1,131	1,165
Street Cleansing	1,505	1,541	1,541	1,588	1,636	1,685	1,735
Total Waste	3,508	3,621	3,621	3,731	3,843	3,958	4,077
Landscape maintenance	722	225	236	249	256	264	272
Balance of Third Party Payments ¹	1,555	912	1,469	1,557	1,604	1,652	1,701
	5,785	4,758	5,326	5,537	5,703	5,874	6,050

Notes¹ Excludes EKS Management Fees & WCLP**GENERAL FUND KEY FIGURES - INCOME**

	2016/17 Outturn	2017/18 Original Budget	2017/18 Projected Outturn	2018/19 Draft Budget	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast
Key Income Figures:	£000	£000	£000	£000	£000	£000	£000
Car Parking	(2,359)	(2,317)	(2,382)	(2,600)	(2,600)	(2,600)	(2,600)
Rent Income	(419)	(397)	(1,555)	(2,342)	(2,342)	(2,389)	(2,389)
Development Management	(706)	(655)	(655)	(715)	(715)	(729)	(729)
Building Control	(272)	(285)	(285)	(315)	(315)	(321)	(321)
Licensing	(268)	(247)	(254)	(210)	(210)	(214)	(214)
Green Waste	(224)	(223)	(235)	(248)	(248)	(248)	(248)
Land Charges	(230)	(220)	(98)	(98)	(98)	(98)	(98)
	(4,478)	(4,344)	(5,464)	(6,528)	(6,528)	(6,600)	(6,600)
Total Financing:							
Non-Domestic Rates	4,611	4,793	5,773	5,406	5,568	5,687	5,793
Revenue Support Grant	1,758	1,027	1,027	568	56	0	0
Council Tax	6,251	6,600	6,600	6,922	7,179	7,437	7,695
New Home Bonus	1,907	1,874	1,873	1,515	1,665	1,762	1,771
Other	(50)	(492)	(485)	(460)	(460)	(460)	(460)
Total Financing	14,477	13,802	14,788	13,951	14,009	14,426	14,800

Major Variances - 2018/19 Budget vs. 2017/18 Budget

	£000	£000
<u>Movement in Budget Requirement:</u>		
Total Budget Requirement in 2017/18		13,852
Total Budget Requirement in 2016/17		13,863
Reduction in Budget Requirement for 2017/18		(11)

Adverse / (Favorable)

£000 £000

Major Variances:**Corporate:**

Vacancy savings - increase in corporate target		(76)
Homelessness service delivery savings target		(200)
Increased income from Property Investment Strategy		(150)
Increased contingency to reflect high volatility of budget position		126
Recharges - net increase in recovery from outside General Fund		(486)
Increased investment returns from revised Treasury Management Strategy		(750)
		<u>(1,536)</u>

Reserve Transfers:

Special Projects & Events Reserve - new contribution to support future projects	400	
Dover Regeneration Reserve - new contribution to support LDF and planning appeals	185	
IT Equipment & Servers Resrve - increased contribution to support digital projects	57	
Periodic Operations Reserve - contribution to support waste contract renewal	25	
Business Rates & Council Tax Reserve - reduced use of reserve to cover collection fund deficit from 2017/18 to be recognised in 2018/19	127	
		<u>794</u>
Total Corporate and Reserve Transfers		(742)

Chief Executive:

Local Land charges - reduction in income anticipated from new VAT charges imposed on fees being charged for information		24
Print unit - Reduction in equipment rental as no longer using Neopost Mailer		(16)
		(63)
Development Mgmt Planning Fee income - additional income expected from fees, enforcement, etc.		
		<u>(55)</u>

Finance, Housing & Community:

EKS Management Fees savings based on 2017/18 costs		(137)
Homelessness - net increase in Emergency Accommodation costs after HB income, furniture storage reduction and recharged amounts		696
Pensions backfunding increase based on actuarial report		55
Net credit from Benefits Subsidy System reduction due to earlier exchange of information		50
Crime and Disorder - Increase due uncertainty about continued grant although some work is still intended for 18/19 funded from reserves		27
		<u>691</u>

	Adverse / (Favorable)	
	£000	£000
Major Variances:		
Environment & Corporate Assets:		
Dover Leisure Centre - reduced support to leisure provide due to new contract at Dover		(33)
New Tourism and Transports posts		85
Assets & Building Control increased costs due to restructure, offset by increased recharges to HRA & projects above		159
		(140)
Car Parks - Surface Paying - Increase income from new charging proposals as per Cabinet report		
Refuse Collection - Increase income from change to charges for replacement bins net of contract increase		(40)
		31
Governance:		
Corporate Health and Safety - increase due to the service being devolved from EKHR to the separate Authorities		50
Human Resources Trading Account - Increased cost due to change of process to charge other partner Authorities direct for EKHR backfunding rather than charging EKHR		40
		90
Total Major Variances		15
Minor Variances (numerous small variances) - net adverse		(26)
Total Variances		(11)
Changes in Funding:		
Business Rates:		
Additional Funding from Baseline Movement		(67)
Increase in Growth above Baseline	(1,254)	
Increase in Levy	627	
Levy Saving from Pooling - 2018/19 onwards	(162)	
Renewably energy retained (incl. recognition of prior year amounts)	(23)	
Collection Fund - decrease in deficit (offset by reserve use above)	(127)	
Variance in NDR Funding Level		(1,006)
Reduction in Enerprise Zone relief grant		515
Increase in renewable energy retained		(249)
Other:		
Revenue Support Grant - Reduction		459
Council Tax - Increase in tax base & rate charged		(322)
Council Tax Collection Fund Surplus - increased DDC share for 2017/18		95
New Homes Bonus - Decrease		359
Total Changes in Funding		(149)
Net Change in Deficit		(160)

FOUR YEAR REVENUE BUDGET FINANCIAL PROJECTION

Notes	2017/18 Projected Outturn £000	2018/19 Proposed Budget £000	2019/20 Forecast £000	2020/21 Forecast £000	2021/22 Forecast £000
1	14,909 Net Budget Requirement	13,852	13,852	13,852	13,852
	Corporate Adjustments				
2	- Salary inflation and increments including impact on National Insurance and Pensions		255	514	776
3	- Pension Backfunding (Triennial Valuation from 17/18)		81	165	254
4	- Contract inflation @ 3% plus allowance for renewals		251	795	1,848
5	- Average expenditure inflation impact from non-specifically budgetted income item		166	350	523
6	- Average income inflation impact		-152	-439	-748
7	Total Inflation Adjustments		600	1,385	2,653
8	- Property Investment Income Target		-100	-200	-300
9	- Homeless Savings Target		-150	-250	-250
10	- Reduced transfer to earmarked reserves		-200	-400	-400
11	- Target Savings & Income Growth		0	0	-750
12	0 Total Corporate Adjustments	0	-450	-850	-1,700
	14,909 Total Forecast Budget Requirement	13,852	14,002	14,387	14,805
	Financed By :-				
	Non-Domestic Rates Income Detailed modelling of forecasts undertaken Collection fund deficit one-off in 2018/19 only Business growth in the district				
13	4,520 Non-Domestic Rates Income	4,443	4,853	5,036	5,179
14	-728 Collection Fund Distribution	-601			
15	Collection Fund Distribution reserve offset removed		-601	-601	-601
16	1,253 Enterprise Zone Relief & Renewable Energy Retained	963	716	652	614
17	1,027 Revenue Support Grant (reduced by 45% & 90% as per 4 year settlement. Assumed "negative" from 2020/21)	568	56	0	0
18	236 Collection Fund Surplus	141	141	141	141
	Council Tax Income Tax increase (£4.95 annual increase) Base increase (1% per annum)				
19	6,607 Total Council Tax Income	6,922	7,179	7,437	7,695
20	1,873 New Homes Bonus (reducing from 5 years to 4 years from 2018/19)	1,515	1,665	1,762	1,771
	14,788 Total Financing	13,951	14,009	14,426	14,800
21	121 NET (SURPLUS) / DEFICIT	-99	-7	-39	5
	Impact on Reserves :-				
	Projected General Fund Reserves				
	-2,533 Opening balance	-2,412	-2,511	-2,518	-2,557
22	-2,412 Closing Balance	-2,511	-2,518	-2,557	-2,552

**THREE YEAR REVENUE BUDGET FINANCIAL
PROJECTION**

Notes

- 1 The net budget is taken from the 2018/19 budget at Annex 1.
- 2 Increased salary costs reflect assumed inflation at 2% pay settlement for the planning period.
- 3 Pension backfunding reflects the increases in backfunding required by the fund actuaries based on the current triennial valuation.
- 4 Inflation on major contracts has been assumed at 3% for the planning period.
- 5 Inflation on all other expenditure will aim to be limited to the current budget level, however a small allowance of 2% has been forecast to allow some limited growth.
- 6 Increases in general income received (excluding specifically budgetted items such as car parking) assumed at 2% inflation.
- 7 Total adjustments due to inflation and associated costs.
- 8 Target increased income from Property Investment Strategy
- 9 Target expenditure savings Homeless service changes
- 10 Reduced transfer to earmarked reserves
- 11 Target savings required.
- 12 Total corporate adjustments
- 13 Forecast NDR funding, including impact of inflation & assumptions for business growth.
- 14 Redistribution of NDR Collection Fund year-end balances.
- 15 The 2017/18 budget includes one-off reserve funding to offset the impact of the 2015/16 NDR Collection Fund deficit, this has been removed from future years.
- 16 Enterprise Zone relief & renewable energy grant anticipated based on current forecasts.
- 17 The draft settlement as indicated in Dec 2016 by DCLG for future years.
- 18 The collection fund surplus is distributed to the precepting authorities pro rata to their share of the precepts.
- 19 Council Tax is forecast to increase by £4.95 per annum for the rest of the planning period. A 1% per annum increase in the tax base has also been assumed.
- 20 New Homes Bonus reduced to 4 year payments from 2018/19, with a minimum delivery of 0.4% growth.
- 21 Forecast (surplus) / deficit.
- 22 Forecast General Fund Balance.

OFFICE OF THE CHIEF EXECUTIVE

The Chief Executive is the Head of Paid Service and leads the Corporate Management Team. The main service areas within his cost centres are summarised below.

LEADERSHIP SUPPORT

This team is mainly concerned with the formulation of policy and strategy, in particular the development and delivery of the Health and Wellbeing agenda (and supporting other Districts to roll out the agenda) including Public Health liaison. It also includes corporate planning, supporting strategic and operational consultations and engagement and production of the annual State of the District. The team also supports the Corporate Management Team and the Executive, through project based work, CMT and Leadership Forum co-ordination and attendance.

In addition, the team includes Design Studio services enabling in house design, photography and video, Print Unit services for in-house printing and Mail Room services plus ensuring the Council's brand and corporate identity are adhered to in all communications. Both the Print Unit and Mail Room also support partner organisations.

DEVELOPMENT MANAGEMENT

The section's principal functions are:

Development Management (Regeneration Projects)

- Contribute to the realisation of major projects and other significant schemes, including resolution of any conflict between corporate aspirations and planning principles and policies, collaborative working and project management.

Development Management (General / Other)

- Processing of planning and other formal applications submitted under the Town and Country Planning Acts and making determinations in accordance with policies and other material considerations and taking account of performance indicators;
- Negotiations to resolve conflict and secure better quality developments;
- Reporting applications to Planning Committee in accordance with the provisions of the Constitution;
- Responding to requests for fee-earning pre-application advice and discussion;
- Responding to other informal letters, e-mails or telephone enquiries about a wide range of matters and land charge enquiries;
- Seek to protect and enhance our heritage and environment, including settlements, buildings, and landscapes;
- Managing change so that it both complements and underpins the long term viability of the district;
- Promoting good urban design throughout the District;
- Responding to appeals against the refusal of applications, the imposition of conditions or the failure to determine applications, including the preparation and giving of evidence at informal hearings and public inquiries;
- Investigation of breaches of planning control and monitoring of development, including responding to concerns raised by interested parties, and the taking of formal enforcement action in appropriate cases; and

- Support the Regeneration Delivery Section's work on the Local Plans, Supplementary Planning Documents and other issues

The section seeks to meet Government performance indicators (NIs) relating to decision times on planning applications. There remains a heavy workload on corporate and other challenging applications and a delicate balance must be maintained between this and available staff resources.

Local Land Charges

The section is responsible for local land charges. Duties include the maintenance of the Local Land Charges Register, liaison with other departments regarding the correct registration and removal of charges, acceptance, compilation and return of local land charges searches and liaison with departments for replies associated with personal searches. The Land Charges team maintains comprehensive background records of charges recorded within the Land Charges Register.

REGENERATION DELIVERY

Development Plan and Implementation

This Section brings together the Development Plan work that sets out the future of the District. Up until recently it has been focussed on the delivery and implementation phase of the District Council's Core Strategy, Land Allocations Local Plan, Heritage Strategy and the Council's regeneration activities as a landowner.

The primary focus for the team is to now prepare a District Local Plan. This will involve undertaking an assessment of the areas of land that have come forward for development under the 'Call for sites', refreshing Dover Transportation Study, developing a Deal Transportation Model, preparing a Retail and Leisure Study, Gypsy and Traveller Study, Green Infrastructure Strategy.

The Council's existing Adopted Core Strategy establishes the Council's objectives and policies for the future pace, scale, location and quality of development over a 20 year period (up until 2026) and is closely allied to the Corporate Plan and Community Strategy. The production of a Local Plan involves information gathering, monitoring and research. The implementation of the Local Plan is reported each year in the form of an Authority Monitoring Report.

In order to continue with the momentum that is being generated from the St. James's redevelopment and the forthcoming Dover Western Docks Revival Project, the Section has been working with Consultants to prepare a masterplan for the Dover Waterfront area and a Public Realm Strategy. Other work in the Section includes providing Landscape and Ecology advice, monitoring the payment of S106 Agreements, processing Listed Buildings applications and the implementation of the District Council's Heritage Strategy by empowering local groups to prepare Conservation Area Character Appraisals.

The Section promotes the Council's interests and is deeply engaged in the District regeneration agenda. It is also heavily involved in supporting the Council's major regeneration projects and related research, strategies and corporate priorities that are carried out by other services e.g. the delivery of strategic housing and the relocation of the Dover leisure centre provision and plans for the Commonwealth War Memorial.

The overall objective is to bring focus to the Council's regeneration activities and concentrate resources where they can be most effective in bringing success whilst being prepared to respond to appropriate opportunities where they arise outside the identified programme.

Landowner Projects

The section also has responsibility for assisting with developing and promoting regeneration projects where the Council has a land interest (for example the Commonwealth War Memorial). This will involve negotiating, agreeing and overseeing development agreements with the Council's developer partners and helping to steer projects through either the Local Plan or planning application processes.

ELECTORAL SERVICES

Elections - The Elections Service is responsible for the organisation and conduct of European, Parliamentary, County Council, District Council and Parish Council elections within the district and has responsibility for the Police and Crime Commissioner Elections for Kent. The costs incurred in the conduct of elections are met by the body concerned.

Electoral Registration - The section is responsible for the compilation and maintenance of the Register of Electors including special category electors and absent voters. Electors should register as soon as they move and there is the facility to do this electronically. In addition, an annual household canvass must be undertaken to ensure that the register is up to date. Some Boundary review work and the implementation of those changes are also carried out within the team. The Council is obliged to appoint an officer of the Council to act as Electoral Registration Officer and to meet costs properly incurred in undertaking their statutory duties. The officer then acts as Acting Returning Officer at Parliamentary Elections and the Local Returning Officer at European Parliamentary Elections.

Service Summary		Budget 2018/2019				
Chief Executive		Costs controlled by Head of Service				
		FTE	Employees	Other Costs	Income	Sub-tot
C3300	CHIEF EXEC ADMIN TRADING ACCT	2.0	213,280	5,510	-	218,790
A1170	NON SERVICE SPECIFIC WORK	0.0	3,550	69,420	-	72,970
A1171	HEALTH PROJECTS	0.0	-	3,000	-	3,000
Total Corporate Resource		2.0	216,830	77,930	-	294,760
A5001	UNAPPORTIONABLE OVERHEADS (Print Unit)	0.0	-	(1,420)	-	(1,420)
C3030	MAIL ROOM TRADING ACCOUNT	2.0	78,940	19,870	(42,370)	56,440
C3050	PRINT UNIT TRADING ACCOUNT	0.0	-	49,560	(35,000)	14,560
C3331	DESIGN STUDIO	2.0	89,660	15,460	-	105,120
C3336	POLICY & LEADERSHIP SUPPORT	2.0	138,730	1,240	-	139,970
C5020	PHOTOCOPIERS HOLDING ACCOUNT	0.0	-	34,730	(46,740)	(12,010)
C5060	MAIL ROOM POSTAGE ACCOUNT	0.0	-	86,000	(86,000)	-
Total Policy & Leadership Support		6.0	307,330	205,440	(210,110)	302,660
B5000	LOCAL LAND CHARGES	0.0	120	22,410	(196,000)	(173,470)
C3745	HEAD OF INWARD INVESTMENT	0.9	94,240	3,280	(16,160)	81,360
C3760	REGENERATION DELIVERY TRADING	11.0	531,550	27,980	(49,530)	510,000
C3770	DEVELOPMENT MANAGEMENT TRADING	27.1	1,167,840	38,310	(12,000)	1,194,150
C5240	PLANNING DELIVERY GRANT	0.0	3,000	3,000	-	6,000
H2030	CONSERVATION & HERITAGE	0.0	-	470	-	470
H3000	DEVELOPMENT MANAGEMENT	0.0	-	142,440	(733,800)	(591,360)
H3080	NATIONAL INFRASTRUCTURE PROJ	0.0	-	-	(13,530)	(13,530)
H4000	DOVER DISTRICT DEVELOPMT PLAN	0.0	-	1,050	-	1,050
L4010	OTHER REGENERATION PROJECTS	0.0	-	70	-	70
L4095	AYLESHAM DEVELOPMENT	0.0	-	52,000	(52,000)	-
L5000	ECONOMIC DEVELOPMENT	0.0	-	3,750	-	3,750
L5640	WATERFRONT DEVELOPMENT	0.0	-	30,100	-	30,100
Total Regeneration & Development		39.0	1,796,750	324,860	(1,073,020)	1,048,590
B4100	POLICE & CRIME COMM-POLICE ARO	0.0	-	20	-	20
B4500	ELECTORAL REGISTRATION	0.0	950	95,300	(510)	95,740
C3304	ELECTORAL SERVICES	5.5	237,520	1,430	(64,460)	174,490
Total Electoral Services		5.5	238,470	96,750	(64,970)	270,250
		52.5	2,559,380	704,980	(1,348,100)	1,916,260

DIRECTOR OF GOVERNANCE

The Director of Governance is responsible for a number of service areas that help support strong governance across the Council. The significant service areas in terms of income and expenditure are summarised below.

MONITORING OFFICER

As Monitoring Officer, the Director of Governance is responsible for delivering his statutory responsibilities to the District Council under the Local Government and Housing Act 1989, supporting the Governance Committee and the District Council and 35 Town and Parish Councils in relation to Member Code of Conduct matters, including considering any complaints against District, Town and Parish Councillors.

DEMOCRATIC SERVICES

Members

The section provides support to all members of the Council. They service all committees of the Council, provide support for the scrutiny function, administer the councillors' remuneration and allowances scheme, co-ordinate training and development and provide equipment to enable the councillors to carry out their democratic role as elected representatives of the community.

Chairman and Leader of the Council

The section provides secretarial and administrative support to the Leader of the Council and the Chairman of the Council. In addition, events organised by the Chairman to commemorate such events as Merchant Navy Day, Armed Forces Day and Commonwealth Day are organised by the section.

ENVIRONMENTAL HEALTH

This service is fundamentally divided into two key areas each covering a broad range of functions:

Public Protection

The principal functions for this team include:

- **Food Safety and Hygiene Control** - the Council undertakes visits and inspections of food establishments on a programmed, risk rated basis to ensure that appropriate standards of food hygiene are maintained. It also operates the National Food Hygiene Rating Scheme throughout the area, investigates complaints of unsound food / unhygienic premises and applies infectious disease controls.
- **Health and Safety at Work** - the Council is responsible for investigating accidents (including fatalities) and dangerous occurrences in premises such as offices, shops, warehouses and clubs. A risk-based, targeted and proportionate approach to interventions and enforcement is utilised when ensuring compliance with the relevant Acts and Regulations.

- **Port Health** - the Port Health function includes inspections of vessels that enter the Port, such as cross channel ferries and cruise ships, to ensure that food hygiene standards are maintained. Certain imported foodstuffs are also identified, examined and sampled when necessary to ensure compliance with food safety regulations. Additionally ferries, cruise and cargo ships are inspected when requested to issue Ship Sanitation Certificates to demonstrate that such vessels are free from pests.

Environmental Protection

The principal functions for this team include:

- **Pollution Control** - the primary aim of the service is to facilitate acceptable standards for those living, working or visiting the district in respect of air, land and water quality. In particular, the team has a key role in fulfilling the Council's statutory duties in relation to Air Quality Management, Contaminated Land and Drinking and Bathing Water Quality.
- **Environmental Protection** - the team responds to service requests relating to a range of public health and environmental issues. There is a statutory duty to investigate potential statutory nuisances, which include noise (from commercial and domestic premises, burglar and car alarms etc.), dust, smoke (e.g. bonfires), odours, fumes, animals, etc. In addition, service requests relating to matters including drainage, rodents, accumulations on private land, filthy and verminous premises and dark smoke from industrial/commercial premises are also responded to. The team also oversee the provision of burials undertaken under relevant Public Health legislation.
- **Pest Control** - the team manages the pest control service, which is provided by Cannon Pest Control who offer competitive rates for Dover District Council Residents.

ENVIRONMENTAL CRIME

The principal focus of this team area is to tackle environmental crimes including:

- Littering
- Dog Fouling
- Stray Dogs
- Fly tipping
- Trade waste
- Accumulations of rubbish

A small team of uniformed and non-uniformed staff, combined with an external contractor (as from April 2017) seek to promote behavioural change through a range of enforcement and educative activities with the aim of creating a cleaner, safer and greener environment. The work of the team is supplemented and enhanced by partnership working with Kent Police, KCC, Parish Councils etc.

LOCAL LICENSING AND REGISTRATION

The Council is responsible for the issuing and enforcement of local licences including:

- **Alcohol, public entertainment and late night refreshments,**
- **Gambling,**
- **Animals** - boarding and breeding establishments, Riding establishments, Zoo's, Pet Shops, Dangerous Wild animals
- **Beauty Treatments** – Tattooing, Piercing etc.
- **Hackney carriage (Taxis) and Private hire operators, drivers and vehicles.**

CORPORATE SERVICES

This section is responsible for a number of corporate services of which the main areas are:
Provide **insurance cover** for the Council's assets and liability risks and administer all insurance claims

Emergency Planning - working with KCC, fulfilling the Council's duty as a Category 1 responder to act with the emergency services to provide humanitarian support during an emergency situation;

Monitor, report and comment on the Council's **performance** and benchmark to other authorities where possible to measure efficiency and value for money;

Contribute to **the Delivering Effective Service** Reviews - conduct internal business reviews of the Council's service departments to improve efficiency and work with external agencies during inspection periods

Provide Corporate **Digital Services** across the Council to develop and support a range of corporate and departmental IT systems projects

Administer **all Freedom of Information and Data Protection** requests responding to FOI requests within the time constraints laid down by the Information Commissioner; ensuring that any personal customer information held by the Council is protected and not passed to a third party. This includes preparing for the new General Data Protection Regulations which will be introduced on 25 May 2018

Administer **complaints** made against the Council and Members- investigating and resolving complaints which have not been agreed between the customer and the service department and liaising with the Local Government Ombudsman on any issues which have been referred to them;

Risk Management - identification and mitigation of key corporate and project risks; maintain the Risk Registers and conduct risk assessments

Business Continuity - The development and maintenance of procedures to maintain the Council's key services during a disaster situation where the offices, systems or staff are not available;

Administer **RIPA** (Regulation of Investigatory Powers Act) and **SPOC** (Single Point of Contact applications) – ensure that any surveillance work is properly authorised in accordance with legislation

Equality and diversity - act as the central point of reference to promote and advise on equality issues throughout the Council's services

Provide **project management** support to corporate projects and initiatives

Administer the Council's **document retention** scheme
Administer the **National Fraud Initiative** system
Provide other corporate services such as the **Governance Assurance Statement, Disclosure of Interests**
Act as the **Client Officer for EKS ICT**
Manage and promote the digital services improvements across the Council
Manage the Council's website and provide automated service facilities
Participate in **Job Evaluation** Exercises as required.
Administer the **Employment Management** Scheme
Maintain **CMT agendas** and supporting documents

LEGAL SERVICES

This section is responsible for providing a full legal service to the Council. This includes corporate and service specific legal advice, together with legal support to the Monitoring Officer and legal advice and support to the Executive and all Committees of the Council. Some of the specific areas of a legal practice are planning law, conveyancing, employment law and support for the Council's regulatory functions (including both civil and criminal court work). The Legal team continues to be heavily involved in supporting the regeneration agenda and advising on numerous matters including ongoing development of Dover Town Centre and the delivery of a new leisure centre in Dover.

EAST KENT HUMAN RESOURCES (EKHR)

Human Resources – this Council is the host Authority for the East Kent HR Service that is a shared service governed under a Joint Committee arrangement (East Kent Services Committee) and shared with Canterbury and Thanet Councils. EKHR also provide HR services to East Kent Housing. The leadership of this service is delegated to the Director of Collaborative Service who is also the Director of East Kent Services. The service is responsible for advising on HR matters including recruitment, retention, absence management, and disciplinary and grievance matters.

Payroll – EKHR also provides and manages a full Payroll provision for the Council and the other partner councils in the shared arrangement. This payroll service includes payment of staff, statutory and other deductions, production of interfaces to the general ledger, the production of statutory returns and liaison with statutory bodies. System security is managed within the team for all users.

Pensions - the employer level pension function is administered in conjunction with the administering body, Kent County Council, developing employer scheme discretions and management and staff information.

Service Summary		Budget 2018/2019				
		Costs controlled by Head of Service				
Governance		FTE	Employees	Other Costs	Income	Sub-tot
C3330	DIRECTOR OF GOVERNANCE	1.8	152,890	3,740	-	156,630
Total Director of Governance		1.81	152,890	3,740	-	156,630
C3940	HEAD OF REGULATORY SERVICES	1.4	110,760	5,340	-	116,100
C3945	CORPORATE HEALTH & SAFETY	1.0	52,130	580	-	52,710
C3960	LICENSING ADMIN TRAD ACCOUNT	5.0	173,440	8,610	-	182,050
C3980	ENVIRONMENTAL HEALTH	10.5	546,730	25,970	-	572,700
C3990	ENVIRONMENTAL CRIME	4.6	164,350	16,820	-	181,170
E1000	FOOD SAFETY AND HYGIENE	0.0	-	18,350	-	18,350
E1300	PEST CONTROL	0.0	-	100	-	100
E1430	ENV PROTECTION ENFORCEMENT	0.0	5,500	30,060	(19,200)	16,360
E1500	PORT HEALTH	0.0	7,000	5,150	(26,340)	(14,190)
E2010	LICENSING	0.0	-	-	(94,950)	(94,950)
E2015	MISCELLANEOUS LICENSING	0.0	-	5,000	(17,330)	(12,330)
E2020	GAMBLING ACT 2005	0.0	-	-	(17,060)	(17,060)
E2030	HACKNEY CAR & PRIVATE HIRE	0.0	-	11,970	(80,260)	(68,290)
E2100	DOG CONTROL MEASURES	0.0	-	13,250	(2,300)	10,950
E2190	ENVIRONMENTAL CRIME	0.0	-	96,730	(104,500)	(7,770)
Total Environmental Enforcmnt & Prot		22.48	1,059,910	237,930	(361,940)	935,900
B1500	EMERGENCY PLANNING	0.0	17,000	16,940	-	33,940
C3335	CORPORATE SUPPORT TRADING ACCT	9.0	453,660	33,580	(8,000)	479,240
Total Corporate Support		9.00	470,660	50,520	(8,000)	513,180
A1161	CHAIRMAN'S ACCOUNT	0.0	-	10,050	-	10,050
A1165	MEMBERS ACCOUNT	0.0	7,490	291,580	(3,250)	295,820
C3301	DEMOCRATIC SERVICES	4.0	172,800	10,880	-	183,680
Total Democratic Services		4.00	180,290	312,510	(3,250)	489,550
C3540	LEGAL TRADING ACCOUNT	9.7	559,450	37,940	(71,190)	526,200
C5045	LEGAL FEES HOLDING ACCOUNT	0.0	-	30,000	-	30,000
Total Legal		9.68	559,450	67,940	(71,190)	556,200
C3000	HUMAN RESOURCES TRADING ACCOUNT	0.0	123,240	540	-	123,780
Total Human Resources (DDC)		0.00	123,240	540	-	123,780
		46.97	2,546,440	673,180	(444,380)	2,775,240

DIRECTOR OF FINANCE, HOUSING AND COMMUNITY

The Director of Finance, Housing and Community is responsible for the following main service areas.

FINANCE

Accountancy

The Accountancy team is responsible for the General Fund revenue accounts, the capital budget, the Housing Revenue Account, supporting the Property Investment Strategy and technical matters such as VAT and Treasury Management.

Although the team is responsible for a range of tasks, the main focus is on co-ordinating and consolidating the revenue and capital budgets, producing the Medium Term Financial Plan, producing budget monitoring reports, producing the final accounts, completing statutory and other returns (including VAT), treasury management and supporting value for money achievement. The team also supports budget managers, CMT and Members through the provision of financial advice in relation to budgets, property investment, service reviews, the Employment Management process, projects, reports with financial implications, partnership working and associated matters.

Procurement, Creditors and Income

The Procurement team provides support to the Council in achieving best value, complying with its constitution, EU and other legislation and procurement best practice. The team is responsible for the procurement infrastructure, including managing and upgrading the system for requisitioning and raising orders, negotiating of contracts and catalogues and updating guidance and contract standing orders. They also maintain the Contracts Register, publish Supplier Spend data and administer the Procurement Card scheme.

The Creditors team are responsible for the accurate and timely processing of approved invoices, managing the payments process and producing the monthly returns to HMRC for the Construction Industry Scheme.

The Income team are responsible for the reconciliation of income receipts, updating the daily cash records and reconciling all entries to the bank statements. They also set up sundry income invoices for the Authority and manage rechargeable works.

East Kent Audit Partnership

This Council is the host of the East Kent Audit Partnership and therefore the team forms part of the directorate. The service delivers an agreed annual internal audit plan, undertakes special investigations and reports to the s151 Officer and also independently to the Governance Committee.

EK SERVICES¹

The Director of Finance, Housing and Community, working with other DDC colleagues, acts as the lead client for the following services which transferred to EK Services (EKS) in February 2011 and are provided jointly for Dover, Thanet & Canterbury under a joint committee arrangement, the East Kent Services Committee (EKSC). The services are fully delegated to the EKSC who in turn have delegated the full responsibility for the service to the Director of Shared Services who is also responsible for the EKHR service. EKS provides the following services to Dover Council and the other partner councils in the shared arrangement:

Revenues

Council Tax has to be calculated, billed and collected for over 51,875 dwellings within the district. Council Tax includes monies billed and collected for Dover District Council, Kent County Council, The Police & Crime Commissioner for Kent, Kent and Medway Fire and Rescue and the district's town and parish councils. The service target is to collect 97.65% of Council Tax in the year.

Business Rates / Non Domestic Rates (NDR) also have to be calculated, billed and collected for around 4,000 businesses in the district. NDR is distributed by the council to the Government, KCC, Police, Fire and Rescue. The service target is to collect at least 98.10% of NDR by end of financial year.

Any shortfall in revenue collection continues to be collected or attempted to be collected beyond the end of the financial year.

Benefits

The service anticipates that it will pay out benefits and financial assistance to nearly 2,800 council tenants, over 5,500 private tenants and more than 9,600 council tax payers.

Under the Universal Credit initiative, responsibility for Housing Benefit administration for working age customers will start to move to the Department for Work and Pensions (DWP) under a 5 year timetable between 2017 and 2022. Universal Credit Full Service begins in May 2017, and the Benefits Service will work closely with the council and DWP on this transfer.

Customer Services

Customer Services provides on-line, telephone, and face to face service delivery for all customers.

The service is seeking to increase the level of electronic service provision and self-service by customers. Innovation around electronic service provision for the council as a whole, seeking to drive through efficiency and service transformation, will be integrated with coordination of the Local Land and Property Gazetteer. In addition, the service will continue to develop our website and further develop customer accounts to enable increased self-service and reduced paper transactions.

¹ The information for EKS relates to the current position for the area. This information will be updated subject to changes awaiting consideration and approval by the East Kent Services Committee. This section will be updated for the final version based on the recommendations from that process.

ICT

The ICT service provides a strategic and operational technology service to the council under an agreed service level agreement working alongside the Council's digital team. This includes support to desktop facilities for officers and councillors by the provision of a service desk that is open 8am – 6pm during the working week; the provision and maintenance of the local and wider area network supporting the main council office and remote sites, and infrastructure in terms of the data centre and associated servers and storage. This service also supports existing business systems and works with the digital team on the implementation of new business systems.

A Geographical Information Systems (GIS) service is provided that maintains the existing GIS platforms, the Local Land and Property Gazetteer, and provides a GIS development service. Software development, technical business analysis and system testing services are also provided.

New opportunities are assessed and a seven year technology renewal plan is in place. A project management service is provided and also support to the Dover SIRO for information governance and compliance matters. ICT work closely with Dover District Council's procurement team to ensure that any hardware or technology systems that are purchased by the council are centrally managed by the ICT teams to ensure compliance with various national and local protocols such as Public Service Network compliance. ICT have a dedicated network and infrastructure security team who work closely with the Council Senior Information Risk Officer (SIRO) to ensure the councils information and systems remain secure.

COMMUNITY SERVICES

Community Engagement

The Communications & Engagement Team develops and manages relationships between Dover District Council, the community and external stakeholders. Taking a project/campaign based approach to the proactive delivery of Council services the department is responsible for Strategic Partnerships, Community Engagement, Public Relations & Marketing, Events, and External Funding to support social investment. The department has a cross-cutting agenda with other Council departments and services. There will be a clear entry and exit strategy with regards to the team's projects and campaigns, and these will be clearly aligned with DDC's Strategic Priorities.

Community Safety

Dover District experiences low levels of crime and is consistently in the bottom quarter of reported crime levels in Kent. The Council manages the Dover District Community Safety Partnership (CSP), a group of agencies including Dover District Council, The Police & Crime Commissioner for Kent, Kent County Council, the Kent Fire and Rescue Service, the Probation Service and the local Primary Care Trust. The Kent Police and Crime Commissioner funds this partnership. The CSP has challenging targets for achieving reductions in reported crime and anti-social behaviour.

The Partnership also funds many initiatives across the district, tackling community safety issues identified by our communities.

Anti-Social Behaviour Unit (ASB)

The Council's Anti-Social Behaviour Unit was established in November 2004 to tackle anti-social behaviour across the district. This has now evolved into the Community Safety Unit run jointly with Kent Police and staffed by personnel from DDC, Kent Police and KCC. The Community Safety Unit works closely with other DDC departments, especially Environmental Health, East Kent Housing and other relevant agencies to tackle ASB and community safety issues across the district.

The Council is continuing to embed crime reduction activities in all its services (the Section 17 Project).

The division is also responsible for DDC's approach to Safeguarding issues (Child and Adult Protection), the Disclosure and Barring Service (previously known as CRB) policy and conducting DBS checks on behalf of the Licensing Section.

CCTV

The Council's CCTV system comprises a mixture of dome cameras and "shoe-box" type cameras with 23 cameras located in Dover, 17 in Deal and 9 in Sandwich.

The cameras are monitored and maintained by a team of CCTV operators based at a dedicated Control Centre, which is a restricted and secure centre, operated in accordance with Home Office Guidelines with access strictly controlled. All our CCTV Operators have undergone formal training and achieved a recognised qualification in the operation of CCTV.

The team works closely with the police, other law enforcement agencies, Dover/Deal/Sandwich Partnerships against Crime, the Town Centre Crime Reduction Group and DDC's Community Safety Unit to reduce crime, and the fear of crime throughout the district.

The performance of the unit is reported upon on an annual basis following an independent audit of the section's activities and this report is in the public domain.

STRATEGIC HOUSING

Housing Strategy

The Council's Strategic Housing service is responsible for developing an effective strategic approach which will help meet the housing needs in the district and contribute to the development of sustainable communities.

Strategic housing includes housing strategy and enabling, housing needs, including homelessness prevention, and the private sector housing functions, as well as functions carried out by the Council's Planning service and its Property Services section.

The Strategic Housing service is also responsible for monitoring East Kent Housing, the Arms Length Management Organisation set up to provide landlord services delegated to it by the Council and three other East Kent councils.

Housing Strategy and Enabling

The strategic housing function plays an important role in enabling the provision of affordable housing in the district. In the past this had been solely through partnership working with other affordable housing providers such as Housing Associations.

In 2016/17 government provided funding to Council's identified as having a higher than normal number of second homes. Under this Community Housing Fund (CHF) initiative the council received just over £500k to enable community-led housing development. Recruitment to a new temporary post of Community Housing Programme Manager was approved and an appointment has recently been made. The new post will be responsible for promoting and managing the CHF programme and enabling community organisations to bring forward housing projects.

The service plays an important role liaising with other Council services such as Development Management, Regeneration Delivery and Corporate Property Services as well as external agencies such as the Homes & Communities Agency so as to secure new affordable housing in the district.

The service also provides input into a number of key partnerships which aim to deliver improved housing services both county wide and locally. These include:

- Kent Housing Group
- Kent Joint Planning & Policy Board
- PFI Project Boards: Better Homes Active Lives & Excellent Homes For All

Housing Needs

The Housing Needs team is responsible for ensuring social housing is allocated in accordance with statutory guidance, providing advice on housing options and dealing with homelessness in accordance with statutory duties.

The Housing Register is maintained by a small team of Allocations Officers. Social rent homes are currently let through a 'choice based lettings' system. The system is procured through a partnership of Kent district councils and housing associations with housing stock in the district. DDC is currently the lead partner and hosts the partnership manager. A recent re-procurement of the choice based lettings IT system has resulted in an enhanced system at lower cost.

The Housing Options team, overseen by a Senior Housing Options Officer, provide advice and assistance to anyone who is homeless or potentially homeless.

The Council's strategic approach to addressing homelessness is set out in the East Kent Homelessness Strategy 2014-2019 developed in partnership with Shepway, Canterbury and Thanet District Councils. This led to the establishment of a new Dover district Homelessness Forum which meets quarterly to share intelligence and good practice and monitor the delivery of the strategy.

Private Sector Housing

Services provided by the Private Sector Housing team comprise:

- Tackling rogue landlords and improving the private rented sector through legal/formal action to require owners/landlords meet the minimum Health and safety requirements laid down in the Housing Act 2004 and requirements of other regulations.
- The licensing of Houses in Multiple Occupation.
- The provision of Mandatory Disabled Facilities Grants and other discretionary grants and loans to adapt homes for independent living.
- The provision of financial housing assistance to vulnerable owner occupiers living in substandard homes.
- The licensing of Caravan Sites.
- Bringing empty homes back into use

Most enforcement work relating to housing conditions takes place in Dover where a significant proportion of the housing stock is in poor condition due to its age and where there are relatively high numbers of privately rented properties.

The service has been very successful over the years in bringing long term empty properties back into use. It works closely with external agencies on partnership projects which provide funding to bring empty derelict property back into use.

The service also works in partnership with other agencies and organisations to deliver projects aimed at improving the condition of the housing stock in the district.

The team is also engaged in working in partnership with KCC and the CCG to identify and address health issues associated with poor housing conditions.

EAST KENT HOUSING

Dover District Council is the major social landlord in the district. As at 31 December 2017 it owned a stock of 4,317 dwellings comprising 2,730 houses and bungalows and 1,607 flats and maisonettes.

On 1 April 2011 the Council delegated the provision of day to day housing management services to East Kent Housing, an Arms Length Management Organisation (ALMO), set up jointly with Shepway, Thanet and Canterbury councils.

Ownership of the stock remains with the Council and East Kent Housing manages and maintains the stock under the terms of a Management Agreement with the Council for which it receives a management fee funded from the Housing Revenue Account.

A primary aim behind the decision to set up East Kent Housing (EKH) was to improve the quality of services provided to tenants. EKH is required to produce an Annual Delivery Plan and to provide the Council with regular performance management reports.

EKH continues to be involved in the implementation of a new single, housing management IT system which had been identified as enabling the delivery of significant financial efficiencies and service improvements. The project is being funded by loans provided by the four council owners with the expectation that the loan will be repaid from the financial savings achieved.

Service Summary		Costs controlled by Head of Service				
Finance, Housing & Community		FTE	Employees	Other Costs	Income	Sub-tot
C3310	DIRECTOR OF FINANCE, HSG & COM	1.0	122,510	3,970	-	126,480
Total Director Of Finance, Housing & Community		1.00	122,510	3,970	-	126,480
C3500	ACCOUNTANCY TRADING ACCOUNT	9.1	473,180	56,490	(34,330)	495,340
C3020	PROCUREMENT, CREDITORS & INCOME	7.1	286,870	24,510	(97,450)	213,930
C5010	OFFICE TELEPHONES HLDG ACCOUNT	0.0	-	28,000	(28,000)	-
A1070	SPECIAL FEES AND PAYMENTS	0.0	-	75,640	(4,500)	71,140
A1075	TREASURY MANAGEMENT	0.0	-	14,900	-	14,900
A5000	BCKFNDNG & OTHER PENSION COSTS	0.0	2,086,090	730	(62,970)	2,023,850
B1600	GRANTS TO VOLUNTARY ORGS	0.0	-	244,910	-	244,910
Total Finance		16.17	2,846,140	445,180	(227,250)	3,064,070
C3995	COMMUNITY AND ENGAGEMENT	10.2	474,840	14,390	(4,610)	484,620
A1050	CORPORATE PRESS & PUBLICITY	0.0	-	33,650	-	33,650
E2200	CCTV	3.0	102,770	63,180	(3,340)	162,610
E8700	CRIME AND DISORDER	1.0	35,750	2,090	(2,030)	35,810
M1520	REGEN OFFICER AYLESHAM	0.0	13,150	4,500	(17,650)	-
M1575	INSPIRE FUND	1.0	11,240	-	-	11,240
M1576	AYLESHAM GARDEN VILLAGE	0.7	4,020	110	(4,130)	-
M2600	SPORTS STRTGY, IMPLMTN & GRNTS	0.0	-	4,500	-	4,500
M4000	ANTI-SOCIAL BEHAVIOUR	0.0	-	10,940	(30,000)	(19,060)
Total Community Engagement		15.92	641,770	133,360	(61,760)	713,370
C3360	HOUSING ADMIN TRADING ACCOUNT	1.0	81,040	1,690	(17,000)	65,730
C3855	HOUSING NEEDS TRADING ACCOUNT	12.2	458,620	5,600	(8,130)	456,090
C3857	KENT HOMECHOICE	1.0	46,450	205,470	(262,010)	(10,090)
M1000	HOMELESSNESS	0.0	-	1,461,800	(556,170)	905,630
M1050	RENT DEPOSIT SCHEME	0.0	-	20,000	(20,000)	-
M1100	PRIVATE SECTOR HOUSING (incl. Renov'n Grants)	6.2	286,070	974,050	(2,550)	1,257,570
M1401	HOUSING STRATEGY	0.0	-	8,000	-	8,000
M1410	CHOICE BASED LETTINGS	0.0	-	11,040	-	11,040
Total Strategic Housing		20.37	872,180	2,687,650	(865,860)	2,693,970
C3520	AUDIT TRADING ACCOUNT	0.0	-	390	-	390
Total Audit		0.00	-	390	-	390
B2100	COUNCIL TAX-COST OF COLLECTION	0.0	-	836,820	(300,000)	536,820
B2300	NNDR - COST OF COLLECTION	0.0	-	169,710	(174,570)	(4,860)
B7000	BENEFITS & SUBSIDIES	0.0	-	36,624,640	(36,251,330)	373,310
C3010	COMPUTER SERVICES TRADING ACCT	0.0	-	481,760	-	481,760
C3376	DDC @ YOUR SERVICE	0.0	-	188,780	-	188,780
C3388	CORPORATE INCOME COLLECTION	0.0	-	161,560	-	161,560
Total East Kent Services		0.00	-	38,463,270	(36,725,900)	1,737,370
		53.46	4,482,600	41,733,820	(37,880,770)	8,335,650

DIRECTOR OF ENVIRONMENT AND CORPORATE ASSETS

The Director of Environment and Corporate Assets is responsible for a number of service areas, the most significant of which are those summarised below:

WASTE MANAGEMENT

Refuse and Recycling Collections

The Council introduced new service arrangements for refuse and recycling collections in 2011, which provide residents with:

- Weekly segregated collection of food / kitchen waste, collected in a 23l kerbside caddy, with householders also using a small kitchen caddy;
- Alternative weekly collections of recyclables and residual waste, with residual waste collected in a 180l wheeled bin (black lid), mixed dry recyclables collected in a 240l wheeled bin (blue lid) and paper & card collected in the black box. Alternative arrangements are available for those householders with limited storage space or difficult access. The materials collected through the doorstep recycling scheme now includes paper, card, plastic bottles, tetrapak cartons and plastic pots, tubs and trays, cans and glass which are collected fortnightly from all properties across the district;
- Fortnightly subscription service for the collection of garden waste; and
- Separate collection of clinical waste including needles.

The contract for the collection of refuse and recycling with Veolia Environmental Services (UK), which extends until January 2021, has been awarded in partnership with Shepway District Council and Kent County Council (as the disposal authority). Dover is the lead authority within this partnership and manage the client team, which comprises staff from both Dover and Shepway based at the Dover District Council offices who manage the contract and are also responsible for promoting waste reduction, re-use and recycling to residents across the district.

Paper and card from the recycling schemes is recycled into newsprint and packaging, cans into new metal items, plastic into food grade plastics or recycled products and glass is crushed and either used as roadside aggregates or melted down for reuse.

Garden waste collected fortnightly through the subscription green waste collection service, is composted on a local farm and ploughed back in as a soil improver. Food waste collected weekly as part of the new service is taken to an anaerobic digestion facility operated by Tamar Energy in Basingstoke.

In addition to the weekly recycling and waste collections, the Council offers other related services such as, for example, the bulky waste collection service. This is available for residents who wish to arrange for larger items of waste to be collected for a small fee from their homes. The removal of abandoned vehicles is also administered by this section in accordance with the Refuse Disposal Amenities Act (1978).

Street Cleansing

The section is responsible for the cleansing of the highways and Council owned land, in accordance with the provisions of the Environmental Protection Act 1990 and subsequent Code of Practice on Litter and Refuse (2006). This is carried out in accordance with standards set by Government, which define how quickly the Council has to clear such land. It covers litter, detritus (grit in the gutter), dog fouling and leaves. These items are collected either manually or by using mechanical sweepers. The section also arranges the emptying of litter and dog waste bins.

The removal of fly tipping also falls within the service provision; however Environmental Health deals with the investigation and enforcement element.

The service is provided as part of contract with Veolia Environmental Services, which extends until January 2021 and also forms part of the partnership working and joint contractual arrangement with Shepway District Council administered by the Waste Services Section.

Parking Services

The Parking Services team is responsible for the management and operation of parking both on and off street across the District.

With regard to off-street parking, the Council provides a number of car parks spread across the district including maintenance and enforcement operations. The Council also manages car parks on behalf of Sainsbury's and the Co-Op in Deal, and Eurotunnel at Samphire Hoe.

The management of on-street parking is carried out on behalf of KCC in accordance with the provisions set up within the Kent Parking agreement developed following the decriminalisation of parking operations within Kent in 2001.

The work of the team involves both "back office" functions associated with parking enforcement, and dealing with all representations and challenges to the service of PCNs and debt recovery.

Cash collection from all Pay and Display machines and counting is carried out "in house" by a small team.

ASSETS & BUILDING CONTROL

This service is divided into a number of key areas:

Asset Management

Public Conveniences - The Council currently maintains and operates 19 facilities within the towns and villages across the district. Of these, 14 facilities are supported by Town and Parish Councils.

Depots - This budget includes costs associated with one operational depot at Dover, and the former depot at Deal, as well as several garages and stores. The depot in Dover is leased to Veolia Environmental Services as part of the Council's Waste Management Contract and includes the responsibility for their repair and maintenance.

Markets - Markets are currently held every Saturday in Dover and Deal. The Council manages the long established Saturday fruit and vegetable market in Market Square, Dover with the stallholder paying a set fee per pitch, while Dover Town Team and Deal Town Council operates the Dover (Tuesday) and Deal (Saturday) markets in partnership with Dover District Council.

Beaches and Foreshores - The district's coastline extends between Dover and Sandwich. This budget maintains the beaches and foreshores in this area. Additional income is generated by leasing beach and boat plots at the following locations:

- o Beach huts in St Margaret's Bay and Walmer;
- o Beach hut plots in Kingsdown;
- o Commercial boat plots in Deal and Walmer; and
- o Private boat plots in Deal, Walmer, Kingsdown and St Margaret's.

Oil Pollution - In accordance with the County of Kent Oil Pollution Response Scheme, the District Council has responsibility to deal with pollutions by oil on beaches and with the threat of oil to beaches and to sea up to a depth of 5.5 metres at low water mark of ordinary tides or to a distance of one mile from the shore, whichever is less. Areas beyond this extent are dealt with by Kent County Council.

Leasehold Properties – The Council has significant land holdings across the District, some of which are let for commercial and/or retail use. The Valuation team ensures these are managed in accordance with the Corporate Asset Management Plan.

Coast Protection - Under the Coast Protection Act 1949 the Council has powers to provide and maintain coastal defences to protect the land from erosion. The Government provides financial support to coast protection authorities by grant aiding capital schemes, with the approval processes being managed by The Environment Agency, but will not grant aid routine maintenance. Shoreline Management Plans for the coastal frontage have been produced and work is also progressing on implementing the recommendations of the Pegwell Bay to Kingsdown Coastal Strategy.

Facilities Management

The service covers a number of properties;

- **Dover Town Hall (Maison Dieu), Dover** - The main facilities at Dover Town Hall are the Stone Hall, Connaught Hall and the Council Chamber. There are also other smaller areas available for hire. The facilities are used for a variety of functions including wedding receptions, dinners, parties, dances, concerts, theatre, exhibitions, seminars, elections etc. The premises are leased to Your Leisure, who also operate the Winter Gardens at Margate and lease some of the Council's leisure facilities. Under the terms of the lease, most categories of expenditure are the responsibility of Your Leisure but some major areas remain as Council obligations. The Council is currently developing a revised funding bid as part of plans for major renovations to the building.
- **Deal Pier** - The present Pier was officially opened by the Duke of Edinburgh in 1957. It provides opportunities for walking and fishing, has a café, which won a number of architectural awards, at the seaward end and two small shops at the entrance. The Pier itself is managed directly by the Council. Substantial maintenance works including concrete repairs, replacement seating and resurfacing of the stem are due to take place during 2018. The lease to the café was relinquished at the end of 2017 and the Council is working to ensure that an operator is found as quickly as possible.

- **Leisure Centres** – The work to construct the new Dover District Leisure Centre at Whitfield is progressing on time and on budget. The process to find an operator has been concluded and Places For People, the successful bidder, take on responsibility for the present Dover Leisure Centre from 1 April 2018 until the new centre opens in 2019. Tides Leisure and Indoor Tennis Centre provides a wide range of facilities including a beach effect leisure pool with waterslides, ancillary pools, and other features, a four-court sports hall, fitness/health suite and a cafeteria. The Indoor Tennis Centre is an LTA Beacon status site, recognising its high quality and affordable community tennis programmes. The Council has begun exploring what refurbishment works and alterations are needed to improve wet and some dryside facilities that are now 30 years old. Tides Leisure & Indoor Tennis Centre has been leased to and managed by Your Leisure since April 2001. Your Leisure also manages Walmer Paddling Pool.
- **Corporate Properties** – The Council operates from a number of buildings within the District including the offices at Whitfield and Dover Gateway. The assets team are responsible for the effective management of each of the premises in terms of activities such as caretaking, cleansing and routine maintenance.

Building Control

The main functional area relates to Building Regulations Fee Earning (BRFE) work. The Section implements the Building Regulations, which are concerned with health and safety, access for all and conservation of fuel and power in and about buildings. Fees are set by Dover District Council to fully recover the costs of providing the service over any three-year period. The service is in full competition with the private sector.

The second area of activity is paid for from the General Fund. This area includes certain Building Regulations work, for which no fees can be charged, for example, building work to adapt a house for someone with a disability. Another example is building control has become a repository for information regarding self-certification of certain Building Regulations applications, relating to replacement windows and electricity etc. Central Government does not allow local authorities to charge for this function.

In addition, the section undertakes additional functions such as dealing with dangerous structures.

Capacity continues to be created through continuous reviews of staffing, procedures and practices in order to increase efficiency and effectiveness. Despite the recession, the level of building activity remained relatively stable but continual improvements in efficiency are still being sought. Capacity to increase fees substantially may well be constrained through increased competition from the private sector. All applications received from 1st January 2016 are electronic.

PARKS & OPEN SPACES

Parks and Open Spaces

The Council has a substantial stock of parks, open spaces and sports grounds throughout the district including, for example, Kearsney Abbey and Connaught Park in Dover and Victoria Park in Deal. The areas provide for both active and passive leisure and include facilities such as skateboard parks, multi-use games areas, play areas, sports pitches, bowling greens and tennis courts in addition to areas for walking and quiet reflection. Grounds maintenance of the sites had been contracted out for many years but the Council decided in 2016 to insource the service and this work has been undertaken by a directly managed team from April 2017.

The Council will be commissioning a range of strategies this year which includes, a Parks & Open Spaces Strategy, a Playing Pitch & Outdoor Sports Provision Strategy & a Play Area Strategy. This work will feed into the development of the Council's overarching Green Infrastructure Strategy and support the revision of the District Local Plan. The various strategies will help the Council to plan for future investment and provide a strategic approach to how it manages and delivers future projects.

Cemeteries - There are six cemeteries in the district managed by the Council, located in Dover, Deal, Sandwich and Aylesham, presently used for earth burials, covering a total of 19.25 hectares.

Closed Churchyards - The Council has a legal obligation for the upkeep of closed churchyards, which are no longer maintained by the church or parish councils. There are currently 21 closed churchyards maintained, covering 5.01 hectares.

White Cliffs Countryside Partnership

The White Cliffs Countryside Partnership was set up 25 years ago to help conserve and enhance the special coast and countryside of Dover and Shepway districts, and make it accessible to all. It is a partnership between Dover District Council, Shepway District Council, Kent County Council, Eurotunnel, Natural England, Environment Agency, Kent Downs AONB Unit, Kent Wildlife Trust, National Trust, British Energy, British Nuclear Group, Affinity Water, Network Rail with financial contributions from the European Regional Development Fund, the Big Lottery and the Heritage Lottery Fund.

Up on the Downs

Up on the Downs is a £2.5 million Heritage Lottery funded Landscape Partnership Scheme that is making a significant difference to the easily recognisable and iconic landscape and communities of the Dover and Folkestone area by:

- Investing in heritage
- Supporting communities
- Increasing access, skills and understanding
- Working together in partnership

The scheme is scheduled for completion in September 2017; however, Up on the Downs and DDC are working with partner organisations to secure an appropriate legacy for the scheme, including continuing the partnership into the long-term.

Kearsney Parks for People

In 2016 DDC submitted a successful £3.1m bid to the Heritage Lottery Fund/Big Lottery Fund 'Parks for People' programme for a major scheme of restoration and improvement works at Russell Gardens and Kearsney Abbey. Our project manager and design team have been reappointed and are working on detailed designs and we have appointed additional members of staff to extend engagement with park users and the local community. The first phase of clearance work will take place in Russell Gardens during the winter of 2016/17, with the main restoration and improvement work starting in autumn 2017. The project is due to end in 2020.

MUSEUM & TOURISM SERVICES

Dover Museum

Dover Museum is one of the oldest museums in the UK, founded in 1836. Its three floors of exhibitions on the history of Dover and its award winning Bronze Age Boat Gallery are open free to the public. It operates a successful schools programme and works with young people, traditionally a hard to reach group for museums, to make the museum more relevant to them, and a team of volunteers is implementing a new collections plan relating to the national museums accreditation scheme.

Tourism

The Council's role in tourism is as a co-ordinator for the district's tourism industry and the White Cliffs Country Marketing brand. It produces a successful annual tourism guide, days out leaflet and a website along with an associated marketing campaign. The service in partnership with other districts, KCC and Visit Kent is actively engaged in promoting the district during events such as the Open Golf tournament at Sandwich. It directly runs Dover Visitor Information Centre and the welcome desk for the Cruise Partnership

Budget 2018/2019

Service Summary

Environment & Community Assets

		Costs controlled by Head of Service				
		FTE	Employees	Other Costs	Income	Sub-tot
C3600	DIRECTOR OF ENV & CORP ASSETS	1.0	122,400	1,360	(11,710)	112,050
Total Director Of Environment & Corporate Assets		1.00	122,400	1,360	(11,710)	112,050
A1162	CIVIC CAR	0.0	5,100	2,310	-	7,410
C3680	HEAD OF PARKS AND OPEN SPACES	1.0	76,670	950	-	77,620
C3690	GROUNDS MAINTENANCE TEAM	26.8	727,990	382,390	-	1,110,380
C3715	PROPERTY SERVICES	22.3	973,400	60,440	(219,900)	813,940
C3725	PROPERTY MAINTENANCE TEAM	3.0	90,240	(90,250)	-	(10)
C3954	MAISON DIEU PREMISES	0.0	-	10,520	(3,500)	7,020
C3956	DEAL AREA OFFICE TRADING ACCT	0.0	-	4,430	-	4,430
C3957	THE DOVER GATEWAY (CASTLE ST)	0.0	-	66,540	(5,000)	61,540
C5001	CORPORATE MAINTENANCE	0.0	-	410,000	-	410,000
C5200	OFFICE ACCOMMODATION-WHITFIELD	2.2	58,000	450,540	(2,220)	506,320
E4100	PUBLIC CONVENIENCES	0.0	-	173,970	(94,140)	79,830
E5000	DEPOTS	0.0	-	9,020	(1,020)	8,000
E6000	CEMETERIES	0.0	-	26,940	(161,910)	(134,970)
E8000	COAST PROTECTION	0.0	-	150	(45,290)	(45,140)
H1000	BUILDING CONTROL	5.0	253,150	30,700	(327,200)	(43,350)
K2015	TRANSPORTATION SERVICES	0.0	-	173,800	(70,000)	103,800
K2040	BUS SHELTERS	0.0	-	17,150	-	17,150
K3000	PRECINCTS-DEAL AND DOVER	0.0	-	300	-	300
L1350	GARAGES GF	0.0	-	77,260	(459,000)	(381,740)
L1360	SHOPS & SHOWROOMS GF	0.0	-	7,130	(69,500)	(62,370)
L1396	WHITFIELD COURT	0.0	-	26,950	(336,900)	(309,950)
L1397	B&Q RETAIL WAREHOUSE	0.0	-	85,450	(1,067,970)	(982,520)
L1399	MISC PROPERTIES-GENERAL	0.0	-	25,520	(316,830)	(291,310)
L2010	HALLS-TOWN HALL DOVER	0.0	-	117,110	-	117,110
L3000	TIMEBALL TOWER, DEAL	0.0	-	-	(520)	(520)
L3630	PUBLIC CLOCKS AND MEMORIALS	0.0	-	250	-	250
L4030	DOLPHIN HOUSE	0.0	-	59,540	(86,760)	(27,220)
M2100	BEACHES AND FORESHORES	0.0	-	13,050	(73,930)	(60,880)
M2200	DEAL PIER	3.1	104,780	36,240	(74,080)	66,940
M2210	SANDWICH QUAY	0.0	-	5,020	(15,300)	(10,280)
M2300	PARKS AND OPEN SPACES	0.0	-	82,230	(76,540)	5,690
M2305	PARKS FOR PEOPLE-KEARSNEY	0.0	182,220	2,354,300	(2,536,520)	-
M2310	KEARSNEY PARKS	0.0	-	5,000	(2,000)	3,000
M2500	DOVER LEISURE CENTRE	0.0	-	173,820	(28,000)	145,820
M2510	DEAL LEISURE POOL-TIDES	0.0	-	150,530	-	150,530
M2520	DEAL TENNIS CENTRE	0.0	-	1,280	-	1,280
M2610	PROPERTY SERVICES EVENTS	0.0	-	10,000	(21,000)	(11,000)
Total Asset Management & Maintenance		63.39	2,471,550	4,960,580	(6,095,030)	1,337,100
L3020	DOVER MUSEUM	10.1	473,550	188,290	(88,360)	573,480
L3022	MUSEUMS-BRONZE AGE BOAT-EXHIBT	0.0	-	16,670	(100)	16,570
L3025	DOVER MUSEUM SCHOOLS	0.0	500	21,600	(18,000)	4,100
L3027	DOVER MUSEUM - BEQUEST WORK	0.0	-	8,690	(7,030)	1,660
L3600	GRAND SHAFT-WESTERN HEIGHTS	0.0	-	2,220	-	2,220
L5601	TOURISM DEVELOPMENT	0.0	-	36,080	-	36,080
L5610	VIC GRANTS & HISTORIC PANELS	0.0	-	9,200	-	9,200
L5614	CRUISE WELCOME OPERATION	0.0	2,150	350	(3,000)	(500)
Total Museum & Tourism		10.14	476,200	283,100	(116,490)	642,810
C3390	PARKING SERVICE ADMINISTRATION	3.0	101,950	22,520	-	124,470
C3392	PARKING OPERATIONS & ENFORCMENT	16.5	480,190	32,970	-	513,160
K4000	CAR PARKS-SURFACE FREE	0.0	-	8,470	(50)	8,420
K4010	CAR PARKS-SURFACE PAYING	0.0	-	366,570	(1,896,650)	(1,530,080)
K4030	CAR PARKS - ON STREET	0.0	-	40,320	(709,700)	(669,380)
Total Parking Services		19.51	582,140	470,850	(2,606,400)	(1,553,410)
C3610	WASTE SERVICES TRADING ACCOUNT	4.8	224,110	22,330	(85,000)	161,440
E4200	REFUSE COLLECTION	0.0	-	1,177,800	(128,000)	1,049,800
E4210	RECYCLING	0.0	-	1,091,550	(871,590)	219,960
E4230	SHEPWAY WASTE CONTRIBUTION	0.0	-	4,000,000	(4,000,000)	-
E4240	KCC WASTE CONTRIBUTION	0.0	-	1,000,000	(1,000,000)	-
E4300	STREET CLEANSING	0.0	-	1,604,310	(58,500)	1,545,810
Total Waste Services		4.81	224,110	8,895,990	(6,143,090)	2,977,010
L6000	WHITE CLIFFS COUNTRYSIDE PROJ	12.8	335,350	31,620	(331,070)	35,900
L6002	WCCP-SAMPHIRE HOE	2.0	71,980	5,010	(106,490)	(29,500)
L6025	DUNGENESS (EDF ENERGY)	0.0	62,410	8,090	(100,000)	(29,500)
Total White Cliffs Countryside Project		14.81	469,740	44,720	(537,560)	(23,100)
		113.66	4,346,140	14,656,600	(15,510,280)	3,492,460

Earmarked General Reserves (2018/19 Budget Forecast)

	Balance	Contrib- ution	Application	Balance	Contrib- ution	Application	Balance	Contrib- ution	Application	Balance
	2016/17 £000	2017/18 £000	2017/18 £000	2017/18 £000	2018/19 £000	2018/19 £000	2018/19 £000	2019/20 £000	2019/20 £000	2019/20 £000
General Fund Balance	-2,533	0	121	-2,412	-99	0	-2,511	-7	0	-2,518
Special Projects & Events Reserve	-2,966	-20	1,129	-1,856	-420	1,586	-690	-220	0	-910
Periodic Operations Reserve	-3,548	-235	738	-3,044	-340	2,263	-1,122	-340	571	-891
Urgent Works Reserve	-1,175	0	220	-955	0	0	-955	0	0	-955
Dover Regeneration Reserve	-2,041	-15	464	-1,593	-65	483	-1,175	-65	0	-1,240
ICT Equipment & Servers	-724	-58	378	-405	-115	520	0	-115	0	-115
Business Rates & Council Tax Support	-1,338	-982	728	-1,592	0	601	-991	0	0	-991
District Regen & Economic Dev Reserve	-12,500	0	144	-12,357	0	7,457	-4,900	0	2,900	-2,000
Earmarked Reserves Total	-24,292	-1,310	3,801	-21,801	-940	12,909	-9,832	-740	3,471	-7,101
Total Revenue Reserves	-26,825	-1,310	3,922	-24,213	-1,039	12,909	-12,344	-748	3,471	-9,620

EARMARKED RESERVES

The following earmarked reserves are held:

1. General Fund Balance

The General Fund Balance is forecast to remain above the £2m preferred level in 2018/19. The forecasts for future years show the General Fund Balance being maintained above £2m if action is taken to deliver the target budget reductions. It is considered that at this time there are sufficient other earmarked reserves to support the council while the Council continues to address future budget pressures.

2. Special Projects & Events Reserve

This reserve is set aside to continue to fund one-off General Fund projects as they arise and to support major events in the district. The contributions and applications from this reserve are detailed in the Special Projects summary (Annex 8C).

3. Periodic Operations Reserve

This reserve is to cover costs of cyclical / periodic events such as elections, “carry forward requests” and to hold grants or other income streams for specific purposes, such as New Burdens grants and On-Street parking surpluses. Approval of expenditure from this reserve is delegated to the Section 151 Officer and the Portfolio Holder responsible for Finance.

4. Urgent Works Reserve

This reserve is set aside to fund urgent works on corporate assets and for other urgent business requirements, for example to fund a provision for claims from Municipal Mutual Insurance or for future restructures to meet likely on-going grant reductions. One-off opportunities will be taken to add to the balance in this reserve in the future to maintain the capacity to manage the Council’s ageing assets. Approval of expenditure from this reserve is delegated to the Section 151 Officer and the Portfolio Holder responsible for Finance.

5. Regeneration Reserve

This reserve is set aside to support the Local Development Framework process and associated regeneration projects. Approval of expenditure from this reserve is delegated to the Section 151 Officer and the Portfolio Holder responsible for Finance.

6. ICT Equipment & Servers

The ICT Equipment & Servers reserve is held in order to support the requirements of the current and future ICT Strategies. Approval of expenditure from this reserve is delegated to the Section 151 Officer and the Portfolio Holder responsible for Finance.

7. Business Rates & Council Tax Support Reserve

This reserve was set up to allow for the risk of unforeseen pressures from the Redistribution of Business Rates, the new Council Tax Support scheme and future changes for Universal Credit. In 2014/15 a contribution was made to the reserve from the safety net receipt received from Government in that year. That contribution has been applied to annual budgets, as required, to offset the anticipated pressures from the movement in the Collection Fund surplus. As there are still many uncertainties around these areas, it is recommended that this reserve is retained and reviewed on an annual basis.

8. Dover Regeneration & Economic Development Reserve

The £12.5m transferred from the Housing Revenue Account to the General Fund in 2013 is held in this reserve. £10m of the reserve has been set allocated to fund Leisure Centre provision and improvements to Dover Town Hall. In addition £2m is proposed to be ring-fenced to allocate funds to mitigate the impact of IFRS9 (Financial Instruments) if required.

Housing Revenue Account - Budget Monitoring Report as at 31 December 2017

	Original Budget	Projected Outturn	Variance of Original to Projected	Notes	2018/19 Proposed Budget	Variance to 2017/18 Projected Budget	Notes
	£000	£000	£000		£000	£000	
INCOME							
Dwelling Rents	(18,835)	(19,122)	(287)	1	(18,650)	472	A
Non-dwelling Rents	(501)	(25)	477	2	(22)	3	
Tenant Charges for Services and Facilities	(466)	(466)	(0)		(414)	52	B
Leaseholder Charges for Services and Facilities	(403)	(237)	166	4	(317)	(80)	C
Conts. towards Expend. - Grants for Supporting People	0	(170)	(170)	3	0	170	D
TOTAL INCOME	(20,205)	(20,019)	186		(19,402)	618	
EXPENDITURE							
Repairs and Maintenance	3,338	3,418	80	5	3,581	163	E
Supervision and Management	4,027	4,077	50	5	4,242	165	F
Rents, Rates, Taxes and Other Charges	48	22	(27)		24	2	
Negative Subsidy Entitlement (Incl MRA)	0	0	0		0	0	
Self Financing Settlement Determination	0	0	0		0	0	
Depreciation of Fixed Assets	1,735	1,991	257		1,991	0	
Impairment of Fixed Assets	0	0	0		0	0	
Revaluation Gain - rev of pr yr loss	0	0	0		0	0	
Debt Management Expenses	26	31	5		38	7	
Bad Debt Provision	250	250	0		250	0	
Rent Rebate Subsidy Limitation	0	0	0		0	0	
TOTAL EXPENDITURE	9,424	9,789	365		10,126	337	
NET COST OF HRA SERVICES PER AUTHORITY INCOME AND EXPENDITURE ACCOUNT	(10,781)	(10,230)	551		(9,276)	955	
HRA Share of Corporate and Democratic Core	461	655	194	6	746	91	G
HRA share of other amounts not allocated to specific services	0	0	0		0	0	
NET COST OF HRA SERVICES	(10,320)	(9,575)	745		(8,529)	1,046	
(Gain)/Loss on Sales of HRA Fixed Assets	0	0	0		0	0	
Interest Payable and Similar Charges	2,716	2,716	0		2,646	(69)	H
Amortisation of Premiums & Discounts	0	0	0		0	0	
Interest and Investment Income	(72)	(20)	53		(20)	0	
Pension Int Costs and expected return on pensions assets	473	473	0		393	(80)	
(SURPLUS)/DEFICIT FOR THE YEAR ON HRA SERVICES	(7,204)	(6,406)	798		(5,510)	896	
Amount required by statute to be credited to the HRA Balance for the year (as per the Note to the Statement of Movement below) **	4,666	4,015	(651)		5,255	1,240	
Net (Increase)/Decrease in the Housing Revenue Account Balance before transfers to or from reserves	(2,538)	(2,391)	147		(255)	2,136	
Transfer to or (from) reserves	2,500	2,400	(100)	7	250	(2,150)	I
(Increase)/decrease in year on the HRA balance	(38)	9	47		(5)	(14)	
Impact of Deficit / (surplus) on balances							
Housing Revenue Account surplus brought forward	(1,047)	(1,047)	0		(1,038)	9	
Housing Revenue Account surplus carried forward	(1,085)	(1,038)	47		(1,043)	(5)	

**** Note to the Statement of Movement on the HRA Account**

Items included in the HRA Income and Expenditure Account but excluded from the movement on HRA Balance for the year

	£000	£000	£000	£000	£000
Net Charges made for retirement benefits in accordance with IAS19	456	456	0	467	11
	456	456	0	467	11

Items not included in the HRA Income and Expenditure Account but included in the movement on HRA Balance

Transfer to/(from) the Major Repairs Reserve	3,000	2,696	(304)	2,666	(30)	J
Employer's contributions payable to the Pension Fund and retirements benefits payable direct to pensioners	(473)	(473)	0	(393)	80	
Capital expenditure funded by the HRA	1,683	1,336	(347)	2,514	1,178	J
	4,210	3,559	(651)	4,788	1,229	
Net additional amount required by statute to be debited/(credited) to the HRA Balance for the year	4,666	4,015	(651)	5,255	1,240	

Housing Revenue Account Variance Analysis
2017/18 Original Budget to 2017/18 Projected Outturn & Projected Outturn to 2018/19 Estimates

Housing Revenue Account Variation Statement - as at 31 December 2017

		£000's
2017/18 Original Budget		(38)
1 Dwelling Rents	Fewer Voids than anticipated	(287)
2 Non Dwelling Rents	Transfer of garages and shops to general fund	477
3 Grants for Supporting people	Uncertainty of income at budget setting	(170)
4 Leaseholder Charges	Major works not taking place	166
5 Repairs and Maintenance	Reworking of revenue programme	130
6 Corporate and Democratic Core	Recalculation of internal recharges	194
7 Transfer to or (from) reserves	Decrease in transfer to HIR	(100)
8 Capital expenditure funded by the HRA	Decrease in direct revenue financing	(347)
Miscellaneous	Numerous other minor variances	(16)
Projected Outturn 2017/18 as at 31 December 2017		9
A Dwelling Rents	Reduction of rents by 1% as advised by Government and impact of RTB sales	472
B Tenant Charges for Services and Facilities	Tenant service charge increase	52
C Leaseholder charges for Services and Facilities	Leaseholder contributions	(80)
D Contributions towards Expenditure	Removal of KCC supporting people income	170
E Repairs & Maintenance	Increased cost of revenue works programme	163
F Supervision and Management	Mainly due to increase in grounds maintenance costs	165
G HRA Share of Corporate and Democratic Core	Recalculation of internal recharges	91
H Interest Payable and Similar Charges	Interest payable reduction	(69)
I Transfer to or (from) reserves	Reduction of transfer to Housing Initiative Reserve	(2,150)
J Capital expenditure funded by the HRA	Capital expenditure funded by the HRA	1,149
Miscellaneous	Numerous other minor variances	23
2018/19 Budget Estimate		(5)

FOUR YEAR REVENUE BUDGET FINANCIAL PROJECTION

Notes	2016/17 Projected Outturn £000	2018/19 Proposed Budget £000	2019/20 Forecast £000	2019/20 Forecast £000	2020/21 Forecast £000
1	(20,019) Income	(19,402)	(19,402)	(19,402)	(19,402)
	Income Adjustments				
2	Rent reduction @1% per annum as per Govt requirements		187	187	187
3	Rent increases at CPI + 1% after reduction period			(554)	(1,124)
4	Impact of Right to Buy sales on rental income (1%)		88	179	273
5	Forecast rent from new stock		(154)	(218)	(281)
6	Inflation on leasehold & service charges		(13)	(33)	(46)
	(20,019) Total	(19,402)	(19,294)	(19,841)	(20,394)
7	10,444 Expenditure	10,873	10,873	10,873	10,873
	Expenditure Adjustments				
8	Repairs and Maintenance (3% inflation)		107	218	332
9	Supervision and Management (3% inflation)		85	171	260
10	Other Misc expenditure inflation		17	34	51
	10,444 Total	10,873	11,082	11,296	11,515
11	7,184 Other Charges	8,274	8,274	8,274	8,274
12	Removal of 2018/19 one-off capital projects		(550)	(550)	(550)
13	IAS19 Pension backfunding increase		18	37	57
	7,184 Total	8,274	7,742	7,761	7,781
14	2,400 Transfers to / (from) reserves	250	450	800	1,100
15	9 NET (SURPLUS) / DEFICIT	(5)	(20)	16	3
	Impact on Reserves :-				
	Projected HRA Balance				
	(1,047) Opening balance	(1,038)	(1,043)	(1,063)	(1,047)
16	(1,038) Closing Balance	(1,043)	(1,063)	(1,047)	(1,044)

**THREE YEAR REVENUE BUDGET FINANCIAL
PROJECTION**

Notes

- 1 The gross income budget is taken from the 2018/19 budget at Annex 7.
- 2 The Government has imposed a 1% per annum decrease in rents for the period 2016/17 - 2019/20.
- 3 Following the rent reduction period it is expected that rent increases will return to levels of CPI plus 1%.
- 4 Right to Buy sales have increased and will therefore have a negative impact on rent income. Based on current levels this has been assumed to reduce rent income by 0.5% per annum.
- 5 Additional income forecast as a result of the proposed increases in stock from the Housing Initiatives projects.
- 6 It is assumed that tenant service charges will increase in line with inflation.
- 7 The gross expenditure budget is taken from the 2018/19 budget at Annex 7.
- 8 It is assumed that repairs & maintenance expenditure will increase in line with inflation.
- 9 It is assumed that supervision & management expenditure (including charges from East Kent Housing) will increase in line with inflation.
- 10 Inflationary increases on other expenditure areas.
- 11 Other charges are taken from the 2018/19 budget at Annex 7. These include, capital works, interest payable & receivable & pension charges.
- 12 The 2018/19 budget includes some one-off capital projects, including fire precaution works, that will not need to be continued at the same level in future years.
- 13 The HRA share of the Authority's pension deficit is assumed to increase by 5% per annum in line with the Actuary's forecasts.
- 14 The annual transfer to the Housing Initiatives reserves is assumed to continue for the planning period.
- 15 Forecast (surplus) / deficit.
- 16 Forecast HRA Balance.

MEDIUM TERM CAPITAL PROGRAMME - JANUARY 2018 OUTTURN							
APPROVED BUDGET		PROPOSED BUDGET					
Projects included in the programme	Total	Previous years	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Future years	Total
	£000	£000	£000	£000	£000	£000	£000
Committed General Fund Projects							
Dover Regeneration Projects							
DTIZ - Waterfront	1,048	794	254	0	0	0	1,048
DTIZ Growth Point - Unallocated Grant Funding	7	0	7	0	0	0	7
Dover Pride - Dover Priory Ph 1 & 2	220	107	0	113	0	0	220
Sub total	1,276	902	262	113	0	0	1,276
Other Regeneration Projects							
Aylesham Regeneration Project	1,604	1,462	142	0	0	0	1,604
Aylesham retail units - fit out	130	0	130	0	0	0	130
Discovery Park - Grant (100% grant funded)	3,151	2,986	165	0	0	0	3,151
Discovery Park - Loan (100% grant funded)	2,578	0	400	2,178	0	0	2,578
Sub total	7,463	4,448	837	2,178	0	0	7,463
ICT Projects							
Replace Exchange Server & customer access licences	24	23	0	0	0	0	24
E-Procurement implementation / servers	31	0	31	0	0	0	31
Replacement Telephony Central System	78	37	41	0	0	0	78
Purchase Telephony Equipment (Handsets / Headsets)	47	21	26	0	0	0	47
Sub total	179	81	98	0	0	0	179
Other projects							
Disabled Facilities Grants:-							
Mandatory Disabled Facilities Grants	1,392	n/a	900	492	0	0	1,392
Winter Warmth Grants	50	n/a	50	0	0	0	50
Renovation Grants	9	n/a	9	0	0	0	9
Renovation/PSH Loans	259	n/a	150	109	0	0	259
Empty Homes Loans	300	0	100	100	100	0	300
Leisure Centre contingency (wef 18/19)	79	56	23	0	0	0	79
Tides - Plant & Equipment Replacement	108	67	42	0	0	0	108
Beach Hut Project	38	37	1	0	0	0	38
Parks for People - Kearsney Abbey & Russell Gardens	2,860	245	115	2,500	0	0	2,860
Dover Museum & Bronze Age Boat - Essential Works	306	23	93	190	0	0	306
Whitfield Offices - Capital Works	220	161	0	59	0	0	220
Disabled WC - Marine Rd Walmer	60	45	0	15	0	0	60
Dover Leisure Centre - new facility provision	26,600	3,678	7,000	15,922	0	0	26,600
Dover Town Hall-Urgent Repairs	150	1	100	49	0	0	150
Sandwich Quay - dredge & install fenders	50	0	50	0	0	0	50
St Margarets Bay Study	13	0	13	0	0	0	13
Deal Pier - Capital Works	755	0	144	612	0	0	755
Bus Shelters - Honeywood Parkway	20	0	20	0	0	0	20
DTIZ enhancement works	230	0	90	140	0	0	230
Deal Beach Management 2015-20 (100% grant funded)	1,750	0	160	540	350	700	1,750
Property Investment Acquisition - 1 - B&Q Dover	17,251	0	17,251	0	0	0	17,251
Property Investment Acquisition - 2 - Whitfield Court	4,477	0	4,477	0	0	0	4,477
Sub total	56,977	4,313	30,786	20,727	450	700	56,977
Sub total of Committed General Fund Projects	65,894	9,744	31,982	23,018	450	700	65,894
General Fund Projects - Proposed Projects							
Capital Contingency	212	0	212	0	0	0	212
Leisure Centre contingency (wef 18/19)	21	0	21	0	0	0	21
Tides Leisure Centre Refurbishment	2,222	0	0	150	750	1,322	2,222
Museum - General Works & Replacements	0	0	0	0	0	0	0
Victoria Park-Play Area (S106 funded)	37	0	0	37	0	0	37
Dover Museum - Gallery Refurbishment	69	0	0	69	0	0	69
Deal Pier - Phase 1 H&S Works	0	0	0	0	0	0	0
Dover Town Hall - DDC contribution to major refurbishment works	3,000	0	0	100	100	2,800	3,000
Dover Museum - storage facilities	0	0	0	0	0	0	0
Property Investment Strategy (note 5)	178,272	0	28,272	50,000	50,000	50,000	178,272
Dover Town Centre Regeneration	500	0	0	500	0	0	500
Deal Pier - Phase 2	0	0	0	0	0	0	0
Bronze Age Boat - replace environment conditioning plant/controls	0	0	0	0	0	0	0
Market Sq public realm enhancements - DDC contribution (wef 18/19)	100	0	0	100	0	0	100
Purchase new beach huts	100	0	0	100	0	0	100
DDC CCTV improvements	90	0	0	90	0	0	90
Disabled Facilities Grants	0	0	0	950	0	0	950
Dover Museum - temporary exhibition cases for Zeebrugge event	0	0	0	116	0	0	116
Dover Museum storage facilities	0	0	0	0	500	0	500
Middle & Upper Danes reinstatement works	0	0	0	100	0	0	100
Tides Leisure Centre Refurbishment	0	0	0	0	0	3,800	3,800
Deal Pier - phase 3	0	0	0	0	0	600	600
Cowdray Square play area refurbishment	0	0	0	0	0	68	68
Victoria Park-outdoor facilities improvements (S106 funded)	0	0	0	100	0	0	100
Beach Huts - replacements & refurbishments	0	0	0	125	0	0	125
St Margarets Bay coast protection works (grant funded)	0	0	0	150	0	0	150
Kearsney Abbey / Russell Gardens - play area / disabled facilities access	0	0	0	200	0	0	200
Kearsney Abbey - disabled adult changing facility	0	0	0	40	0	0	40
Strategic land purchase for redevelopment / regeneration	0	0	0	2,000	0	0	2,000
CCTV upgrade & relocation	0	0	0	110	0	0	110
Street-lighting works	0	0	0	935	0	1,500	2,435
Bus Rapid Transport Route contribution	0	0	0	100	0	0	100
Upgrade commercial properties	0	0	0	0	50	0	50
Sub total of General Fund Proposed Projects	184,622	0	28,505	56,071	51,400	60,089	196,065

MEDIUM TERM CAPITAL PROGRAMME - JANUARY 2018 OUTTURN							
APPROVED BUDGET		PROPOSED BUDGET					
Projects included in the programme	Total	Previous years	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Future years	Total
	£000	£000	£000	£000	£000	£000	£000
ICT Infrastructure Investment - Proposed Projects							
Sub total of ICT Proposed Projects	0	0	0	0	0	0	0
Sub total of all Proposed General Fund Projects	184,622	0	28,505	56,071	51,400	60,089	196,065
General Fund Projects Total	250,516	9,744	60,487	79,089	51,850	60,789	261,959
HRA Programme							
Housing Revenue Account Property Projects - Committed Works	3,705	n/a	3,705	0	0	0	3,705
Folkestone Rd Property Purchases & Refurbishments	1,064	556	507	0	0	0	1,064
Sheltered Upgrade	1,800	94	150	1,556	0	0	1,800
St Radigunds Play Area	112	0	112	0	0	0	112
HRA Property Purchases	957	0	957	0	0	0	957
Foxborough Close development	250	0	11	239	0	0	250
New affordable housing development - HRA	1,515	0	500	1,015	0	0	1,515
Modular Interim Housing	32	0	32	0	0	0	32
Housing Revenue Account - Provisions for proposed projects	0	0	0	0	0	0	0
Play Areas - proposed HRA funding	51	0	0	0	51	0	51
Whitfield Development - Phase 1A - proposed	3,500	0	0	3,500	0	0	3,500
Future projects to be funded from Housing Initiatives Reserve (note 4)	117	0	117	0	0	0	117
Proposed possible developments on HRA land - 17/18 new bid	0	0	0	0	0	0	0
Folkestone Rd Property Purchases & Refurbishments - 17/18 new bid	0	0	0	0	0	0	0
HRA Housing Stock - Capital Works - 18/19 new bid	0	0	0	4,920	0	0	4,920
HRA contingency - 18/19 new bid	0	0	0	30	0	0	30
Social Housing Provision - new bid	0	0	0	3,500	8,000	3,000	14,500
Folkestone Rd property refurbishments - 18/19 new bid	0	0	0	140	0	0	140
Sheltered Upgrade - 18/19 new bid	0	0	0	700	0	0	700
Proposed possible developments on HRA land - 18/19 new bid	0	0	0	875	0	0	875
HRA Total	13,102	650	6,091	16,475	8,051	3,000	34,267
Total	263,618	10,394	66,577	95,564	59,901	63,789	296,226
Financed by:							
Capital projects financed in previous financial years	10,394	10,394	0	0	0	0	10,394
Capital receipts - General Fund	5,778	n/a	896	2,811	750	1,322	5,778
Capital receipts - General Fund - 18/19 new bids	0	n/a	0	3,226	550	2,168	5,943
Capital receipts - General Fund (Dover Regeneration)	250	n/a	0	250	0	0	250
Capital receipts - General Fund (Developer contingencies)	63	n/a	63	0	0	0	63
Capital receipts - PSH Loan receipts	559	n/a	250	209	100	0	559
Capital receipts - HRA	0	n/a	0	0	0	0	0
Excess Right to Buy Receipts	1,988	n/a	634	1,203	0	0	1,837
Excess Right to Buy Receipts - 18/19	0	n/a	0	1,355	2,400	900	4,655
Major Repairs Allowance	3,000	n/a	3,000	0	0	0	3,000
Major Repairs Allowance - 18/19	0	n/a	0	2,504	0	0	2,504
Direct Revenue Financing							
HRA	868	n/a	817	0	51	0	868
HRA - 18/19	0	n/a	0	2,445	0	0	2,445
General Fund	35	n/a	35	0	0	0	35
General Fund - Heritage Lottery Fund Grant (Parks for People-Kearsney)	2,344	n/a	68	2,275	0	0	2,344
Section 106 Funding	302	n/a	26	781	0	0	807
Section 106 Funding - 18/19 new bids	0	n/a	0	100	0	0	100
Grants							
Growth Point - Unallocated Grant Funding	7	n/a	7	0	0	0	7
Growth Point (Dover Priory Multi-Storey Car Park)	100	n/a	0	100	0	0	100
KCC Better Care Fund (Disabled Facilities Grant)	1,230	n/a	950	280	0	0	1,230
KCC Better Care Fund (Disabled Facilities Grant) - estimate	0	n/a	0	950	0	0	950
Environment Agency (Deal Beach Management 2015-20)	1,750	n/a	160	540	350	700	1,750
Environment Agency (St Margarets Bay Study)	13	n/a	13	0	0	0	13
Environment Agency (Sandwich Quay)	15	n/a	15	0	0	0	15
Environment Agency (St Margarets Bay coast protection works)	0	n/a	0	150	0	0	150
DCLG Building Foundations for Growth Grant (Discovery Park)	2,743	n/a	565	2,178	0	0	2,743
Performance Reward Grant (Telephony)	67	n/a	67	0	0	0	67
Sport England - estimated (new Dover Leisure Centre)	1,500	n/a	0	1,500	0	0	1,500
Other reserves							
- Cluster Prep (Rev Reserve)	119	n/a	119	0	0	0	119
- Special projects (Rev reserve)	0	n/a	0	0	0	0	0
- Housing Initiative (HRA Reserve)	6,346	n/a	1,629	4,363	0	0	5,992
- Housing Initiative (HRA Reserve) - 18/19	0	n/a	0	3,861	5,600	2,100	11,561
- ICT Reserve	31	n/a	31	0	0	0	31
- District Regeneration & Economic Development Reserve	10,500	n/a	144	7,457	100	2,800	10,500
- SEEDA-Dover Regeneration	150	n/a	90	60	0	0	150
PWLB borrowing - Property Investment Acquisition	21,728	n/a	21,728	0	0	0	21,728
PWLB borrowing - estimated (new Dover Leisure Centre)	13,467	n/a	7,000	6,467	0	0	13,467
PWLB borrowing - Tides Leisure Centre refurb - 18/19 new bids	0	n/a	0	0	0	3,800	3,800
Salix loan - Street-lighting works	0	n/a	0	500	0	0	500
Property Investment Strategy (note 5)	178,272	n/a	28,272	50,000	50,000	50,000	178,272
Total	263,618	10,394	66,577	95,564	59,901	63,789	296,226

MEDIUM TERM CAPITAL PROGRAMME - JANUARY 2018 OUTTURN							
Projects included in the programme	APPROVED BUDGET		PROPOSED BUDGET				
	Total	Previous years	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Future years	Total
	£000	£000	£000	£000	£000	£000	£000
Notes							
1) Dover Regeneration projects comprise a single capital budget. Virement between the lines within this project are delegated to the Director of Finance to approve.							
2) Authorisation of approved projects up to £50k included on the Programme delegated to Director of Finance, Housing & Community in consultation with the Portfolio Holder for Corporate Resources & Performance.							
3) Authorisation of projects funded from the Capital Contingency delegated to Director of Finance, Housing & Community in consultation with the Portfolio Holder for Corporate Resources & Performance.							
4) Housing Initiatives Reserve							
To enable the HIR to be used in a responsive manner to new opportunities, the HIR is shown as a single line in the Capital Programme with delegation for:-							
a) Setting the level of the on-going HRA minimum balance and the use of prudential borrowing, and adjusting the resources of the HIR accordingly, delegated to the Director of Finance, Housing & Community in consultation with the Portfolio Holder for Performance & Resources;							
b) Approval of individual projects to be financed by the HIR delegated to Cabinet;							
c) Approval of offers, tenders or bids for the purchase of properties on the open market or at auction, delegated to the Director of Finance, Housing & Community in consultation with the Portfolio Holder for Performance & Resources.							
5) Property Investment Strategy							
£200m approved by Council and Cabinet in November 2016; financing of each proposal to be determined on a case-by-case basis.							
Authority to approve property investments delegated to Portfolio Holder for Corporate Resources and Performance, advised by Project Advisory Group							

Capital Receipts Summary as at 31/12/17

Usable Capital Receipts 18/19	Income				Expenditure		Available funding £000
	Opening Balance £000	Right to buy sales £000	Other capital income £000	Anticipated future income £000	Existing projects £000	Proposed projects £000	
Ring Fenced for 1:4:1 Affordable Housing	3,475	1,159	0	2,000	(1,837)	(4,655)	143
Ring fenced for PSH	559	0	0	0	(559)	0	0
Ring fenced for Dover Regeneration	250	0	0	0	(250)	0	0
Ring fenced for Aylesham contractual commitments	839	0	0	0	(63)	0	777
Un-ringfenced capital receipts	12,189	599	10	958	(5,778)	(5,943)	2,034
Total	17,312	1,758	10	2,958	(8,488)	(10,598)	2,953

HOUSING REVENUE ACCOUNT SCHEMES

	PROJECTED OUTTURN 2017/18	ORIGINAL BUDGET 2018/19
REVENUE WORKS PROGRAMME		
Term Maintenance	1,385	1,400
External Decorations	50	220
Cesspool Drainage Replacement	5	5
Communal TV Aerials Installation	12	6
Elderly Persons Redecorations	20	20
Estates Paths, Pavings, Floor Resurfacing	75	75
Insurance Excess/Storm Damage	10	10
Vandalism	20	10
Electrical Safety Inspections	20	75
Health and Safety Water Inspections	18	18
Void Properties	750	750
Void Security	0	0
Heating Servicing	609	620
Lift Maintenance	11	11
Disabled Hoists & Lifts	10	10
Fire Alarm Servicing	60	60
Door Entry	13	13
Tenant Compensation	3	3
Tenants Compact - Dover / Deal/Sandwich & Rural	100	70
Environmental Improvements -EKH initiated	100	100
Environmental Improvements -DDC initiated	100	100
TOTAL REVENUE WORKS PROGRAMME	3,370	3,575

	PROJECTED BUDGET 2017/18	ORIGINAL BUDGET 2018/19
CAPITAL WORKS PROGRAMME		
HOUSING REVENUE ACCOUNT SCHEMES		
IMPROVEMENTS		
Reroofing	420	400
Replacement Doors and Windows	400	650
Door Entry Systems	100	50
Fire Precaution Works	125	600
Renewal Heating	690	925
Thermal Insulation	25	75
Asbestos Programme	160	160
Structural Repairs	155	300
Rewiring	150	155
Kitchen Programme	700	640
Lift Refurbishment	20	0
Bathroom Programme	300	565
Adaptations for Disabled Persons	458	398
Capital Works Programme Total	3,703	4,918
Adaptations for Disabled Persons - Internal Fees	2	2
Sheltered Upgrade Norman Tailyour	150	2,500
St Radigunds Play Area	107	0
Folkestone Rd Properties	500	100
Whitfield 1A	0	3,450
Possible new development	510	1,255
Property projects	1,067	4,375
Provision for ICT	28	0
TOTAL HRA CAPITAL PROGRAMME	6,067	16,600
Financed By:		
Capital Receipts		
Major Repairs Reserve	2,504	2,405
Direct Revenue Financing (HRA)	1,336	2,514
Excess Right to Buy	572	2,579
Grant & S106 Funding	170	585
Housing Initiatives Reserve	1,485	8,517
TOTAL CAPITAL WORKS FUNDING	6,067	16,600

FULL PROGRAMME TOTAL	9,437	20,174
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SPECIAL REVENUE PROJECTS - 2017/18 OUTTURN

SPECIAL REVENUE PROJECTS	Capital / Revenue	Total	Prior	Estimate	Estimate	Estimate	Future	Total
		Approved	Years	Estimate	Estimate	Estimate	years	Revised
		Budget	Exp	2017/18	2018/19	2019/20		Budget
		£	£	£	£	£	£	£
Committed Special Revenue Projects								
Corporate Property - Planned Maintenance	R	1,051	1,033	18	0	0	0	1,051
Control of Asbestos Regulations Works - Corporate Buildings	R	44	38	6	0	0	0	44
Dover Town Hall - Consultancy / Funding Bid	R	194	180	14	0	0	0	194
Dover Leisure Centre Study	R	45	43	2	0	0	0	45
Dover Transportation Study	R	149	124	25	0	0	0	149
Duke of York Roundabout Design	R	39	30	9	0	0	0	39
Parking Services Software Upgrade & Devices	R	27	18	9	0	0	0	27
Tree Safety Emergency Works (following quinquennial) - delete wef 18/19	R	35	35	0	0	0	0	35
Commonwealth War Memorial-Dover	R	500	0	500	0	0	0	500
Up on the Downs Project	R	62	46	16	0	0	0	62
St Margarets Bay Promenade-Refurbish Railings	R	58	15	43	0	0	0	58
Property Investment Strategy-external support	R	200	0	57	43	50	50	200
Recycling & Refuse Storage Areas	R	15	0	0	15	0	0	15
Food Waste Promotion	R	47	10	10	27	0	0	47
Dover Tourism Signage Scheme	R	20	10	10	0	0	0	20
LDF Plan	R	300	0	80	220	0	0	300
Street Lighting-Replacements & Repairs	R	90	0	90	0	0	0	90
Kearsney Temporary Premises	R	20	0	20	0	0	0	20
Russell Gdns - access bridge replacement	R	13	0	13	0	0	0	13
Dover Regeneration - enabling costs	R	94	0	94	0	0	0	94
Sandwich Walled Town Conservation Area - consultancy	R	20	0	20	0	0	0	20
Guildhall Sq Sandwich - support for external funding bids	R	30	0	30	0	0	0	30
North Deal Land Study	R	300	0	200	100	0	0	300
Resurfacing Car Parks & DDC owned access roads	R	240	0	0	240	0	0	240
Clarendon Field - safety boundary fence	R	30	0	30	0	0	0	30
Parks - General Repairs (walls, fences, lakes, structures etc)	R	25	25	0	0	0	0	25
Sub total		3,647	1,607	1,295	645	50	50	3,647
ICT Infrastructure Investment Projects								
Payment Card Industry (PCI) Compliance	R	45	17	28	0	0	0	45
eFinancials System Improvements	R	18	11	7	0	0	0	18
IDOX - Asset Management Software	R	47	26	21	0	0	0	47
IDOX Upgrade - Planning, Building Control & Property Services	R	77	14	63	0	0	0	77
Mapping System - property boundary	R	13	7	6	0	0	0	13
Data Storage - HP 3PAR SSD	R	44	0	44	0	0	0	44
SQL Server Database Refresh	R	15	0	15	0	0	0	15
Back-up software renewal	R	9	0	9	0	0	0	9
E-Fin upgrade vers 5	R	27	0	27	0	0	0	27
Regulatory Services - purchase IDOX Uniform database	R	65	0	11	54	0	0	65
Upgrade of Mobile Iphones	R	17	0	17	0	0	0	17
ICT Reserve funded - small projects	R	36	3	32	0	0	0	36
Sub total		413	79	279	54	0	0	413
Capital projects in capital programme financed from reserve:								
Provision allocated to capital programme to finance capital projects	C	0	n/a	0	0	0	0	0
		4,060	1,686	1,574	699	50	50	4,060
Proposed Projects								
Special Revenue Contingency - overspends	R/C	51	0	21	31	0	0	51
Special Revenue Contingency - urgent projects	R/C	115	0	45	69	0	0	115
DES Efficiency Projects - delete wef 18/19	R	30	0	0	0	0	0	0
Cemetery Provision - consultancy	R	15	0	15	0	0	0	15
Corporate Property Maintenance - Contingency	R	73	0	23	50	0	0	73
Utilities Management for all Corporate Properties	R	20	0	0	20	0	0	20
Connaught Park Tennis Courts Improvements	R	31	0	31	0	0	0	31
Marines Memorial Gardens Refurbishment	R	15	0	15	0	0	0	15
Corporate Property Maintenance	R	160	0	0	0	160	0	160
Dover Regeneration - enabling costs	R	80	0	80	0	0	0	80
St James Church - intermediate works	R	70	0	0	70	0	0	70
Parks, Gardens, Churchyards - General Repairs	R	60	0	60	0	0	0	60
Disabled Facility Grant projects - DDC funded - delete wef 18/19	R	150	0	0	0	0	0	0
Walmer Green railing refurbishment	R	45	0	0	45	0	0	45
Sandwich Parks project (Phase 1) - enabling design & survey work	R	24	0	24	0	0	0	24
Litter Bins - Deal Promenade	R	20	0	20	0	0	0	20
Butts - access bridge works	R	16	0	16	0	0	0	16
Gazen Salts - nature reserve works	R	15	0	15	0	0	0	15
Apertures for wheeled bins - delete wef 18/19	R	15	0	0	0	0	0	0
Dover Health Impact Assessment (HIA) - delete wef 18/19	R	11	0	0	0	0	0	0
Tree safety emergency works (following quinquennial) - delete wef 18/19 - ref CMT 31/10/17	R	10	0	0	0	0	0	0
Sub total - proposed projects		1,025	0	364	285	160	0	809
ICT Infrastructure Investment - Proposed Projects								
Corporate Digital Projects	R/C	60	0	60	0	0	0	60
Confirm Software Purchase	R	7	0	7	0	0	0	7
Regulatory Services - handheld systems	R	20	0	0	20	0	0	20
AIM upgrade	R	11	0	11	0	0	0	11
Scan hard copy plans	R	8	0	8	0	0	0	8
Sub total - ICT proposed projects		107	0	87	20	0	0	107
Proposed balance to transfer to capital projects	C	0	n/a	0	0	0	0	0

18/19 Proposed Projects							
Dover Town Centre improvements	R	0	0	0	300	0	300
Western Heights - establish heritage trust	R	0	0	0	50	0	50
Connaught Park - strategic review	R	0	0	0	0	25	25
Contribution to development of Dover Town archaeological plan	R	0	0	0	12	0	12
Sandwich Town place-making	R	0	0	0	50	0	50
Contribution to transport improvement (for Open Golf)	R	0	0	0	100	0	100
Guildhall Sq Sandwich - support for external funding bids	R	0	0	0	25	0	25
Kearsney Abbey / Russell Gdns pond repair	R	0	0	0	52	0	52
Kearsney Park project contingency	R	0	0	0	200	0	200
Public realm works	R	0	0	0	60	0	60
Corporate Property Maintenance contingency	R	0	0	0	50	50	200
Project feasibility costs	R	0	0	0	50	0	50
Special Revenue Contingency - overspends	R/C	0	0	0	20	0	20
Special Revenue Contingency - urgent projects	R/C	0	0	0	50	0	50
Sub total - 18/19 proposed projects		0	0	0	1,019	75	1,194
Corporate Digital Projects - 18/19 new bids	R/C	0	0	0	446	0	446
Total Projects Subject to Approval/Appraisal		1,132	0	451	1,770	235	2,555
GRAND TOTAL		5,192	1,686	2,025	2,469	285	6,615
Special Projects Financing							
Special Projects financed in previous years		1,686	1,686				1,686
Funded from Special Project Reserve		1,529	0	620	532	160	1,313
Funded from ICT Reserve		421	0	347	74	0	421
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Funded from On-Street Parking Reserve		60	0	0	60	0	60
Funded from Periodic Operations Reserve		9	0	9	0	0	9
Funded from Regeneration Reserve		502	0	139	263	50	502
Funded from Dover Regeneration Reserve		65	0	65	0	0	65
Funded from KCC contribution		94	0	69	25	0	94
Funded from LDF revenue		6	0	6	0	0	6
Funded from SEEDA		79	0	79	0	0	79
Funded from HCA		23	0	23	0	0	23
Funded from HM Treasury grant		500	0	500	0	0	500
Funded from HLF/Partnership funding		16	0	16	0	0	16
Funded from Developer contribution		150	0	100	50	0	150
Funded from Planning revenue		10	0	10	0	0	10
Funded from Special Project Reserve - 18/19 new bids		0	0	0	619	75	794
Funded from ICT Reserve - 18/19 new bids		0	0	0	446	0	446
Funded from KCC & Dover Growth Fund Reserve-18/19 new bids		0	0	0	300	0	300
Funded from Major Events Reserve - 18/19 new bids		0	0	0	100	0	100
TOTAL		5,192	1,686	2,025	2,469	285	6,615

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Major Events commitments	(100)
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Major Events balance	23

0

GRANTS TO CONCESSIONARY RENTALS 2018-19

2017/18 2018/19

0	0	Aylesham Parish Council	Lease Of Land At Spinney Wood, Aylesham
50	50	Sandwich Tennis Club	Lease Of Tennis Courts In Sandown Road, Sandwich
75	75	Aylesham Parish Council	Lease Of 1.82 Acres At Market Square, Aylesham
0	0	Aylesham Parish Council	Lease Of 1.95 Acres Of Land Adjoining Ratling Road, Aylesham
0	0	Aylesham Parish Council	Lease Of 4.94 Acres At Dorman Avenue North, Aylesham
225	225	Dover Bowling Club	Lease Of Pavilion In Maison Dieu Gardens, Dover
355	355	Victoria Park Bowling Club	Rent Of Pavilion, Victoria Park, Deal
150	150	Aylesham Parish Council	Lease Of 7.7 Acres Adjoining Hill Crescent, Aylesham
0	0	Deal Angling Club	Lease Of Angling Cabin On Deal Pier
325	325	Deal & Walmer Angling Club	Lease Of Angling Cabin On Deal Pier
450	450	Capel-Le-Ferne Parish Council	Lease Of Land In Lancaster Avenue For Use Of Playing Field
1,225	1,225	Dover Rugby Football Club	Rent Of Crabble Pavilion, River (Our Half Of The 7 Months @50% Of £4,200)
1,750	1,750	Dover Rugby Football Club	Rent Of Crabble Pavilion, River (We Pay The Remaining 5 Months @ 100% Of £4,200)
2,500	2,500	Dover Athletic Football Club	Orange Telephone Mast 50% Of Rental Fee (Dover Ath Keep All Income As Part Of Our Support For Them - Grant Reflects Payment To Code Instead Of Their Payment Of Our Half In Original Deal)
8,000	8,000	Dover Athletic Football Club	Lease Of Ground At Crabble Athletic, River
10,000	10,000	Dover Citizen's Advice Bureau	Rent Of 1st Floor Dover Area Office
10,000	10,000	Deal Citizen's Advice Bureau	Lease Of The Cedars, 26 Victoria Road, Deal
35,105	35,105		In most cases, the above shows a 50% grant or more reduction in the rental charges for DDC properties or income generating sites

Financial Assistance Payments to Other Outside Bodies

2017/18	2018/19	Change		
£	£	%		
265,000	137,500	-48%	Your Leisure	2018/19 Dover Leisure Centre will no longer be managed by Your Leisure (YL). £132.5k has been agreed by Cabinet Members as a grant payment linked to a revised funding agreement with lease for Tides Leisure Centre. A grant of £5k to YL for Walmer Paddling Pool is to be provided from 2018/19.
0	95,000	100%	Places For People	£95k one off payment to places for people for managing the old Dover Leisure Centre site
1,500	1,500	0%	Peqasus Playscheme	Provision of a playscheme for children with disabilities
3,000	3,000	0%	Kent County Council	Contribution to Sports Partnership
4,500	4,500	0%	Gazen Salts Nature Reserve	To assist in managing and maintaining the reserve
10,000	10,000	0%	Sandwich Town Cricket Club	To assist the Club in defraying its expenditure in managing, maintaining and improving the Recreation Grounds at The Butts & Gazen Salts.
12,000	12,000	0%	Dover Rugby Club	For ground maintenance at Crabble Athletic Ground, covered by saving made in the Landscape maintenance contract.
1,000	1,000	0%	Victoria Bowls	Contribution to running expenses of the Club
10,000	8,000	-20%	Dover Bowling Club	New grant for 2017/18 for ground maintenance at Dover Bowling Green. Covered by savings within the grounds maintenance budget. Letter regarding payment schedule saved in accountancy-Budgets-2017/18-Grants
100,500	100,500	0%	Dover Citizen's Advice Bureau	£97k CAB Core Funding grant, plus £3,500 service charge contribution
22,500	22,500	0%	Neighbourhood Forums	Joint contribution with KCC for neighbourhood projects
7,900	8,000	1%	Home Improvement Agency	"Intouch" Housing Improvement Agency funding
5,000	5,000	0%	Deal Town Council	Astor Theatre
3,500	3,500	0%	Actions with Communities in Rural Kent	Contribution to rural housing
446,400	412,000			

SUMMARY OF RECOMMENDATIONS

Detailed below is a summary of all the recommendations included in the report:

General Fund Revenue Account

It is recommended that Cabinet:

- Continue the practice of delegating authority to the Director of Finance, Housing and Community to approve revenue budget carry forwards within the guidelines set out; and
- Approve the grants to organisations detailed at Annex 11.

It is recommended that Council:

- Approve the General Fund Revenue Budget for 2018/19 and the projected outturn for 2017/18;
- Approve the policies and protocols regarding the General Fund balances and earmarked reserves, and transfers between reserves as set out in Annex 6.

Housing Revenue Account

It is recommended that Cabinet:

- Delegate to the Director of Finance, Housing and Community, in consultation with the portfolio holder responsible for Finance, power to acquire freehold or leasehold residential properties and to agree terms and conditions in connection therewith.

It is recommended that Council:

- Approve the 2017/18 Projected Outturn and the 2018/19 HRA budget at Annex 7.
- Delegate to the Director of Finance, Housing and Community, in consultation with the portfolio holder for Performance and Resources, the setting of the level of the on-going HRA minimum balance, the transfer of balances to the HIR, the use of prudential borrowing, and adjustment of the resources of the HIR accordingly.

Capital & Special Revenue Programmes

It is recommended that Cabinet:

Continue the practice of delegating authority to the Director of Finance, Housing and Community, in consultation with the Portfolio Holder responsible for Finance, to:-

- Apply capital receipts, revenue resources, grants, s106 monies, etc. to finance the approved Capital and Special Revenue Projects Programmes;
- Authorise projects up to £50k that are included in the Capital and Special Revenue Programmes;
- Approve the allocation of funds from the Capital and Special Revenue Contingencies to projects;
- Authorise virements between Regeneration projects;
- Apply Growth Point reserves to Regeneration projects.

Delegate authority to the Director of Finance, Housing and Community, in consultation with the Portfolio Holder responsible for Finance, to:

- Authorise project overspends up to a maximum of 10% or £100k (whichever is lower); and apply relevant financing resources to cover.

It is recommended that Council:

- Approve the Capital and Special Revenue Projects Programmes;
- Approve that capital resources required to finance new projects are secured before new projects commence.

Treasury Management and the Prudential Code

It is recommended that Council:

- Approve the Treasury Management Strategy, including the Prudential Indicators and Minimum Revenue Provision statement

Council Tax Resolution – To be provided for final circulation

It is recommended that Council:

- Approve the Council Tax Resolution as set out at Annex 10A;
- Note that if the formal Council Tax Resolution at Annex 10A is approved, the total Band D Council Tax will be as follows:

	2017/18	2018/19	Increase
	£	£	%
Dover District Council	177.39		
Kent County Council	1,178.82		
The Police & Crime Commissioner for Kent	157.15		
Kent & Medway Fire & Rescue Authority	73.35		
Sub-Total	1,586.71		
Town & Parish Council (average)	62.56		
Total Band D Council Tax	1,649.27		

The Council Tax, by band, for the major preceptors will be as follows:

	<u>Valuation Bands</u>							
	A	B	C	D	E	F	G	H
Precepting Authority:	£	£	£	£	£	£	£	£
Kent County Council								
The Police & Crime Commissioner for Kent								
Kent & Medway Fire & Rescue Service								
Dover District Council								
Total (excl. T&P)								

FINANCING THE BUDGET

59. The net requirement is financed mainly by Government grant and Council Tax. The total financing for 2017/18 is:

2018/19 General Fund Revenue Financing	£000	%
Non-Domestic Rates Income – baseline	3,527	
Non-Domestic Rates Income - growth, S31 grant, less levy, etc.	916	
NNDR Collection Fund Deficit – relating to prior years' appeals/appeals erosion of income	(601)	
Revenue Support Grant	568	
Enterprise Zone Relief Grant	630	
Renewable Energy Retained	333	
Total Government Grant	5,373	38.5
Council Tax	6,922	49.6
Collection Fund Surplus (Council Tax)	141	1.0
New Homes Bonus	1,515	10.9
Total Financing	13,951	100.0

SPECIAL REVENUE PROJECTS - 2017/18 OUTTURN

SPECIAL REVENUE PROJECTS	Capital / Revenue	Total	Prior	Estimate	Estimate	Estimate	Future	Total
		Approved	Years	Estimate	Estimate	Estimate	years	Revised
		Budget	Exp	2017/18	2018/19	2019/20	£000	Budget
		£000	£000	£000	£000	£000	£000	£000
Committed Special Revenue Projects								
Corporate Property - Planned Maintenance	R	1,051	1,033	18	0	0	0	1,051
Control of Asbestos Regulations Works - Corporate Buildings	R	44	38	6	0	0	0	44
Dover Town Hall - Consultancy / Funding Bid	R	194	180	14	0	0	0	194
Dover Leisure Centre Study	R	45	43	2	0	0	0	45
Dover Transportation Study	R	149	124	25	0	0	0	149
Duke of York Roundabout Design	R	39	30	9	0	0	0	39
Parking Services Software Upgrade & Devices	R	27	18	9	0	0	0	27
Tree Safety Emergency Works (following quinquennial) - delete wef 18/19	R	35	35	0	0	0	0	35
Commonwealth War Memorial-Dover	R	500	0	500	0	0	0	500
Up on the Downs Project	R	62	46	16	0	0	0	62
St Margarets Bay Promenade-Refurbish Railings	R	58	15	43	0	0	0	58
Property Investment Strategy-external support	R	200	0	57	43	50	50	200
Recycling & Refuse Storage Areas	R	15	0	0	15	0	0	15
Food Waste Promotion	R	47	10	10	27	0	0	47
Dover Tourism Signage Scheme	R	20	10	10	0	0	0	20
LDF Plan	R	300	0	80	220	0	0	300
Street Lighting-Replacements & Repairs	R	90	0	90	0	0	0	90
Kearsney Temporary Premises	R	20	0	20	0	0	0	20
Russell Gdns - access bridge replacement	R	13	0	13	0	0	0	13
Dover Regeneration - enabling costs	R	94	0	94	0	0	0	94
Sandwich Walled Town Conservation Area - consultancy	R	20	0	20	0	0	0	20
Guildhall Sq Sandwich - support for external funding bids	R	30	0	30	0	0	0	30
North Deal Land Study	R	300	0	200	100	0	0	300
Resurfacing Car Parks & DDC owned access roads	R	240	0	0	240	0	0	240
Clarendon Field - safety boundary fence	R	30	0	30	0	0	0	30
Parks - General Repairs (walls, fences, lakes, structures etc)	R	25	25	0	0	0	0	25
Sub total		3,647	1,607	1,295	645	50	50	3,647
ICT Infrastructure Investment Projects								
Payment Card Industry (PCI) Compliance	R	45	17	28	0	0	0	45
eFinancials System Improvements	R	18	11	7	0	0	0	18
IDOX - Asset Management Software	R	47	26	21	0	0	0	47
IDOX Upgrade - Planning, Building Control & Property Services	R	77	14	63	0	0	0	77
Mapping System - property boundary	R	13	7	6	0	0	0	13
Data Storage - HP 3PAR SSD	R	44	0	44	0	0	0	44
SQL Server Database Refresh	R	15	0	15	0	0	0	15
Back-up software renewal	R	9	0	9	0	0	0	9
E-Fin upgrade vers 5	R	27	0	27	0	0	0	27
Regulatory Services - purchase IDOX Uniform database	R	65	0	11	54	0	0	65
Upgrade of Mobile Iphones	R	17	0	17	0	0	0	17
ICT Reserve funded - small projects	R	36	3	32	0	0	0	36
Sub total		413	79	279	54	0	0	413
Capital projects in capital programme financed from reserve:								
Provision allocated to capital programme to finance capital projects	C	0	n/a	0	0	0	0	0
		4,060	1,686	1,574	699	50	50	4,060
Proposed Projects								
Special Revenue Contingency - overspends	R/C	51	0	21	31	0	0	51
Special Revenue Contingency - urgent projects	R/C	115	0	45	69	0	0	115
DES Efficiency Projects - delete wef 18/19	R	30	0	0	0	0	0	0
Cemetery Provision - consultancy	R	15	0	15	0	0	0	15
Corporate Property Maintenance - Contingency	R	73	0	23	50	0	0	73
Utilities Management for all Corporate Properties	R	20	0	0	20	0	0	20
Connaught Park Tennis Courts Improvements	R	31	0	31	0	0	0	31
Marines Memorial Gardens Refurbishment	R	15	0	15	0	0	0	15
Corporate Property Maintenance	R	160	0	0	0	160	0	160
Dover Regeneration - enabling costs	R	80	0	80	0	0	0	80
St James Church - intermediate works	R	70	0	0	70	0	0	70
Parks, Gardens, Churchyards - General Repairs	R	60	0	60	0	0	0	60
Disabled Facility Grant projects - DDC funded - delete wef 18/19	R	150	0	0	0	0	0	0
Walmer Green railing refurbishment	R	45	0	0	45	0	0	45
Sandwich Parks project (Phase 1) - enabling design & survey work	R	24	0	24	0	0	0	24
Litter Bins - Deal Promenade	R	20	0	20	0	0	0	20
Butts - access bridge works	R	16	0	16	0	0	0	16
Gazen Salts - nature reserve works	R	15	0	15	0	0	0	15
Apertures for wheeled bins - delete wef 18/19	R	15	0	0	0	0	0	0
Dover Health Impact Assessment (HIA) - delete wef 18/19	R	11	0	0	0	0	0	0
Tree safety emergency works (following quinquennial) - delete wef 18/19 - ref CMT 31/10/17	R	10	0	0	0	0	0	0
Sub total - proposed projects		1,025	0	364	285	160	0	809
ICT Infrastructure Investment - Proposed Projects								
Corporate Digital Projects	R/C	60	0	60	0	0	0	60
Confirm Software Purchase	R	7	0	7	0	0	0	7
Regulatory Services - handheld systems	R	20	0	0	20	0	0	20
AIM upgrade	R	11	0	11	0	0	0	11
Scan hard copy plans	R	8	0	8	0	0	0	8
Sub total - ICT proposed projects		107	0	87	20	0	0	107
Proposed balance to transfer to capital projects	C	0	n/a	0	0	0	0	0

18/19 Proposed Projects								
Dover Town Centre improvements	R	0	0	0	300	0	0	300
Western Heights - establish heritage trust	R	0	0	0	50	0	0	50
Connaught Park - strategic review	R	0	0	0	0	25	0	25
Contribution to development of Dover Town archaeological plan	R	0	0	0	12	0	0	12
Sandwich Town place-making	R	0	0	0	50	0	0	50
Contribution to transport improvement (for Open Golf)	R	0	0	0	100	0	0	100
Guildhall Sq Sandwich - support for external funding bids	R	0	0	0	25	0	0	25
Kearsney Abbey / Russell Gdns pond repair	R	0	0	0	52	0	0	52
Kearsney Park project contingency	R	0	0	0	200	0	0	200
Public realm works	R	0	0	0	60	0	0	60
Corporate Property Maintenance contingency	R	0	0	0	50	50	100	200
Project feasibility costs	R	0	0	0	50	0	0	50
Special Revenue Contingency - overspends	R/C	0	0	0	20	0	0	20
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