

Public Document Pack



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2 July 2020

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** will be held as a Remote Meeting - Teams Live Event on Monday 13 July 2020 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, Democratic Services Manager on 01304 872304 or by e-mail at democraticservices@dover.gov.uk.

Yours sincerely

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

Chief Executive

Overview and Scrutiny Committee Membership:

L A Keen (Chairman)
C D Zosseder (Vice-Chairman)
D G Beaney
S H Beer
T A Bond
J Rose
M Rose
C A Vinson
R S Walkden
P Walker

AGENDA

1 **APOLOGIES** (Page 5)

To receive any apologies for absence.

2 **APPOINTMENT OF SUBSTITUTE MEMBERS** (Page 6)

To note appointments of Substitute Members.

3 **DECLARATIONS OF INTEREST** (Page 7)

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

4 **MINUTES** (Page 8)

To confirm the Minutes of the meeting of the Committee held on 2 March 2020 and 8 June 2020 (to follow).

5 **DECISIONS OF THE CABINET RELATING TO RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY COMMITTEE** (Page 9)

To receive the Cabinet decisions in respect of recommendations of the Overview and Scrutiny Committee.

6 **ISSUES REFERRED TO THE COMMITTEE BY COUNCIL, CABINET, OR ANOTHER COMMITTEE** (Page 10)

There are no items for consideration.

7 **NOTICE OF FORTHCOMING KEY DECISIONS** (Pages 11 - 12)

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.

8 **SCRUTINY WORK PROGRAMME** (Pages 13 - 14)

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

9 **PUBLIC SPEAKING** (Pages 15 - 16)

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 10 – 13.

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

In a change to the normal public speaking rules, members of the public will be registering to speak through means of a written letter of no more than 500 words.

10 **ASPIRE PROJECT** (Pages 17 - 34)

To consider the attached report of the Head of Community and Digital Services.

11 **DOVER DISTRICT COUNCIL RECOVERY PROGRAMME** (Pages 35 - 42)

To consider the attached report of the Chief Executive.

12 **ESSENTIAL REPAIRS AT DOVER TOWN HALL** (Pages 43 - 47)

To consider the attached report of the Strategic Director (Operations and Commercial).

13 **KENT AND MEDWAY MEDICAL SCHOOL STUDENT SUPPORT** (Pages 48 - 52)

To consider the attached report of the Head of Finance and Housing.

14 **EXCLUSION OF THE PRESS AND PUBLIC** (Pages 53 - 54)

The recommendation is attached.

MATTERS WHICH THE MANAGEMENT TEAM SUGGESTS SHOULD BE CONSIDERED IN PRIVATE AS THE REPORT CONTAINS EXEMPT INFORMATION AS DEFINED WITHIN PART 1 OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AS INDICATED AND IN RESPECT OF WHICH THE PROPER OFFICER CONSIDERS THAT THE PUBLIC INTEREST IN MAINTAINING THE EXEMPTION OUTWEIGHS THE PUBLIC INTEREST IN DISCLOSING THE INFORMATION

15 **WHITFIELD URBAN EXPANSION PHASE 1A - AFFORDABLE HOUSING DELIVERY** (Pages 55 - 58)

To consider the attached report of the Head of Finance and Housing.

16 **AWARD OF CONTRACT FOR RECYCLING, WASTE AND STREET CLEANING** (Pages 59 - 65)

To consider the attached report of the Strategic Director (Operations and Commercial).

17 **DOVER FASTRACK PROJECT UPDATE** (Pages 66 - 76)

To consider the attached report of the Strategic Director (Operations and Commercial).

Access to Meetings and Information

- The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 have changed the basis of the public's legal right to attend meetings. This means the public now has the right to hear Councillors attending the remote committee meeting that would normally be open to the public to attend in person. It is the intention of Dover District Council to also offer the opportunity for members of the public to view, as well as hear, remote meetings where possible. You may remain present throughout them except during the consideration of exempt or confidential information.
- 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 will be published on our website as soon as practicably possible after each meeting. All agenda papers and minutes are available for public inspection for a period of six years from the date of the meeting.

- If you require any further information about the contents of this agenda or your right to gain access to information held by the Council please contact Rebecca Brough, Democratic Services Manager, democraticservices@dover.gov.uk, telephone: 01304 872304 or email: democraticservices@dover.gov.uk for details.

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

APOLOGIES

To receive any apologies for absence.

APPOINTMENT OF SUBSTITUTE MEMBERS

To note appointments of Substitute Members.

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.

MINUTES

To confirm the Minutes of the meeting of the Committee held on 2 March 2020 and 8 June 2020 (to follow).

Decisions of the Cabinet Relating to Recommendations from the Overview and Scrutiny Committee

The Cabinet at its most recent meeting considered the following recommendations from the Overview and Scrutiny Committee:

- Adoption of Housing Stock Compliance Policies
- Review of Revenue and Capital Budgets in Response to COVID-19 Pandemic
- Dover District Council Housing Delivery Action Plan
- Use of Future High Streets Fund Revenue Grant

The Record of Decision for the Cabinet meeting on 6 July 2020 will contain the decisions of the Cabinet in respect of the recommendations from the Overview and Scrutiny Committee.

**ISSUES REFERRED TO THE COMMITTEE BY COUNCIL, CABINET OR ANOTHER
COMMITTEE**

There are no items for consideration.

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

Key Decisions 2019/20	Item	Date of meeting at which decision will be taken by Cabinet (unless specified otherwise)	Summary of Item	Agreed for inclusion in the Work Programme
1	Property Acquisitions	Ongoing (decisions to be taken by Portfolio Holder for Finance and Governance or Strategic Director (Corporate Resources))	On 30 November 2016 the Council approved an Investment Property Strategy. This notice relates to decisions to be taken to acquire properties in pursuance of the adopted Strategy.	 14/10/19
34	To consider a proposed increase in Hackney Carriage fares	Cabinet (date to be confirmed)	To consider a variation to the Hackney Carriage tariff proposed by the licensed trade	 20/01/20
41	Award of waste collection and street cleaning contract	6 July 2020 (remote meeting)	To agree the award of the waste collection and street cleansing contract which is due to start on 16 January 2021 and run for an 8-year period until 2029	 Agreed by Chairman
42	Inter-Authority Agreement with Kent County Council for recycling and waste	6 July 2020 (remote meeting)	To agree the Inter-Authority Agreement between Kent County Council and Dover District Council for recycling and waste collections.	 Agreed by Chairman
43	Dover Fastrack (formerly known as Bus Rapid Transit) Project Update	6 July 2020 (remote meeting)	This report will provide an update on project progress including the negotiations to secure land and the impact of Covid-19 on project progress, as well as setting out options for proceeding to the delivery phase.	 Agreed by Chairman
45	Strategic Land Purchases	To be confirmed at time of agenda publication	The Council has previously approved a budget to enable strategic land purchases, primarily to support the Aylesham development. This report seeks approval to allow any subsequent land	To be Determined

Agenda Item No 7

Key Decisions 2019/20	Item	Date of meeting at which decision will be taken by Cabinet (unless specified otherwise)	Summary of Item	Agreed for inclusion in the Work Programme
			receipts made from these strategic sites to be recycled for further regeneration projects across the District.	
46	Approval of project to construct 26 units of affordable housing on a site at Napchester Road, Whitfield	6 July 2020 (remote meeting)	Cabinet has previously approved in principle a project for the provision of 26 units of affordable housing at a site at Napchester Road, Whitfield (Whitfield 1A). The report provides an update on progress, and seeks approval for the budget and for the approach to delivery of the homes.	 Agreed by Chairman

Note: (1) Key Decisions which have already been taken do not appear in this extract of the Notice of Forthcoming Key Decisions.

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

The following is a list of items for note that were on the work programme for 2019/20 and will be carried over to the 2020/21 work programme and implemented as resources permit.

Month	Issue	Resource Implications for Scrutiny				Reason for Inclusion on the Work Programme (incl. any actions required)
		Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
Items to be Scheduled	Dover District Leisure Centre - review of performance against targets and public transport access provision	Single Item	Strategic Director (Operations and Commercial)			Agreed for inclusion by the Committee at its meeting held on 11/11/19
	Update on capital expenditure relating to Digital Agenda	Single Item	Strategic Director (Corporate Resources)			Agreed for inclusion by the Committee [Final date still subject to confirmation]
	Corporate Consultation	Single Item	Chief Executive			Agreed for inclusion by the Committee
	Noise nuisance policy and performance (with particular respect to the out of hours service)	Single Item	Head of Regulatory Services			Agreed for inclusion by the Committee at its meeting held on 11/11/19 [Final date still subject to confirmation]
	Food Poverty Review	Scrutiny Review	Democratic Services Manager			To develop a response to the Council Motion.
	Review of property purchases (Overview – not individual property)	Single Item	Strategic Director (Corporate Resources)			Agreed for inclusion by the Committee

Month	Issue	Resource Implications for Scrutiny				Reason for Inclusion on the Work Programme (incl. any actions required)
		Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
	Youth Services	Single Item	Democratic Services Manager			To invite DDC, KCC, Voluntary Sector (To be confirmed)
	Overview of Car Parking Policy	Single Item	Strategic Director (Corporate Resources)			Agreed for inclusion by the Committee
	Review of DDC Response to Covid-19	Single Item	Chief Executive			Agreed for inclusion by the Committee.

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

Items agreed for inclusion in the work programmes as they arise:

Agreed for Inclusion?	Subject	Action
Agreed	Neighbourhood Plans	To come forward for scrutiny in accordance with the Notice of Forthcoming Key

Once agreed for inclusion, the Democratic Services Manager will look to schedule the meetings accordingly.



Remote Meetings

Overview and Scrutiny Committee

The Council Offices will be closed during a remote meeting and it is not possible for the members of the public to physically “attend” a remote meeting.

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 have changed the basis of the public’s legal right to attend meetings. This means the public now has the right to hear Councillors attending the remote committee meeting that would normally be open to the public to attend in person. It is the intention of Dover District Council to also offer the opportunity for members of the public to view remote meetings where possible.

Joining a Remote Meeting

To join a remote meeting, you will need to join via the link on the Council’s website. This can be accessed via the agenda page for each meeting. The Council is using Teams Live Events (a Microsoft Product) for its remote meetings and you will be taken to the meeting by clicking on the link.

The best way to view the remote meeting is through a laptop or desktop computer. However, you should also be able to view through a smartphone or tablet device. You will need internet access to do this.

Public Speaking

In a change to the normal public speaking rules, members of the public will be registering to speak through means of a written letter of no more than 500 words.

The procedure for registering to speak itself remains unchanged and you must provide notice of a request to speak in writing by email to democraticservices@dover.gov.uk or by means of the webform that can be found on the council’s website at <https://forms.dover.gov.uk/scrutinycommittee>

Registration will be on a first-come, first-served basis. If you have been successful in registering to speak, you will be contacted by a member of the Democratic Services team. In all cases, public speaking requests must be received by no later than 2pm on the second working day before the meeting. For a Monday meeting, this would be 2pm on the previous Thursday.

Registering to speak at a remote meeting confers **the right to submit a speech** on a first-come, first-served basis. There is a maximum of four speakers permitted to register to speak in relation to any one agenda item.

If you have been successful in registering to speak you will be contacted by a member of the Democratic Services team. If you are successfully registered to speak you must submit by email to democraticservices@dover.gov.uk your written speech (of not more than 500 words) by 10.00am on the day of the remote meeting.

Statements will be read out to the remote meeting by an Officer (who is not presenting the report) on behalf of the speakers.

In submitting their speech each speaker accepts that they remain fully responsible for its content. If any defamatory, insulting, personal or confidential information, etc. is contained in any speech received from any speaker, and/or read to the remote meeting by an officer, each speaker accepts full responsibility for all consequences thereof and agrees to indemnify the officer and the Council accordingly.

Feedback

If you have any feedback on the Council's remote meeting arrangements please let us know at democraticservices@dover.gov.uk

Subject:	ASPIRE PROJECT
Meeting and Date:	Cabinet – 6 July 2020
Report of:	Brinley Hill, Head of Community and Digital Services
Portfolio Holder:	Councillor MJ Holloway, Portfolio Holder for Community and Tourism
Decision Type:	Non-Key Decision
Classification:	Unrestricted

Purpose of the report:	To seek approval to the Council participating in the ASPIRE Project as partner.
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Recommendation:	Cabinet is asked to approve Option 1.
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1. Summary

1.1 Dover District Council participation in ASPIRE, an innovative Interreg funded FCE (France/Channel/England) programme to support people who are unemployed to reach a healthy weight and gain employment in areas where levels of unemployment and obesity are abnormally high. Using partner expertise and combining employability skills and healthier lifestyle choices, ASPIRE will support people to achieve their health and career goals.

2. Introduction and Background

2.1 In February 2020 Dover District Council was approached to support a multi partner cross-border project to support communities in tackling health and unemployment inequality in the Dover District. This approach was made following the withdrawal of Hadlow College/Betteshanger Park due to a cease of their operations. This provided an opportunity to ensure that a project worth 1.2million over three years remained in the district; underpinning the current delivery of the Community Development Officers across the district. Working alongside ‘Your Leisure’ we will deliver the Dover element of the programme to ensure the benefits remain in the district. After agreement with the Health and Europe Centre as lead project partner, DDC will allocate a Community Development Officer for 3 years, to assist in highlighting appropriate communities / individuals who would benefit from participation on the programme in the Dover District and then support the deliverable pathways of these individuals in their journeys. Providing support to Your Leisure who will lead on the Community Health Hub direct delivery element. This will be funded as part of the agreed Dover element of the project from ERDF (European Regional Development Funding) funds of £910K (see breakdown below at **5.2**) at cost of £146k. This will give no additional financial liability on DDC due to permitted inclusions of management costs and administrative sundries that are already budgeted for, which will be covered as the match funding costs of £66k over three years *of the project*.

2.2 The project has a total budget of over 10 million euros and involves partners from across southern England and northern France to run over the next three years.

ASPIRE (Adding to Social capital and individual Potential In disadvantaged Regions) has received more than 7 million euros from the European Regional Development Fund.

ASPIRE is an innovative programme to support people who are unemployed to reach a healthy weight and gain employment in areas where levels of unemployment and obesity are abnormally high. Using partner expertise and combining employability skills and healthier lifestyle choices, ASPIRE will support people to achieve their health and career goals.

The project will provide a holistic approach to lowering obesity and unemployment rates in identified communities where these two issues are common and definitively linked. A recent Gallup poll shows that the longer a person is unemployed, the higher the rates of obesity, with rates reaching up to 32.7% after a year or more of unemployment.

- 2.3 The aim of this project will be to improve the relationship that our participants have with their food, with access to local health produce and consequent weight loss, and to provide them with the skills and support needed to successfully gain employment

3. Identification of Options

- 3.1 Option 1 – DDC participates in the programme as an approved partner.
- 3.2 Option 2 – DDC declines to participate in the programme

4. Evaluation of Options

4.1 Option 1 - Participation in the innovative programme will ensure vital funding over the next 3 years remains in our district, to address the social, health and economic impacts that adversely affects the most vulnerable. This was already evident before the Covid-19 pandemic and will be even more beneficial post pandemic. This will assist DDC, led by the community services team, in supporting the most social and financially inactive in local communities. It will support in improving the health and well-being of residents; whilst also improving the economic well-being and employability of referred clients, so helping to support the long-term local economy in terms of work ready individuals and social impact. Considering the recent Covid 19 pandemic which has already seen the potential for large scale redundancies in the District. In addition, restrictions in movement during lockdown periods has also shown anecdotal evidence that inactivity has increased across communities with associated rises in obesity. The project will be perfectly timed to help counteract these new and emerging issues throughout our district. Supporting our residents to remain healthy, improve opportunities for future employment and providing support to the post Covid19 recovery plan for the Dover District.

4.2 Option 2 – By not participating in the project vital funding will be diverted to other areas of the country where the project will also run, to the detriment of individuals and local communities in the Dover District who would benefit from participation in the project.

5. Resource Implications

- 5.1 Capital costs - expenditure/income – zero
- 5.2 Revenue costs

Total value of Project: €10,228,764.44 / £8,596,253

Dover Costings Element	EUROS	POUNDS STERLING (Estimated- exchange rate 1.11 - 28th May 2020)
Agreed Total Project Value – Dover District area.	€1,464,722.06	£1,319,569.42

Your Leisure / Dover DC		
ERDF Funding (69%)	€1,001,907.05	£910,502.90
Total Match Requirement (31%)	€454,063.50	£496,066.52

6. Revenue Implications

- (1) Cost of Community Development Officer F/T post for 3 years including on – cost is £122k. (approx. £40k per annum)
- (2) DDC will receive circa £146k for the post to include ancillaries from the ERDF.
- (3) DDC are liable for £66k over 3 years match funding which is already budgeted for in the MTFP for core departmental costs that can be recharged to cover line management, supervision, IT, HR, training costs etc.
- (4) East Kent Audit Partnership will be acting as Tier 1 level controller for DDC submissions for quarterly project costs, which is already included in ERDF funding to support this.

7. Climate Change and Environmental Implications

This project will have no detrimental environmental impact in the district. By running the project in the district and supporting people to learn more skills, including horticultural training this will both increase health and wellbeing across the participants, support improvements in the local environmental and provide sustainability to individuals economic futures. Due to the locality of the project this will also have minimal carbon footprint.

8. Corporate Implications

Comment from the Director of Finance (linked to the MTFP): “Accountancy have been consulted on the financial matters in this report and have no further comments to add. (LS)”

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. (HR)

Comment from the Equalities Officer: This report does not specifically highlight any equality implications, however in discharging their duties members are required to comply with the public sector equality duty as set out in Section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/section/149> (KM)

9. Appendices

Appendix 1 – Detailed project synopsis

Appendix 2 – provisional key project outcomes.

Appendix 3 – infographics highlighting the methodology and project framework.

10. Background Papers

None.

Contact Officer: Shaun Taylor, Community Services Manager

Appendix 1

Aspire Project Synopsis and Aims:

ASPIRE will co-create an innovative model for holistically combining healthy weight and employability services that will be applied by hubs in disadvantaged communities to reduce levels of overweight and increase employability.

Partners:

No.	Partner	
PP1	Health & Europe centre	Lead Partner
PP2	KCC Public Health Team	Policy Input
PP3	Kent Community Health Foundation Trust	Weight Loss, Health Interventions
PP4	Wellbeing People	Health Kiosks / Roadshows
PP5	Mission Locale Picardie Maritime	
PP6	Maison Pour l'Entreprise l'Emploi et la Formation Santerre Haute Somme	
PP7	Association Centre Socioculturel	
PP8	Bournemouth University	Project Evaluation / App Development
PP9	C3 Collaborating for Health	CHESS Tool
PP10	Dover District Council / Your Leisure	Delivery Site - Bechange Aylesham tbc
PP11	Les Anges Gardins	
PP12	Association Federons les Villes pour le Sante	
PP13	Bournemouth Council (Sustainable Food City Partnership)	Delivery Site – Building a hub
PP14	Medway Community Healthcare CIC	Delivery Site – Fort Amhurst Land

Obesity across the area of the project is high and this coincides with higher than average levels of unemployment. Figures suggest that 63% of the population in South East England are overweight. The project will look at how using food production as a way to increase awareness and engagement, reduce weight, increase self-esteem and improve employability via new skills and work experience could have a positive impact on weight loss and employability of the target groups. This work will focus on high areas of deprivation in disadvantaged communities by co-ordinating healthy lifestyle opportunities with a pathway into employment.

The two key aims are:

1. Develop a new model for service delivery combining healthy weight and employability services
2. Develop a community garden to facilitate learning, skills development to include vegetable gardens, orchards and bee keeping.

Background

Obesity across the FCE (France/Channel/England) area is a significant concern; high levels of obesity coincide with high rates of unemployment across the zone. A Gallup poll shows that the longer a person is unemployed, the higher the rates of obesity, with rates reaching up to 32.7% after a year or more of unemployment. This is reflected in local statistics: whilst the national unemployment rate in France is around 10%, the Hauts-de-France region is the worst affected at nearly 13%. Obesity rates there exceeded 20% in 2016, 6 percentage points above the French average.

According to a UN report 1/4 British adults are obese, with levels having more than trebled in the last 30 years. 63.1% of people in SE England and 62.7% in SW England are overweight. Fresh, local, healthy food options are often associated with a higher price tag and being more difficult to cook. ASPIRE will target the obese & overweight unemployed population across the FCE zone, using food production as a way to increase awareness & engagement, reduce weight, increase self-esteem & improve employability via new skills & work experience.

The Tenant Farmers Association has stated that UK horticultural businesses are "reporting a considerable shortfall in the staff they require", whilst a recent article in La Croix also highlights the recruitment difficulties faced by employers in the agricultural & hospitality sectors in France. ASPIRE will improve the quality & effectiveness of service delivery to socio-economically disadvantaged communities by co-ordinating healthy lifestyle opportunities with a pathway into employment. ASPIRE recognises that body image & weight are sensitive issues; the partnership will use its expertise in setting up/running weight loss programmes to engage appropriately.

ASPIRE will be innovative in 3 ways: (1) it will be the first project that regards obesity & unemployment holistically, not as two separate issues; (2) it will use food production as a means of information & upskilling to tackle both issues; & (3) using partners' unique engagement programmes the project will engage with the local community to co-create a needs-based response, involving all ages in the community to ensure a multi-generational, long term benefit for: (1) a new model for service delivery combining healthy weight & employability services, embedded in statutory practices & (2) a network of food-based centres tackling unemployment & obesity.

Of the ASPIRE participants, 50% will reduce their body weight & 10% will move from obese to non-obese. 80% of participants will rise at least 1 stage on the employability ladder & 40% at least 2 stages. Cross border working is vital for ASPIRE's success - the French have a successful community centre approach where enabling those in need to be well supported by a familiar network & the English have excellent outreach & volunteering expertise which allows them to engage with 'hard-to-reach' populations beyond the immediate community setting.

Common Territorial Challenges

The Co-operation programme states that the challenge "is to help groups at risk of economic exclusion to actively participate in the economy..." Areas on both sides of the Channel face the two common issues: obesity & unemployment. Although it is no secret that these problems are linked, existing services are not working together to address the issue holistically. A worryingly high proportion of people are considered as being obese/overweight in the FCE area, the highest levels are recorded in areas of high economic deprivation. Whilst eating healthily can often seem unachievable on a budget,

knowledge of how to cheaply grow and prepare fresh fruit and vegetables can make all the difference. An OECD report exploring the relationship between education & obesity states that "obesity tends to be more prevalent in disadvantaged socio-economic groups." With these rising rates it is clear that national initiatives haven't effectively resolved the issues. OECD & EU data suggests the picture will worsen if this doesn't change. Given the shared social & economic situation, there is a strong rationale to tackle these issues at the FCE programme level. This will result in the development of an innovative model of service delivery, filling the gaps in current service provision.

Project Challenges and Approach

ASPIRE will give obese/overweight and/or unemployed people the tools they need to make healthier lifestyle choices & improve their employability. Current health & employment services rarely work together to tackle the issues as one problem, despite the evidence that they are linked.

A new FCE model, co-created using partner expertise in both fields, will holistically combine the necessary support to increase employability with access to locate healthy food produce and consequent weight loss. The model will be implemented via 7 implementation sites & innovative technology in order to enable participants to improve their relationship with food & provide them with the skills & support they need to gain access to the labour market. Current services also have difficulties in reaching the target audience due to the remoteness of much of the non-urban target population.

Public Health England data shows a correlation between the fact that most services are delivered in town centre locations (lower obesity rates) and rural populations are disadvantaged (higher obesity rates) as access to services is harder.

ASPIRE will bring services to the users via innovative community engagement building on PP9's CHES tool & PP4s health Kiosks & by embedding the free and easy to implement Mason Mile initiative across partner areas in order to encourage families to participate in physical activity within their communities. These approaches put the target population at the forefront of their support & make community & self-assessment light-touch and informal in order to encourage people to tackle their health & employment problems.

In many areas across the FCE zone unemployment & obesity have become deeply engrained in society & for current services maintaining positive behaviour change post service intervention is a problem: service users may live in an 'obesogenic' environment meaning that maintenance of positive behaviour change requires a lot of willpower.

By engaging not only the obese/unemployed person but also the community & whole families, allowing them to make the small decisions & changes that can lead to big transformations, ASPIRE will go beyond existing practices, ensuring that the target audience during & post project will continue with their good habits. Cross-border learning will also allow partners to take the best aspects of service provision from both sides of the Channel, creating a model that will be transferable to other regions.

Cross-Border Added Value

ASPIRE fulfils the 4 cooperation criteria: it has been jointly developed (see WPP), will be jointly implemented by PPS & 14 & jointly staffed & financed by all PPS. ASPIRE recognises that neither

country has been able to successfully tackle the issues of obesity & unemployment but that local partners have significant complementary experience.

By combining the powerful community social centre models in the North West of France that allow whole communities, particularly in deprived areas, to have a place of reference for their problems (health, employment & more) with innovative UK community engagement, volunteering & out-reach programs allowing services to reach those in need, ASPIRE will create a solution that would not be possible at a purely national level. ASPIRE responds to similar gaps in existing service provision in both countries: accessibility, short term focus, lack of focus on long term change & embedding health holistically in all policy areas.

ASPIRE focuses on a specific geographic area in France: from data & conversations with existing French partners, obesity and unemployment are particularly widespread in the Hauts de France region. As such, we have the right partners around the table to create the impact we desire, given that we will be piloting our model in this area, to then be able to roll out to other areas which are similarly impacted but to a slightly lesser extent. PPI 2 already works in this wider geographical area.

Value for Money

ASPIRE will holistically combine health & employability services in areas where levels of unemployment & obesity are abnormally high. Obesity comes at a great cost to health systems: WHO estimates between €2.1-6.2bn in France. 50% of ASPIRE users will reduce their body weight; 10% moving from obese to non-obese saving €650k pa to public health systems. 500 people in work & no longer obese will save employers €369k pa in lost productivity as obese people take 6 days more sick leave pa than their non-obese colleagues.

Economy • Economic benefits of increased employability: 4,000 participants (80%) rising at least 1 stage on the employability ladder, 2000 (40%) 2 stages, 759 (15%) gaining employment saving €9.1 m pa to the public purse in reduced benefit costs. Changing families' attitudes towards food will prevent children becoming obese & cost to local health systems • Efficiency • Model of prevention for future generations: varied support including food production, buying healthy food on a budget, cooking & portion control to help them make individual changes & pass healthier choices on to their families • Food production & food-based learning will enable participants to gain new skills that will improve their employability. Effectiveness • Combining approaches will ensure that these services are being accessed Individual support for obese individuals to avoid them ending up at the hospital This will be carefully monitored & measured by PP8 throughout the project.

Project Specific Objectives

In line with the programme's objective to increase the quality & effectiveness of service delivery to disadvantaged groups, ASPIRE will co-create an innovative model for holistically combining healthy weight & employability services that will be applied by hubs in disadvantaged communities to reduce levels of overweight adults & increase employability. Groups will be engaged via unique, community driven engagement strategies to ensure that a maximum number are guided through a lifestyle change.

Project Main Results

20,000 people will be engaged in the FCE zone in socially & economically disadvantaged communities, on a holistic healthy weight & employability journey, resulting in 50% reducing their body weight & 10% moving from obese to non-obese. 80% will rise at least 1 stage on the employability ladder, 40% at least 2 stages & 15% gaining employment, when compared to existing service outcomes.

A further 15k people will be engaged in participants' families and communities to ensure a lasting effect

Durability / Sustainability of Project Outputs & Results

ASPIRE will take direct action to ensure the new model is firmly embedded within the partner areas, & roll-out activities have taken place to guarantee take-up amongst other regions. This will ensure that outputs & results have a lasting impact beyond project duration.

Data shows that 500 people already in work moving from obesity to non-obesity will save employers €369,000 pa in lost productivity as obese people take 6 days more sick leave pa than others. PPS aim to roll out to a further 5 regions during project lifetime and beyond.

The project will fund their establishment, & the cost savings from month 18 of delivery will be reinvested to sustain the activity permanently. ASPIRE advocates will be trained to continue workshops & activities. PPS will engage with regional & national stakeholders & funders to ensure that the technological outputs are sustainably embedded by appropriate bodies e.g. the NHS Innovation Accelerator Programme (UK).

In FR ASPIRE will be communicated to the ARS/SPF. In terms of project results, by engaging with communities across generations (the Mason Mile) ASPIRE will embed the good habits within family groupings, ensuring ongoing sustainability, as all family members will share a common goal. By creating interventions as a direct result of the desires and needs of communities (A2.1) the project will be relevant to future generations.

Transferability of Project Outputs

All PPS have local but also national organisational links that can be drawn upon to disseminate the results of ASPIRE beyond the FCE zone.

All PPS will ensure that the ASPIRE model and its results will be communicated online and via dissemination and networking events in both countries. PP 12 is nationally recognised in France and will apply the FCE ASPIRE model to their work across the country, whilst PPI I has strong links with the regional council. Via PP9 the European Association for the Study of Obesity has expressed interest in following the progress of the project. This, as well as the LP's high-profile pan European network (including EPHA and Euro Health Net) means that relevant stakeholders will be informed of the projects results beyond the FCE area.

The technology-based community engagement strategy, teamed with an innovative interactive platform, will be publicised and made available to relevant organisations and public bodies across Europe.

The unique approach of the community engagement strategy used by ASPIRE means that it can be adapted to any community looking to make healthy lifestyle changes

Progress reports including detailed description of the methods, implementations and results will be available on the public space of the ASPIRE website. This will enable interested organisations to remain up to date with ASPIRE progress

Appendix 2.

Provisional outcome deliverables

The two key aims are:

1. Develop a new model for service delivery combining healthy weight and employability services
2. Develop a community garden to facilitate learning, skills development to include vegetable gardens, orchards and bee keeping.

The key provisional project outcomes are:

Involvement of participants/communities in design	20 people in developing plans	Community Panel formed. Number of participants	Plans developed for a community garden space in Dover District. No of people involved
Involvement of participants/communities in design	200 people inputting towards plans	Digital survey engaging local residents and community	Plans developed for a community garden space in Dover District. No of people participating
Participants involved in physical model	Proposed to be from the Dover, Thanet, Canterbury & Shepway Districts (Need to assess numbers being targeted on French side - so it's comparable. Can extend to Swale, Ashford & Medway if need greater reach.)	Number of participants & demographic data. Stakeholder support (transport etc)	Quantitative data
Participants involved in physical model	100 people annually	Allotment - day to day upkeep and maintenance	Hours spent working on the land
Participants involved in physical model	300 people annually	Allotment - using the allotment as a space for the delivery of learning and engagement programme	No of people engaged. No of sessions delivered
Participants involved in physical model	10 people to establish	Community bee keeping	No of Bee hives established
Participants involved in physical model	300 people annually	Using bee keeping as an educational facility and STEM learning tool	No of people engaged. No of sessions delivered
Participants involved in physical model	15 people to establish	Community Farm - interactive experience, poultry, goats	No of people engaged. No of animals kept

	1000 people per year	Community Farm - educational and engagement programme - field to fork	No of sessions delivered and people engaged.
Participants involved in physical model	30 people to establish	Community orchard	Number of trees planted
	150 people per year	Community orchard learning programme - pruning, picking, production, orchard management	No of sessions delivered and people engaged.
Participants using interactive model	100 people per year	Permaculture - developing a sustainable and self-sufficient eco-system	
Community empowerment	300 people per year	Community compost project	Physical development of composters. Tonnes of compost produced. No. of educational sessions delivered
Involvement of participants/communities in design	220 engaged in development of plans	Community Panel formed. Number of participants. Digital survey engaging local residents and community.	Plans developed for a community garden space in Dover District
Weight loss amongst service users	NHS / Public Health / Wellbeing People as partners – location in Dover District as the space for partner delivery	National / Regional / Local Health Stats	
	144 clients per annum 70% lose weight 30% 3% weight loss 30% 5% weight loss This is the number of clients that meet the criteria of being overweight and unemployed that will come through the weight loss programme per annum	Weight Loss Group	Total number of people that attend per year and measure weight loss
	204 clients will be offered a Health MOT or NHS Health checks that meet the criteria of being overweight and unemployed that will come through the 1:1 ONE You lifestyle service or the ONE You Weight loss programme	NHS Health Checks & MOTs	Uptake to be 80% of clients.

	1000 conversation will be recorded using a combination of the health kiosk or by attending key local events, presentations etc to help promote the project	Interactive Health Kiosk and local events	
	1,500 hours	Active Lifestyles: Cycling, Walking, Yoga etc Using park and the HWB Hub	Hours of activity undertaken.
	200 people per year	Online support forum / Peer to Peer networking	No. of people engaged.
	1000 conversations will include the promotion of the national ONE YOU or Change for Life Campaign or APPS that help people to address unhealthy behaviours.	Change4Life and ONE YOU national Campaign	Recording of conversations and promotion of the APPS at key events.
Improved employability	200 qualifications per year.	No. of Qualifications gained during project.	Further Education / Employment accessed/secured
	12 talks per year. 1,200 people attended.	Talks, Seminars and Conferences centred around healthy living	No. delivered and the attendance.
	100p/w	Volunteer hours	No. of volunteer hours
	300 per year	CV / Portfolio development	No. of CV's developed
	2 per year	Meet the employers Fair	Number of fairs held. Number of employers attended

	20% of eligible participants	Reduced benefit claims	No. of people reducing their dependency on universal credit
	10 business start ups per year. 40 jobs per year created.	Creating employment opportunities: Supporting small and micro business development, including onsite business incubation from 2021 in the Betteshanger Business Incubation Hubs	No. of people taking advantage of the new start up facilities and associated support.
	15 volunteers per week	Open a community Farm Shop located on the Betteshanger site	Farm shop established. No. of staff / volunteers running it. No. of customers/profit
	2,000 people attend food fair, 50 stall holders. 50 people signed up for veg boxes. 200 people attend farmers markets 15 stall holders.	Routes to market - annual food fair, veg box scheme, sale on site, fortnightly farmers market	food fair / veg boxes / farmers markets established. Foot fall / profit
	30 people per month	Food production - field to fork - skills for food production utilising onsite catering facilities - training linked to WKC	No of people engaged in training sessions. Products created for the café.
		LEP Economic Plan aim - to increase talent pool, accelerating business start-ups, young people & productivity of residents	Look at LEP targets and measurement tools. No. of start ups attracted to site.
	10 business start ups per year. 40 jobs per year created.	Links to Hadlow College, Greenwich University & Discovery Park to support workforce development. (Particularly Healthcare Innovation)	No. of start ups supported.

	300 people per year	Low environmental impact: Complement the natural landscape & utilise low carbon technologies.	Identify the various measures put in place. Measure the energy saved. No. of people engaged in environmental activities and behaviour change.
Local community improvements		Physical environment: Community Allotment, orchard, bee hives, farm	Delivery of the physical items
		Personal Benefits: Increased sense of wellbeing, weight loss, training, employment	Testimonials/wellbeing scores (before & after).
		Availability of locally grown produce.	Sales of produce
		Increased understanding of environmental impacts	Measure attitudes towards environmental activities

ASPIRE employability ladder

- Full/part time
- Temporary or permanent
- Self employment

- Regular attendance at local organisation

- Employment training workshops e.g. interview skills

- Healthy weight/ healthy eating workshops
- Food production workshops

- Health MOT
- Signpost to healthy lifestyle

Activities involved at each step



- Self-confident
- Support other participants
- Purchase healthier food

- Self-belief
- Knowledge of skills and work available
- Socially engaged
- Awareness of health and employability link

- Develop Specific skills in food production
- Develop employability skills

- Develop social skills
- Develop knowledge of food production, healthy eating and employability

- Meet new people
- Develop an interest
- Awareness of own health metrics and associated healthy lifestyle

Outputs of the activities ³¹



- Two-five times less likely to die prematurely
- Unemployment is detrimental for mental health



- Better social relationships = a 50 per cent higher survival rate
- People with chronic illness are more likely to be unemployed



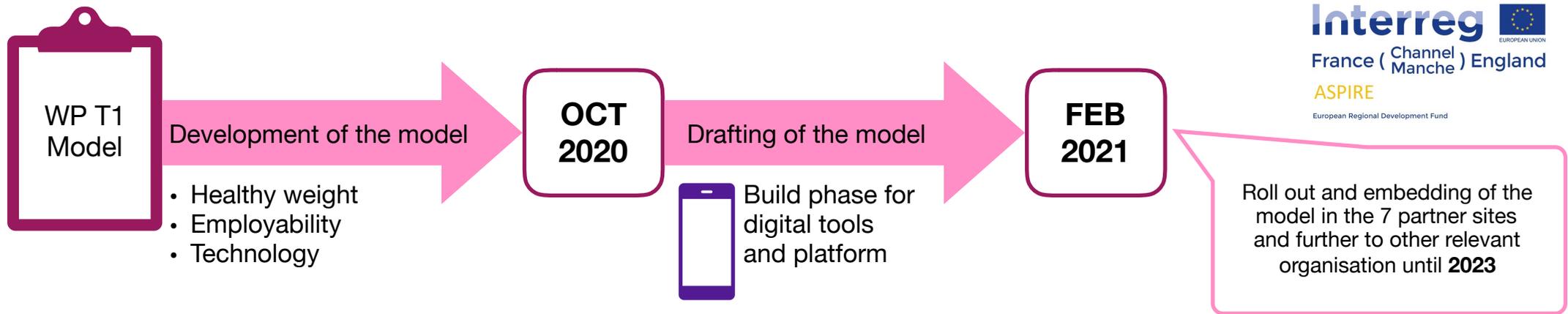
- Unemployment = 1.5 and 2.5 times increased risk of fatal or non-fatal cardiovascular events, and all-cause mortality
- People suffering with obesity are less likely to be employed



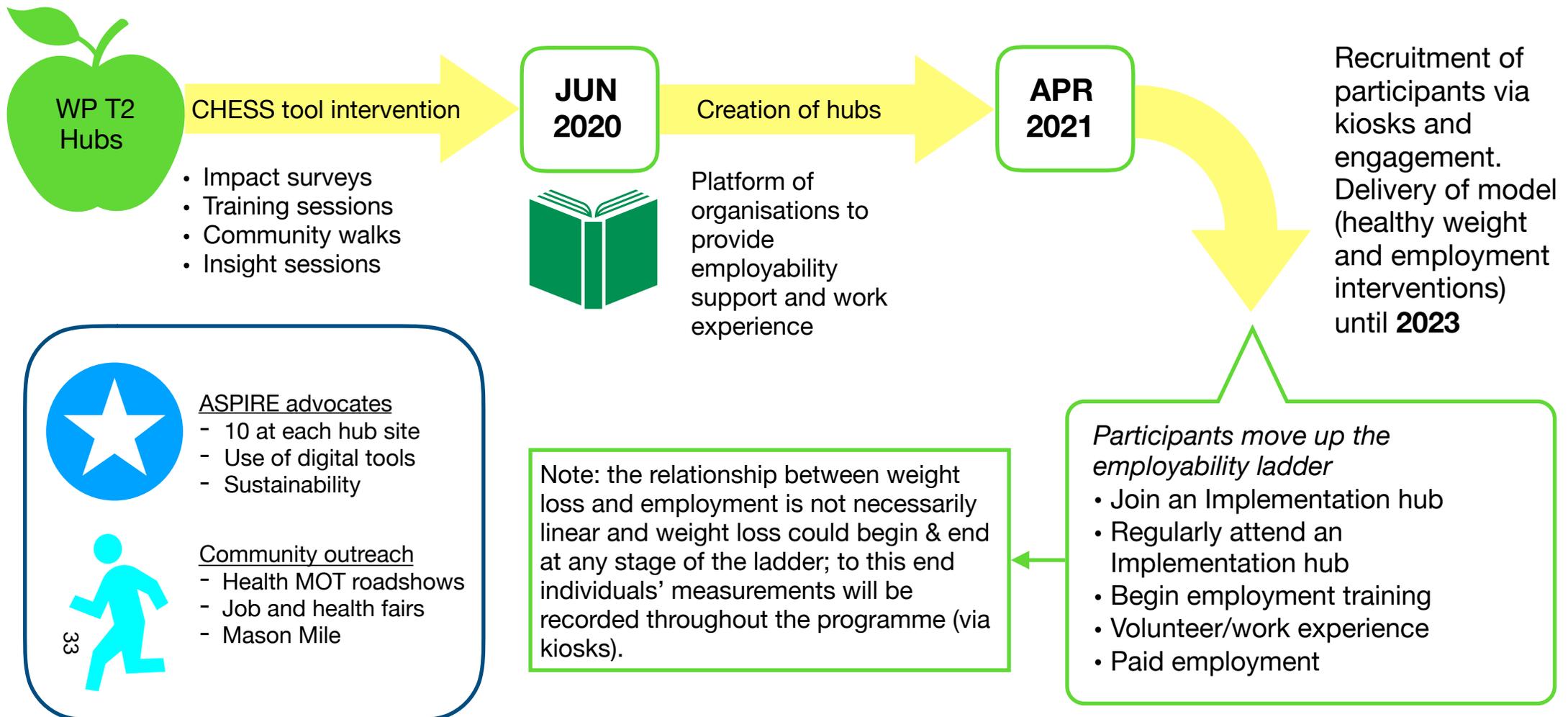
- Volunteering can help reduce social isolation, exclusion and loneliness
- Volunteering can improve physical and mental health as well as reducing the risk of death by up to 20 per cent



- Getting people back into work improves their quality of life and health
- A higher socio-economic status is associated with an improvement in health
- Good employment is beneficial for mental health - depression can cause obesity and obesity can cause depression



Evaluation, project management and communications running throughout the project lifetime



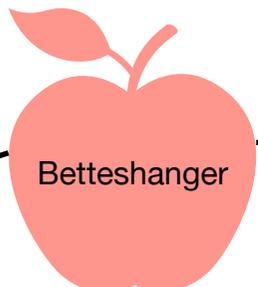
Health and Europe Centre

Lead Partner - WP Project Management and Communications

KCC
Data and dissemination in the UK

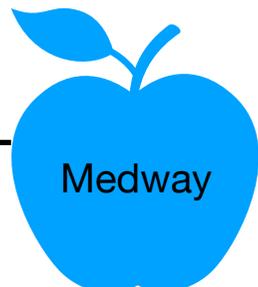
KCHFT
NHS approach and referrals in the UK

Developed hub



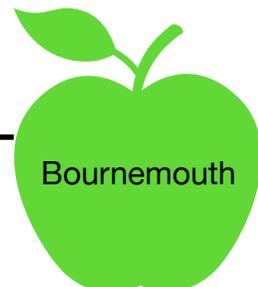
Betteshanger

Ambassador expertise



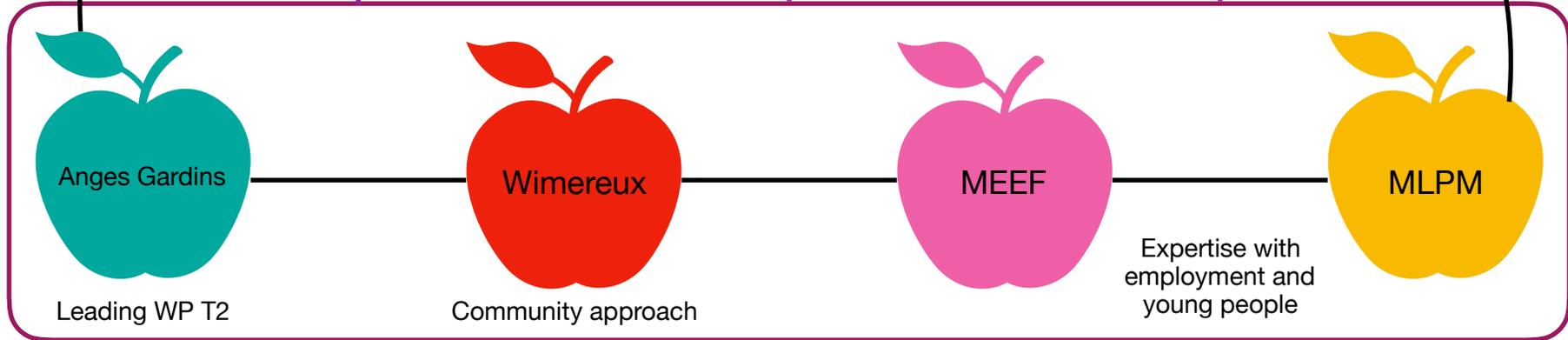
Medway

Site build - WP T3



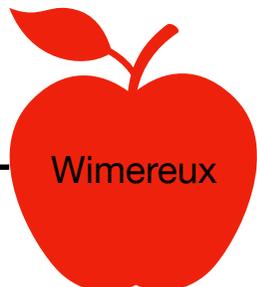
Bournemouth

C3
Rolling out CHES tool in all hub areas



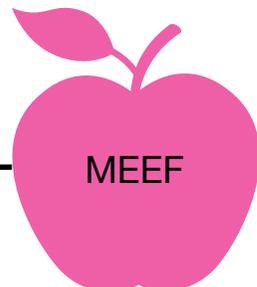
Angès Gardins

Leading WP T2



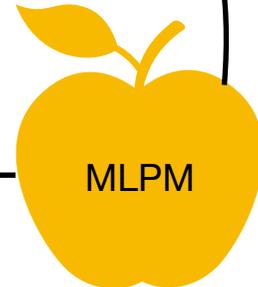
Wimereux

Community approach



MEEF

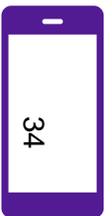
Expertise with employment and young people



MLPM



Wellbeing People
Engagement via kiosks, Wellbeing Stations, Roadshows



Bournemouth University
Technology such as virtual reality, apps and gaming. Evaluation

VIF
Supporting all French hubs and rolling out to UK hubs where relevant. Data and dissemination in France.
Leading WP T1
Tools: Opticourse, diagnoforme

Interreg 
EUROPEAN UNION

France (Channel) England
Manche)

ASPIRE
European Regional Development Fund

Subject:	DOVER DISTRICT COUNCIL RECOVERY PROGRAMME
Meeting and Date:	Cabinet – 6 July 2020
Report of:	Nadeem Aziz, Chief Executive
Portfolio Holder:	Councillor Trevor Bartlett, Leader of the Council
Decision Type:	Executive Non-Key
Classification:	Unrestricted

Purpose of the report:	To agree a number of workstreams to take forward actions agreed by Cabinet on 2 June 2020.
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Recommendation:	Cabinet is asked to agree the workstreams included in this report and the nominated Member and Officer Leads.
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1. **Summary**

The attached report proposes a way forward for the Council as a result of the impacts of the COVID-19 pandemic.

2. **Introduction and Background**

2.1 On 1 June 2020, Cabinet considered the report 'Review of Capital and Revenue Budgets in response to COVID-19 pandemic'.

2.2 A review of the Council's budget was undertaken in order to appraise Cabinet of the situation and seek agreement in developing a strategic financial response.

2.3 A number of areas were considered in order to take this work forward. The attached report proposed the following workstreams are established to meet the decisions taken by Cabinet on 1 June.

2.4 The workstreams identified are:

Finance Recovery Group

Business and Economic Recovery Group

Community Recovery Group

Organisational Recovery Group

Future Operating Model/State of the Council Group

It is proposed each Lead Member and Officer (including other officers where appropriate) complete a Project Plan and Brief, template documents attached at Appendix 2, for information. These Project Plans will be signed off by the Leader and Chief Executive at the end of June 2020, to ensure the projects are in line with the Cabinet report of 1 June, and also to agree timescales for each piece of work. Updates will be received by Leadership Forum with a full report to Cabinet in September 2020, in line with the requirements of the budget setting process.

3. **Identification of Options**

3.1 Do nothing and continue with the Council's agreed Corporate Plan and Budget, as agreed by Council in February 2020.

3.2 Agree to the workstreams and programme outlined in Appendix 1, as per the decision of Cabinet on 1 June.

4. **Evaluation of Options**

4.1 Due to the impact of the pandemic option 3.1 is not recommended. As with many other Councils, COVID-19 has resulted in, amongst other things, a reduction in income for the Council and reduced service demand during the lockdown period. This impact was reflected and agreed in the Cabinet report of 1 June. Option 3.2 is recommended to deliver the actions agreed.

5. **Resource Implications**

5.1 Please refer to the Cabinet report of 1 June - 'Review of Capital and Revenue Budgets in response to COVID-19 pandemic'.

6. **Climate Change and Environmental Implications**

6.1 Each of the projects will need to demonstrate they have considered 'a green, sustainable' recovery in plans and discussions, in line with the Council's commitment to reduce its environmental impact as set out in Climate Change Emergency Declaration. The COVID-19 pandemic presents an opportunity to advance some climate change goals for the council and this should be taken into account to ensure the short, medium and longer term responses to the pandemic are complementary to the Council's overall climate change agenda.

7. **Corporate Implications**

7.1 Comment from the Director of Finance (linked to the MTFP): The Head of Finance and Housing has been consulted on this report and has no further comments to add.

7.2 Comment from the Solicitor to the Council: The Head of Governance has been consulted during the preparation of this report and has no further comment to make.

7.3 Comment from the Equalities Officer:
This report does not specifically highlight any equality implications, however in discharging their duties members are required to comply with the public sector equality duty as set out in Section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/section/149>

7.4 Other Officers (as appropriate): None.

8. **Appendices**

Appendix 1 – DDC Recovery Plan

Appendix 2 – Project Management Guide and Brief template

9. **Background Papers**

9.1 Review of Capital and Revenue Budgets in response to COVID-19 pandemic, Cabinet report.

Contact Officer: Michelle Farrow, Head of Leadership Support, email: michelle.farrow@dover.gov.uk, ext.2311

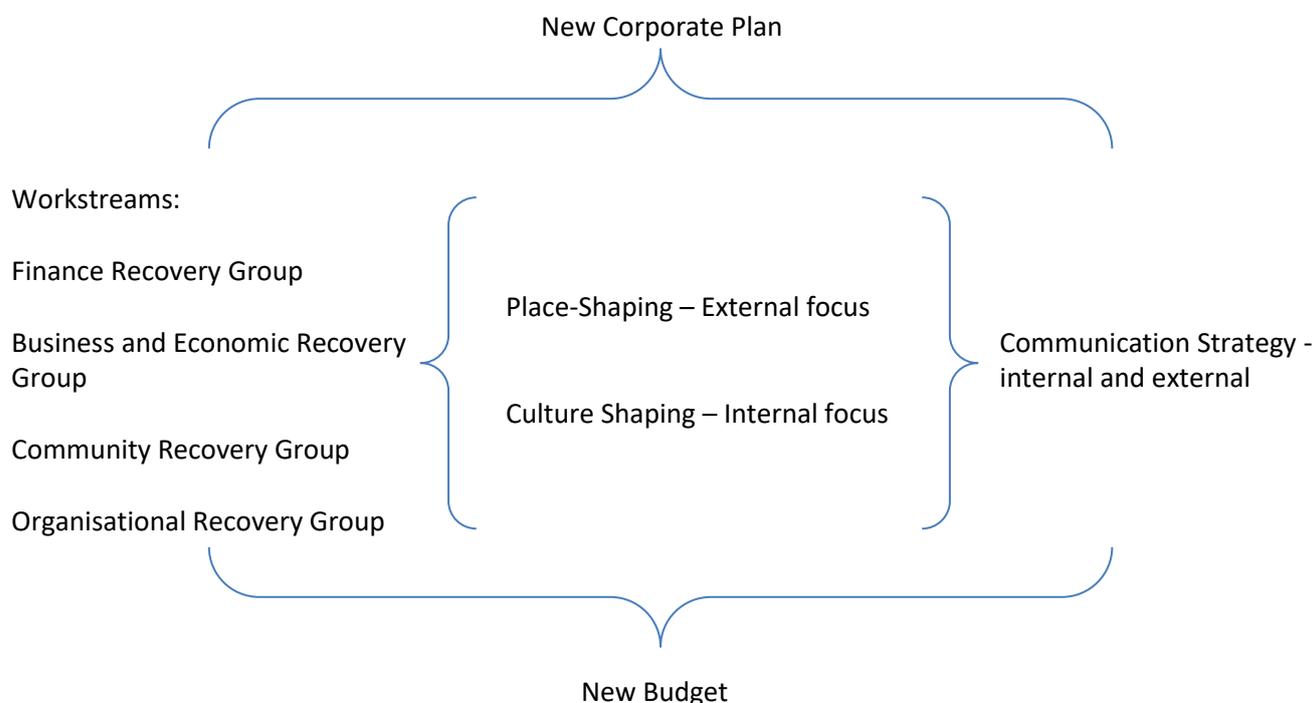
Dover District Council Recovery Programme

Following the Cabinet’s recognition of the impact of COVID-19 and decisions made on the Council’s budget there are a number of workstreams to now be taken forward to realise these ambitions. Some of these workstreams will take a longer-term approach, whilst others can be dealt with more quickly, some will be required to deliver savings, whilst others will need investment to maximise the longer-term gains.

The majority of Council’s across the country are now dealing with unprecedented changes to their finance and future outlooks, although DDC is in a relatively positive position compared to many others. We need therefore to start work now to take the difficult decisions we know will be needed and ensure that we take advantage and grasp the opportunities available to us to continue to be a strong resilient Council serving our communities.

The financial decisions made now need to take into account the loss of income streams and potential changes in our priorities as we reshape the Council to meet the new demands placed upon us. To meet the new and emerging economic agenda post Covid-19, the Council will need to develop new strategic priorities and identify, through the workstreams set out below, outcomes and the activity and investment required to deliver them. The creation of a stronger and more resilient Council may require changes to the operating model and departmental structures, building on the strengths shown in creativity, efficiency and effectiveness of the last three months.

The scale of the challenge cannot be underestimated, however with a history of sound, prudent financial management the Council is in a relatively strong starting position, with the measures taken by Cabinet ensuring that this year’s budget pressures can be met. It is now proposed that Cabinet have an awayday/workshop in late August to review the MTFP and any changes needed to service provision and the operating model to meet the challenge of remaining agile and responsive to change throughout delivery in the face of so much uncertainty. From this work there should emerge a clear and financially sustainable Corporate Plan and Budget.



Work Programme:

The following work programme has been designed to realise the decisions taken by Cabinet (1st June 2020). Each Workstream will cover a number of projects, outlined below, with a proposed Lead Member and nominated Lead Officer (working with a project group), feeding into Cabinet as the **Recovery Board**. Each project will need to have a completed Project Brief, taken through Leadership Forum and signed off by the Recovery Board.

	Workstream:	Project:	Proposed Lead Member(s) and Nominated Officer(s):	Timescale (dates to be agreed):
A	Finance Recovery Group (the first piece of work is to identify the impacts of COVID-19 on the Councils future budgets. To remodel based on the agreements of Cabinet decisions on 1 st June, including to consider borrowing options and implications and a review of earmarked reserves).	<ol style="list-style-type: none"> Budget predictions & remodeling Re-vamped Capital Programme Asset Disposal Programme (to generate a target of at least £1m) Income generation Commercialisation 	<p>Cllr Manion/Mike Davis</p> <p>Cllr Holloway/Cllr Richardson/ Roger Walton/ Martin Leggatt</p> <p>Cllr Richardson/Martin Leggatt</p> <p>Cllr Kenton/Helen Lamb/Roger Wragg</p>	<p>Short-term</p> <p>Short-term</p> <p>Short-term</p> <p>Medium to Long-term</p>
B	Business and Economic Recovery Group (to identify the key priorities to unlock our town-centre, business and tourism opportunities and the role we can/should play in supporting/shaping this).	<ol style="list-style-type: none"> Back to Business Hub (including High Street Recovery Fund) Tourism <p>These workstreams will include the £2.5m Town Centre Regeneration Fund.</p>	<p>Cllr Bartlett/Diane Croucher (Cllr Collor/Dave Robinson – High Street Recovery Fund)</p> <p>Cllr Holloway/Tim Ingleton/ Michelle Farrow</p>	<p>Short-term</p> <p>Medium to long-term</p>
C	Community Recovery Group (to take the Community Hub and Community Fund to a new, sustainable level, of facilitating community resilience).	<ol style="list-style-type: none"> Community Hub Community Fund 	Cllr Holloway/Brin Hill	<p>Short-term</p> <p>Short-term</p>
D	Organisational Recovery Group (to identify how the Council’s workforce can be more flexible and effective and the accommodation requirements for this).	<ol style="list-style-type: none"> Accommodation Review Agile & Flexible Working Policy and Procedures 	<p>Cllr Richardson/Lois Jarrett</p> <p>Cllr Derek Murphy/Michelle Farrow & Louise May</p>	<p>Medium to Long- term</p> <p>Short-term</p>
E	New Operating Model/Future State of the Council Group (to identify statutory and non-statutory service opportunities and savings to	<ol style="list-style-type: none"> New operating model and resource prioritisation 	Leader and Cabinet/CMT and Heads of Service	Medium to Long-term

	deliver a more lean and focused Council)			
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The priority workstream should be Finance, this will guide the other workstreams as to whether there are investment or savings opportunities. For all projects the Sponsor is the Leader of the Council, supported by the Chief Executive.



DOVER DISTRICT COUNCIL

PROJECT BRIEF

FOR

Insert Project Name

Version No.	Date	Purpose/Reasons for Re-issue

Project Title:

Put the name of your project here

Background:

A summary of the history and reasons why the project is needed or attach a report that summarises this information

Project Definition and Objectives:

Explain what the project aims too achieve (you can attach a report that summarises this information)

Scope:

A definition of the boundaries of the project – the physical and organisational boundaries

Interfaces:

Other internal departments and external organisations working on this project and who will be relying on this project to achieve their own objectives

Business Risks of not doing the project:

The corporate risks if the project was not carried out and a probability and impact analysis

Project Risks:

The risks affecting the successful outcome of the project and a probability and impact analysis

Indicative Costs:

Enter the project costs and state whether they are known or estimated

Timescales & Deliverables:

State here what you think the main stages are, and what you expect to have from each stage

1. Start up
2. Detailed Requirements
3. Detailed Design
4. Procurement
5. Development & Testing
6. Implementation
7. Evaluation
8. Closure

Organisational Impact:

Section 17/Equality & diversity/Access to services

The impact on any other department/system unrelated to the project

Contacts & Resources:

Identify here what resources you think will be needed to plan and implement the project. Say whether or not they are internal or external and what point in the project they will be required.

Circulation list and sequence: *State here who will receive a copy of this brief and if you are inviting comments, when the deadline is.*

Project Sponsor:

Enter the name, job title and contact details of the sponsor who will normally be the appropriate Strategic Director or Head of Service.

Project Manager:

If you are going to propose yourself as the project manager then enter your name here. If that is to be decided later then say so.

Project Board:

If the project requires a project board then enter your proposed members of the board here

Project Team:

If the project requires a project team then enter your proposed team members here

Project Client(s):

Enter here the name of any clients (if applicable) otherwise enter a brief description of the end users of the investment.

Accepted by (Sponsor Name)	Date
Accepted by (Project Manager)	Date
Accepted by (Project Office)	Date

Subject:	ESSENTIAL REPAIRS AT DOVER TOWN HALL
Meeting and Date:	Cabinet – 6 July 2020
Report of:	Roger Walton, Strategic Director (Operations and Commercial)
Portfolio Holder:	Councillor Oliver Richardson, Portfolio Holder for Environment and Commercial Services
Decision Type:	Key Decision
Classification:	Unrestricted

Purpose of the report: To consider the business case to carry out essential repairs necessary to halt serious deterioration at Dover Town Hall in advance of proposed Heritage Lottery Fund works due to commence in 2021.

Recommendation: To confirm agreement for the essential repairs required at Dover Town hall to proceed using the **£400,000** allocation in the Medium-Term Financial Plan.

To delegate authority to the Strategic Director (Operations and Commercial), in consultation with the Portfolio Holder for Environment and Commercial Services, to take the necessary actions, including but not limited to the awarding of contracts, to deliver the works that are the subject of this report.

1. Summary

- 1.1 Dover Town Hall is a substantial DDC-owned asset which is not currently being used to its full potential and the condition of the building is progressively deteriorating. Cabinet agreed in November 2015 to allocate funds to support the development of a bid for funding support from the Heritage Lottery Fund (HLF).
- 1.2 The provision of £400,000 identified in the current Medium-Term Financial Plan is to be used to carry out additional essential repairs required to ensure that the condition and fabric of the structure is stabilized. This will mitigate the risk of the existing condition of the building being further compromised before the proposed NHLF grant funded Capital Works begins in October 2021.

2. Introduction and Background

- 2.1 The Council has been working on proposals for the repair and refurbishment of Maison Dieu, Dover for several years and has allocated funds within the Medium-Term Financial Plan to support these works.
- 2.2 In preparation for the HLF bid Cabinet agreed in October 2016 to draw down £160,000 from the Special Revenue Reserve to enable the completion of the most urgent repairs that had been identified in a condition survey previously undertaken by Purcell Architects.
- 2.3 The Council was subsequently awarded a development grant of £427k from the National Lottery Heritage Fund (NLHF), formerly the Heritage Lottery Fund (HLF), in July 2018 to support the preparation of a second-round application for the delivery of the project.

- 2.4 As an integral part of the development phase works a more detailed forensic condition survey was commissioned and carried out by Haverstock in 2019. This more extensive survey has identified further works that the Specialist Conservation Architect has advised requires urgent attention if the condition and fabric of the structure is to be stabilized. A provision of £400,000 has been included in the current Medium-Term Financial Plan to cover these most urgent of works.
- 2.5 The Cabinet report of 18th May 2020 gave an update on the progress of the development phase of the project. The report also confirmed that a second-round grant application for the delivery of the project was to be lodged on 29th May 2020.
- 2.6 Cabinet are asked to note that following a competitive tender process the Strategic Director (Operations & Commercial) will evaluate tenders and award contracts for repairs to the town hall in accordance with the existing scheme of officer delegation in consultation with Portfolio Holder for the Environment and Commercial Services.

3. **Survey Work**

- 3.1 Many of the defects listed in the most recent condition survey will be addressed as part of the main NHLF refurbishment project. However, there are a number of urgent repairs that have been identified as needing immediate attention. These fall outside of the scope of repairs works covered by the £160,000 drawn down from the Special Revenue Reserve on October 2016.
- 3.2 It is clear from the advice given and contained within the attached Heritage at Risk report that these issues need to be addressed now. Waiting for the commencement of the main NLHF works in October 2021 will result in extensive deterioration of the built fabric and erosion and loss of important architectural details. This will inevitably result in higher remedial costs and could compromise the scope and budget of the proposed NLHF works.

4. **Repairs**

- 4.1 These essential emergency repair works are generally concentrated around the prevention of water ingress into the building and will focus on a new lead covering and improvements to the layout of the roof to the former Parking Services area which has undergone temporary repair that will not last. A new lead roof over the Connaught Hall galleries to protect the Burges decorations beneath; new leaks have recently been discovered to this area.
- 4.2 The essential repair budget will also focus on means of escape improvements, window repairs and any other areas of water ingress that continue to be an issue/risk to the building fabric.
- 4.3 The repair works themselves will be competitively tendered through the Kent Business Portal. Haverstock, who now have a detailed knowledge of the building, will be engaged to assist with these works as per the fee quotation in Appendix 1 for which a waiver will be sought.

5. **Identification of Options**

- 5.1 Option 1: To do nothing: If the proposed urgent repairs do not go ahead now the property will continue to deteriorate resulting in significant damage to the building. Not addressing issues around water ingress into the building will also considerably escalate the costs of the eventual remedial works and could compromise the HLF bid.
- 5.2 Option 2: For the essential repairs to go ahead now:
Carrying out the repairs now would halt the damage currently being caused to the building. This will safeguard the historic fabric and important architectural details of

the town hall. Prompt action now to address water ingress is more cost effective in the longer term. This is the preferred option.

6. **Evaluation of Options**

- 6.1 Option 1: Not doing this work will result in further deterioration of the building which could see repair work costs escalate, bring about new repairs and render areas of the building as unusable if not addressed. By not addressing water ingress to this building the long-term future of the building will be put at risk.
- 6.2 Option 2: Regardless of the HLF works by repairing key roofs of the building water will be kept out and the structural integrity of the building will be maintained. This is seen as essential for the future of this significant DDC asset.

7. **Resource Implications**

- 7.1 It is proposed to use the £400k provision in the current Medium-Term Capital Programme to finance the repair works; there are no revenue implications. A 10% contingency of £40k has been built into these works.
- 7.2 The importance of the enabling work, needed to arrest the deterioration of the fabric and secure the viability of the building prior to the NHLF decision being received, has been recognised in the budget update report approved by Cabinet on 1 June 2020. (CAB155). The funding for the enabling works was retained despite budgetary pressures and other projects being postponed or cancelled. The reasons for retaining the budget were the obligations on Dover District Council in relation to this Grade 1 listed building and the impact on the NHLF project should the enabling work not be undertaken.

8. **Climate Change and Environmental Implications**

- 8.1 Wider environmental issues will be addressed within the main HLF works, however these essential works will help prevent further decay and subsequent rectification or replacement of the existing fabric.

9. **Corporate Implications**

- 9.1 Comment from the Director of Finance (linked to the MTFP): Accountancy has been consulted and has no further comments. (DL)
- 9.2 Comment from the Solicitor to the Council:
- 9.3 Comment from the Equalities Officer: This report does not specifically highlight any equality implications, however in discharging their duties members are required to comply with the public sector equality duty as set out in Section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/section/149>
- 9.4 Other Officers (as appropriate): None.

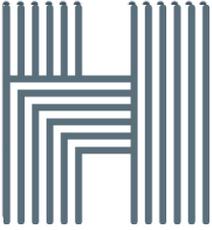
10. **Appendices**

Appendix 1 - Fee Quotation for Pre-NHLF Delivery Phase Urgent Repair Works

11. **Background Papers**

Dover Maison Dieu – Heritage at Risk Report

Contact Officer: David Parish, Principal Design Services Officer - 872433



Strategic Development Lead (Architecture)
Dover District Council
White Cliffs Business Park
Dover CT16 3PJ

For the Attention of: Rob Page (sent by e-mail)

Our Ref: 1056_D129A

04th June 2020

Dear Rob,

Re: Pre NLHF Delivery Phase Urgent Repair Works

Further to the meeting with David Parish and yourself on Wednesday 3rd June we are pleased to provide a breakdown of the most urgent repair works which we agreed should be undertaken before the main capital works. These are necessary in order to reduce the risk of further decay to the precious building fabric.

We also provide a fee proposal and outline of a possible programme.

In order of priority, the proposed urgent repair areas to be targeted are:

- a. Strip and provide new lead covered roof to ex-parking services area; we know that the roof over ex-parking services is in a very poor state and most of the lead covering is either split and/or suffering from severe underside lead corrosion. The flashband patch repairs applied by Hipperson will only last as a short term stop-gap solution. We also note from more recent survey work and uncovering by Hipperson and Colman Contractors, that some of the timber roof structure and deck have deteriorated and are in need of replacement. It should be noted that once the lead is stripped fully the entire roof will need to be replaced and more work to the timber structure may be necessary. Because of this it would be advantageous to reconfigure the roofs to improve rainwater runoff and disposal.
- b. Strip and provide new lead roofs over the Connaught Hall galleries; we know the lead roof is of particular concern because of the Burges decorations it covers and has recently begun to leak in new areas above the southerly gallery. Intrusive investigation repairs by Colman Contractors has revealed a modern roof construction built on top of the original roof deck which is not allowing the building to breathe or adequately support the lead roof covering. The extent of underside lead corrosion is considerable with holes and splits appearing across the roof finish at an alarming rate. Where water leaks have occurred water has become trapped within the roof build-up, exacerbating decay. To make matters worse the trapped water is seeping through and damaging the elaborate decorated timber ceiling above the Connaught Hall.
- c. Work in relation to ongoing building fabric maintenance – to cover areas of particular concern highlighted within the accompanying copy of the Heritage at Risk report, ref. 1056_D048B_HA Markup 200604. Predominantly, we would want to focus on locations where water ingress continues to be an issue/risk to the building fabric.
- d. Means of escape improvements – We understand that DDC have employed a specialist to undertake a Fire Risk Assessment, who has identified improvements which DDC would like to make to the building. While we are unsure of the scope of these interventions we will seek to incorporate these into the scope of the urgent repairs, as funds allow.
- e. Window repairs – work to specific windows; we are in possession of a detailed condition survey undertaken by Holywell Glass and the windows in the ex-parking services, Mayors Parlour upper and lower ground floor corridors, Mayors Parlour first floor east and west windows are in a poor state. In addition, repairs are also required to some of the stained glass throughout the building and there are broken handles and glass to many of the windows in the high street staircases, Sessions House courtyard and southerly windows to the cells under the Stone Hall. Broken panes of glass are marked with an 'x' or in note form on the condition survey external elevation drawings and noted within the internal condition



survey QI notes. If repair funds permit it would be advantageous to tackle some of the most urgent repair items identified but for this Holywell glass would also need to be involved. They have already outline costs for the NHLF application and these would need to be firmed up.

We have previously provided very early estimate figures for the purpose of DDC securing funding and we are pleased to hear DDC are making inroads to securing funding for these much needed repairs. We understand that the funding currently being sought is £360,000, which will need to include fees and all expenses.

In order to be as efficient as possible, we feel the repairs could be scheduled, procured, tendered and delivered in the same way as the Intrusive Investigations recently undertaken as part of the NLHF Development Phase works.

For Haverstock and a team of consultants to undertake this work, we propose to apply a design team percentage fee of 20% to this sum to cover scoping, design development, specification and drawings for tender, statutory approvals, administering a contract, overseeing the work to completion and defects inspection. This equates to a construction cost of £300,000 and a fee of £60,000.

As noted the urgent repairs need to be completed before the NLHF construction work begins, which is currently programmed for October 2021, assuming the second round application is successful. This is a fairly tight schedule and we would need approval as soon as possible.

We would therefore look to develop a package of information, submit the necessary consent applications and tender the repairs in parallel with the planned NLHF stage 4 work and aim to achieve this by the start of the New Year 2021, allowing construction work to commence in the spring 2021.

The joint Planning and Listed Building Consent application recently submitted largely covers the proposed works listed above, but we will double check and coordinate the proposals with Alison Cummings, the Principal Heritage Officer. Likewise, Scheduled Monument Consent will also be discussed and agreed with Alison. Additionally, the information recently circulated to DDC Building Control largely covers the proposed works, but again we will liaise with Martin Leggatt, Head of Assets & Building Control in order to ensure he is content with the proposed repairs.

If this is acceptable, we assume our appointment for this work could be dealt with as an extension of our existing contract. Please confirm.

We trust this is clear but if you have any queries please get in touch. We look forward to hearing from you.

Yours sincerely,

Tom Gibb
Partner

Subject:	KENT AND MEDWAY MEDICAL SCHOOL STUDENT SUPPORT
Meeting and Date:	Cabinet – 6 July 2020
Report of:	Helen Lamb, Head of Finance and Housing
Portfolio Holder:	Councillor Trevor Bartlett, Leader of the Council
Decision Type:	Non-Key Decision
Classification:	Unrestricted

Purpose of the report: To support a student through 5 years at the Kent and Medway Medical School (KMMS) from 2021-2026

Recommendation: It is recommended that Cabinet agrees to support a student at the KMMS and includes the sum of £5,000 per annum for five years in the draft budget for 2021/2022 and the Medium-Term Financial Plan.

1. **Summary**

1.1 £5,000 per annum for five years would help support one student with maintenance: (rent, books, travel and equipment) throughout their five-year degree course (total: £25,000).

2. **Background**

2.1 Kent was, until now, the largest county in England without a medical school, with an acute shortage of doctors and significant problems in healthcare recruitment and retention. Public Health England also identifies that Kent and Medway have some of the most deprived neighbourhoods in England.

2.2 The KMMS is a collaboration between the University of Kent and Canterbury Christ Church University, with the objective to open opportunities for talented students from all backgrounds to study medicine and help meet the future health needs of a large population.

2.3 The total start-up cost for this project is £52 million. Since January 2019 £31 million¹ of the £52 million start-up costs (both capital and revenue) has been raised, and 95 (Home/EU) confirmed first-year students have been signed up. The remainder of the funds needed is under-written by the universities. The medical school is currently recruiting the second cohort of 100 students, who will commence their studies in September 2021.

2.4 Across all medical schools, around 15% of entrants are from Widening Participation backgrounds², however KMMS will aim for 22% to enable more students from

¹ Of which over half the funds have been committed by the two universities, public sources and philanthropic funding. There is no funding from central government other than student fees. KMMS has also raised £4.2 million in philanthropic gifts including gifts from the people of Kent and Medway, gifts from retired and current medical consultants, and 5-6 figure gifts from individuals, local companies, Trusts and Foundations.

² “Widening Participation” aims to address the discrepancies in the take-up of higher education opportunities between different social groups. Every student who could study medicine will have the opportunity to do so regardless of their socio-economic circumstances or ability to pay. 22 of the 100 places per year will be offered to students from a Widening Participation (WP) background, alongside bursaries to support them in their studies.

disadvantaged areas to embark on a medical career. The KMMS proposal (see Annex 1) emphasises:

- (a) enabling more students from disadvantaged areas to embark on a medical career
- (b) supporting students who are first in their family to go to university or to become doctors

2.5 KMMS have secured scholarships and bursaries for students starting in the first cohort in 2020 and are looking for funding for our second cohort from September 2021. Some other Kent district councils have already committed to support the project and all others are being approached.

2.6 If DDC do support the project this would be recognised on the KMMS Donor Board and with a named scholarship for five years.

2.7 If Cabinet approves the recommendation then this will be implemented through an agreement with the KMMS and will include requirements to ensure that every effort is made to make the scholarship to local students who fit the “widening participation” criteria. Following discussions with the KMMS (and subject to minor amendment) the criteria to be applied by KMMS in awarding the “Dover District Council Scholarship” scholarship will reflect the following principles:

- Candidates must have accepted an unconditional, or firmly accepted a conditional, offer from the Kent and Medway Medical School to study Bachelor of Medicine or Bachelor of Surgery
- Priority will be given to candidates from the following areas in order of priority:
 - Dover District, or
 - East Kent District (including Dover, Thanet, Folkestone and Hythe and Canterbury), or
 - Kent
- Be the first person in the family to go to University.
- Provide evidence of financial hardship.
- Provide evidence of ongoing commitment to activities that benefit the community in Dover or Kent.

3. Identification of Options

3.1 There are two options:

- (a) Decline to support the KMMS
- (b) Agree to support the KMMS

4. Evaluation of Options

- (a) By declining the opportunity to support KMMS the council would not be contributing to increased capacity within the NHS at a time of significant pressure and would not be pro-active in addressing inequalities in medical training opportunities.
- (b) By agreeing to support the KMMS the council would be making a positive contribution to future NHS capacity at a relatively modest cost and would also contribute towards increased diversity and training opportunities. For these reasons this is the preferred option.

5. Resource Implications

5.1 Supporting KMMS will cost £5,000 per annum for 5 years so a total of £25,000. If approved this will be incorporated into the 2021/22 budget and Medium-Term Financial Plan. The KMMS needs certainty of funding and therefore this report has been produced now to make a formal commitment, rather than waiting until the 2021/22 budget is set in February/March 2021.

6. **Climate Change and Environmental Implications**

6.1 None.

7. **Corporate Implications**

7.1 Comment from the Director of Finance (linked to the MTFP): Finance has been consulted on this report and has no further comments to add (SG)

7.2 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.

7.3 Comment from the Equalities Officer: This report does not specifically highlight any equality implications, however in discharging their duties members are required to comply with the public sector equality duty as set out in Section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/section/149>.

8. **Appendices**

Annex 1 – Proposal from Kent and Medway Medical School

9. **Background Papers**

None.

Contact Officer: Helen Lamb, Head of Finance and Housing

Proposal from Kent and Medway Medical School

Dear Mike,

Re Kent and Medway Medical School

As you know, in September 2020, the new Kent and Medway Medical School (KMMS) will be opening its doors. KMMS have made a pledge that of each yearly cohort of 100 students, 22 will come from disadvantaged (“widening participation”) backgrounds. Never before has the need for doctors been more apparent and we feel proud to be at the heart of this major provision for our community’s future.

The Kent and Medway Medical School

Kent was, until now, the largest county in England without a medical school, with an acute shortage of doctors and significant problems in healthcare recruitment and retention. Public Health England also identifies that Kent and Medway have some of the most deprived neighbourhoods in England.

A much-needed collaboration between the University of Kent and Canterbury Christ Church University, KMMS will open up opportunities for talented students from all backgrounds to study medicine and help meet the future health needs of a large and under-served population.

The total start-up cost for this project is £52m of which over half the funds have been committed by the two universities, public sources and philanthropic funding. There is no funding from central government other than student fees. We have so far raised £4.2 million in philanthropic gifts including gifts from the people of Kent and Medway, gifts from retired and current medical Consultants, and 5-6 figure gifts from individuals, local companies, Trusts and Foundations.

We have also formed partnerships with local NHS trusts and regional healthcare providers to offer placements within primary, secondary and community care, ensuring students will be embedded into our communities and encouraged to remain in the area to serve local needs. These placements will cover all Trusts and general practices throughout Kent and Medway. It is well recognised that the presence of a medical school is important in ensuring a supply of homegrown doctors, strengthening local clinical delivery and attracting consultants to local hospitals.

Widening Participation

KMMS’ unique vision is to make medical education fully inclusive and accessible to students from non-traditional or disadvantaged backgrounds. KMMS will be a place where barriers to

learning are overcome and every student who has the ability to study medicine has the opportunity to do so regardless of their socio-economic circumstances or ability to pay.

Across all medical schools, around 15% of entrants are from widening participation backgrounds however at KMMS we aim for 22% to enable more students from disadvantaged areas to embark on a medical career. We are also actively supporting students who are first in their family to go to university or to become doctors. Our Founding Dean, Professor Chris Holland, is himself first in his family to become a doctor and believes very strongly in this vision.

We have now secured scholarships and bursaries for students starting in the first cohort in 2020, but are looking for funding for our second cohort from September 2021. We would therefore be very pleased if you would kindly consider offering support in one of the following ways:

- £9,250 per annum for five years would pay for a student to cover their full course tuition fees (total: £46,250). or
- £5,000 per annum for five years would help support one student with maintenance: (rent, books, travel and equipment) throughout their five year degree course (total: £25,000).

Your support would enable students to mitigate the financial hurdles that would otherwise prevent them from accessing and completing a medical education and create future medical practitioners who are more representative of the local community they will serve, whilst ensuring future supply to healthcare in our local region.

We hope very much that Dover District Council will consider supporting our vision and we look forward to forming a partnership with you in the near future.

Yours sincerely

Senior Development Officer

DOVER DISTRICT COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE – 13 JULY 2020

EXCLUSION OF THE PRESS AND PUBLIC

Recommendation

That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting for the remainder of the business on the grounds that the item(s) to be considered involve the likely disclosure of exempt information as defined in the paragraph of Part 1 Schedule 12A of the 1972 Act set out below:

<u>Item Report</u>	<u>Paragraph Exempt</u>	<u>Reason</u>
Whitfield Urban Expansion Phase 1A – Affordable Homes Delivery	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Award of Contract for Recycling, Waste and Street Cleaning	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Dover Fastrack Project Update	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
	5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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