

# Public Document Pack



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3 September 2021

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** will be held in the Council Chamber at these Offices on Monday 13 September 2021 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 & Corporate Services Manager on 01304 872304 or by e-mail at [democraticservices@dover.gov.uk](mailto:democraticservices@dover.gov.uk).

Yours sincerely

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

Chief Executive

## Overview and Scrutiny Committee Membership:

C D Zosseder (Chairman)  
P M Brivio (Vice-Chairman)  
T A Bond  
D A Hawkes  
P D Jull  
S C Manion  
M Rose  
R S Walkden  
P Walker  
H M Williams

## AGENDA

- 1 **APOLOGIES** (Page 4)  
To receive any apologies for absence.
- 2 **APPOINTMENT OF SUBSTITUTE MEMBERS** (Page 5)  
To note appointments of Substitute Members.

3 **DECLARATIONS OF INTEREST** (Page 6)

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

4 **MINUTES**

To confirm the Minutes of the meeting of the Committee held on 14 June 2021, 12 July 2021 and 26 July 2021 (to follow).

5 **DECISIONS OF THE CABINET RELATING TO RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY COMMITTEE** (Page 7)

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 8)

There are no items for consideration.

7 **NOTICE OF FORTHCOMING KEY DECISIONS** (Pages 9 - 10)

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 11 - 13)

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

9 **PUBLIC SPEAKING** (Page 14)

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 12 and 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.

10 **SOUTHERN WATER UPDATE** (Page 15)

To receive an update from the Leader of the Council in respect of decision CAB94 (1 March 2021) as follows:

“It was agreed that the Overview and Scrutiny Committee’s recommendation, made at its meeting held on 6 February 2021 (Minute No 92), be accepted, as follows:

That a series of meetings be held with Southern Water, with the objective of finding a solution to the issues in Deal.”

11 **WASTE SERVICE UPDATE** (Page 16)

To receive an update in respect of the performance of the waste service.

*Representatives from Veolia will be in attendance.*

12 **PERFORMANCE REPORT QUARTER 1, 2021/22** (Pages 17 - 37)

To consider the attached report of the Head of Leadership Support.

13 **YOUR LEISURE COVID SUPPORT FUNDING** (Pages 38 - 48)

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

**Access to Meetings and Information**

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

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

The Record of Decision for the most recent Cabinet meeting will contain the decisions in respect of the recommendations arising 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 Number	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
2	To inform Cabinet of inherited issues concerning contract management that relate to housing stock and seek authorisation to amend certain contracts	1 November 2021	When the housing service transferred to the direct control of Dover District Council it emerged that the contract management processes used by East Kent Housing had broken down as had the information systems that supported them. The result has been that the expected governance supporting contractual decisions does not currently exist and this report seeks to address those governance issues, albeit retrospectively.	To be determined
5	Hackney Carriage and Private Hire Licensing Policy 2016-21 Review	6 December 2021	The Hackney Carriage and Private Hire Licensing Policy 2016-21 is due for review. The report will seek authority from Cabinet to commence a period of formal public consultation	To be determined
6	To consider whether the Council, in partnership with English Heritage, should progress development of detailed designs for a cable car	1 November 2021		To be determined
8	Dover Economic Growth Strategy	To be confirmed	A Consultation Draft Economic Strategy has been developed and has been subject to consultation aligned to the Consultation on the Local Plan. This item considers a report to Cabinet to agree and adopt the Dover Economic Strategy.	To be determined
9	Development at Bench Street	To be confirmed	The Council is reviewing proposals for development opportunities at Bench Street, Dover and this report will provide options for progressing the site which may incorporate land in the Council's ownership.	To be determined
13	Redevelopment of Stembrook car park and former Co-op building, Dover	4 October 2021 (to be confirmed)	A proposal has been submitted to the Council for the redevelopment of this site. This requires a decision to approve the proposals and related financial matters.	To be determined

Agenda Item No 7

Key Decisions Number	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
18	To seek approval for appointment of a contractor and update Cabinet on revenue implications for the Market Square renovation project	4 October 2021	This report will identify a preferred contractor, set out the proposed contract sum and update members on the responses received from project partners regarding financial contributions. Permission will be sought to appoint a contractor for delivery of the works. The report will also discuss maintenance liabilities arising from the project.	To be determined
20	Approval to enter into a design and build contract for development of interim housing at Poulton Close, Dover	4 October 2021	The report provides an update on progress of the previously approved project to deliver 24 new council properties to be used as interim housing at Poulton Close, Dover. The report seeks approval for the final budget for the project, and approval to enter into the Design and Build contract.	To be determined
21	To approve an update to the Local Development Scheme	1 November 2021	The Local Development Scheme (LDS) is a statutory document which sets out the timetable for the preparation and revision of development plan documents, including the Local Plan. This decision is to approve an updated LDS which sets out a revised timetable for the preparation of the new Local Plan for Dover District.	To be determined

Note: (1) Key Decisions which have already been taken or the committee has declined to include within the work programme do not appear in this extract of the Notice of Forthcoming Key Decisions.

## OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2020/21

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	
May 2021	Performance Report	Single Item	Head of Leadership Support	£0	£0	To consider the report.
	Household Waste Collection & Litter	Single Item	Head of Commercial Services	£0	£0	To consider the report.
	Draft Dover District Council Homelessness and Rough Sleeping Strategy 2020-2024	Single Item	Head of Housing	£0	£0	To consider the report.
June 2021	Food Poverty Review	Review	Democratic & Corporate Services Manager	£0	£0	To agree the review outcomes to report back to Council (Moved back due to Purdah)
July 2021	Household Waste Collection	Single Item	Head of Commercial Services	£0	£0	An update on performance and progress in resolving issues since the meeting held in May 2021 (26 July 2021)
	Angling at Admiralty Pier	Single Item	Democratic & Corporate Services Manager	£0	£0	Attendance confirmed by DHB (26 July 2021)
	Food Poverty Review	Review	Democratic & Corporate Services Manager	£0	£0	To agree the review outcomes to report back to Council (Moved back due to Purdah)

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

2021

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	
	Release of Section 106 Monies from Aylesham Village Garden Public Realm Contributions	Single Item	Strategic Director (Operations & Commercial)	£0	£0	Added as a late item at the request of Cllr C D Zosseder
	Electric Heating and Photo-Voltaic Installations at Affordable Housing Developments at Kimberley Close and Stockdale Gardens	Single Item	Housing Development Manager	£0	£0	To consider the report. Item deferred to 26 July 2021 meeting.
	Award of 5-Year Consultancy Contract for Heating, Water and Electrical Safety Works	Single Item	Strategic Director (Operations & Commercial)	£0	£0	To consider the report.
September 2021	Southern Water Update	Single Item	Strategic Director (Operations & Commercial)	£0	£0	To receive an update
	Waste Service Update	Single Item	Strategic Director (Operations & Commercial)	£0	£0	To receive an update
	Performance Report Q1, 2021-22	Single Item	Head of Leadership Support	£0	£0	To consider the report.
	Your Leisure Covid Support Funding	Single Item	Strategic Director (Operations & Commercial)	£0	£0	To consider the report.

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

2021

**Other Work Programme Items – To be scheduled by the Democratic & Corporate Services Manager in consultation with the Chair and Controlling Group Spokesperson as the work programme permits**

Priority	Subject	Why on Work Programme?
1 (partly completed Feb 2021)	Flooding in Deal	Agreed for inclusion by Committee [Added by Cllr T A Bond] Recommendations adopted by Cabinet – The Leader has agreed to update the Committee on progress in respect of this to the meeting in September 2021
Must be held	Crime and Disorder	Constitutional Requirement
Priority 1 – Scheduling 2021/22	Public Toilet Provision	Agreed for inclusion by Committee [Added by Cllr D G Zosseder]
Priority 1 – Scheduling 2021/22	Rural Car Parking	Agreed for inclusion by Committee [Added by Cllr D G Zosseder]
Priority 1 – Scheduling 2021/22	Greening of Urban Dover	Agreed for inclusion by Committee [Added by Cllr M Rose]
Priority 1 – Scheduling 2021/22	Climate Emergency	Agreed for inclusion by Committee
Priority 1 – Scheduling 2021/22	Primary Care Services	Agreed for inclusion by Committee [Added by Cllr H M Williams]
Priority 2 – Subject to work programme capacity	Youth Services	Legacy from previous work programme [Added by Cllr S H Beer]
Priority 2 – Subject to work programme capacity	Noise nuisance policy and performance (with particular respect to the out of hours service)	Legacy from previous work programme [Added by Cllr L A Keen]
Priority 2 – Subject to work programme capacity	Dover District Leisure Centre - review of performance against targets and public transport access provision	Legacy from previous work programme [Added by Cllr L A Keen]
Priority 2 – Subject to work programme capacity	Street Lighting (KCC and DDC)	Agreed for inclusion by Committee [Added by Cllr M Bates]
- To be included once council returns to post-covid operations	Review of DDC Response to Covid-19	Legacy from previous work programme [Added by Cllr C A Vinson]
- To be included as items come forward	Neighbourhood Plans (as they come forward)	Legacy from previous work programme

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

## **PUBLIC SPEAKING**

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. The agenda front sheet will specify which items public speaking applies to for that meeting.

The Public Speaking Protocol does not preclude an overview and scrutiny committee, by resolution of the committee, from inviting members of the public, organisations, charities, voluntary groups or any other interested parties to address any meeting for the purpose of providing evidence in support of the topic under consideration.

A member of the public speaking on an agenda item must address their speech to the item they have registered to speak upon on the agenda and cannot address other agenda items or unrelated business.

Each registered speaker will have three minutes speaking time per item they have registered to speak on and no public speaker or parish council may register to speak on any more than two items on the agenda.

The right to speak does not include the right to ask any questions of any District Councillor, Officer of the Council, invited attendee, or any other public speaker.

The right of the public to speak does not apply to the following agenda items: Apologies; Appointment of Substitute Members; Minutes; the Forward Plan, the Scrutiny Work Programme (and related documentation) or any agenda item that is not accompanied by a written report.

The Chairman of the committee (or in their absence the Vice-Chairman) will have discretion to vary the time allowed and the number of speakers in cases of exceptional interest.

**SOUTHERN WATER UPDATE**

To receive an update from the Leader of the Council, Councillor T J Bartlett.

**WASTE SERVICE UPDATE**

To receive an update on the performance of the waste service.



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<b>Subject:</b>	<b>PERFORMANCE REPORT – QUARTER 1 2021/22</b>
<b>Meeting and Date:</b>	<b>Cabinet – 6 September 2021</b> <b>Overview and Scrutiny Committee – 13 September 2021</b>
<b>Report of:</b>	<b>Michelle Farrow, Head of Leadership Support</b>
<b>Portfolio Holder:</b>	<b>Councillor Chris Vinson, Portfolio Holder for Finance, Governance, Digital and Climate Change</b>
<b>Decision Type:</b>	<b>Non-Key Decision</b>
<b>Classification:</b>	<b>Unrestricted</b>

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**Purpose of the report:** To monitor performance against key objectives.

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**Recommendation:** To note the Council's Performance Report and Actions for Quarter 1 2021/22 (April to June 2021).

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**1. Summary**

The Council's Performance Report for the Quarter 1 2021/22 (April to June 2021) reports on performance against key performance targets throughout the Council and East Kent Shared Services during the period. It incorporates comments from each Director on performance within their directorate plus any key initiatives and concerns they may have.

This is a revised version of the existing performance report, taking into account the new Housing indicators. A new Strategic Performance Dashboard is in development and will be consulted upon shortly.

**2. Introduction and Background**

- 2.1 Monitoring of performance against key targets is key to the achievement of the Council's aims and objectives. The Performance Report provides a summary of the Council's key performance figures for the Quarter 1 2021/22 (April to June 2021).
- 2.2 The Performance Report contains information relating to the performance of the Council against key corporate indicators and considers the performance of a range of indicators against previous year's performance.
- 2.3 The Performance Report identifies areas where performance is on track throughout the first quarter of 2021/22, whilst recognising the need for further improvements in some areas. Each Director provides additional commentary focussing on areas of high or low performance.
- 2.4 A section is included to show performance within the Shared Services against key indicators. A more comprehensive set of indicators for EK Services, including Civica, are monitored through the monitoring structures established by the Agreements under which those services are delivered, with any areas of significant concern being capable of escalation into this quarterly monitoring report, if required.
- 2.5 Following the return of the housing service to direct control of Dover District Council from East Kent Housing, the Key Performance Indicators have been revised to provide a better and more transparent overview of how the service is performing. Currently,

Property Services is focussing on Compliance. Once the service returns to a 'steady state' later in the year additional performance indicators will be agreed.

**3. Identification of Options**

3.1 Not applicable.

**4. Evaluation of Options**

4.1 Not applicable.

**5. Resource Implications**

5.1 None.

**6. Climate Change and Environmental Implications**

6.1 None.

**7. Corporate Implications**

7.1 Comment from the Section 151 Officer (linked to the MTFP): The Head of Finance & Investment has been consulted on this report and has no further comments to add.

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>

7.4 Other Officers (as appropriate):

**8. Appendices**

Appendix 1 – Performance Report for Quarter 1 2021/22 (April to June 2021).

**9. Background Papers**

None.

Contact Officer: Michelle Farrow, Head of Leadership Support



# Dover District Council Performance Report for Quarter 1 2021/22 (April to June)

## Summary of Performance Indicators Year to Date

Status	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Direction of Travel to previous Qtr
	No.	%	No.	%	No.	%	No.	%	
Green	24	70.6							▲
Amber	03	8.8							▼
Red	07	20.6							▼
<b>Total</b>	34	100							

KEY:	
▲	Improved performance
▶	Maintained performance
▼	Decline in performance

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## EK Services & DDC Digital

PI	Description	Outturn 2020/21	DDC Target 2021/22	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel Previous Qtr	RAG Status
ACC011	Percentage of on-line payments to cash & cheque	93.75%	Data for information only	96.0%				96.0%	50,267	▲	N/A
EKS001	Percentage of incidents resolved within agreed target response time - ICT	96%	95%	97.5%				97.5%	632	▲	Green
EKS002	Percentage of incidents resolved within 1 working day	63%	60%	62.0%				62.0%	401	▼	Green
EKS003	Percentage of incidents resolved within 3 working days	82.75%	80%	83.5%				83.5%	542	▼	Green
EKS004	Percentage availability of email service	100%	97.50%	100.0%				100.0%	N/A	▶	Green
PLA005	Percentage of electronic planning applications received	88.01%	80%	93.11%				93.11%	494	▼	Green
WEB001	Percentage availability of the corporate website (DDC responsibility)	99.98%	99.50%	99.99%				99.99%	N/A	▼	Green
WEB002	Number of Keep me Posted subscriptions	36,601	Data for information only	53,934				53,934	N/A	▲	N/A
WEB003	Facebook subscribers	8,640	Data for information only	9,808				9,808	N/A	▲	N/A

### EKS Director's Comments

**Performance:** All of the performance indicators met the targets for Q1.

**Key Initiatives/Outcomes:** Nothing to report for Q1

**Concerns/Risks:** No concerns or risks to report for Q1

# Civica

PI	Description	Outturn 2020/21	DDC Target 2021/22	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel (To Previous Qtr)	RAG Status
<b>Benefits</b>											
KPI01	Pay benefit quickly	5.75 days	8.5 days	5.00 days				5.00	N/A	▼	Green
KPI02	Percentage of correct Housing Benefit and Council Tax Benefit decisions	97.60%	96%	96.35%				96.35	N/A	▼	Green
<b>Council Tax</b>											
KPI03	The percentage of council taxes due for the financial year which were received in year by the authority.	96.87%	96.84%	28.61%				28.61	N/A	▲ To Q1 2020/21	Green
<b>Business Rates</b>											
KPI04	Percentage of Business Rates collected	97.13%	98.20%	23.03%				23.03	N/A	▼ To Q1 2020/21	Red
<b>Customer Services</b>											
KPI06	Average call waiting time in seconds	146 seconds	233 seconds	352 seconds				352	N/A	▼	Red
<b>Council Tax Reduction Scheme</b>											
KPI07a	Council Tax Reduction Scheme Caseload - Working Age	5,828	Data for information only	5,759				5,759	N/A	N/A	N/A

PI	Description	Outturn 2020/21	DDC Target 2021/22	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel (To Previous Qtr)	RAG Status
KP107b	Council Tax Reduction Scheme Caseload - Pension Age	3,425	Data for information only	3,397				3,397	N/A	N/A	N/A
KP107c	Council Tax Reduction Scheme Caseload - Total	9,253	Data for information only	9,156				9,156	N/A	N/A	N/A
<b>Open Portal</b>											
KP108	Open Portal Take Up (live 11 January 2021)	1,387	Data for information only	2,231				2,231	N/A	▲	N/A

## Civica Comments

### Performance:

Speed of processing: Exceeded target

Accuracy: Exceeded target

Revenues – Council Tax: Exceeded profile based on last year's actual (28.61% against a target of 28.11%)

Revenues – Business Rates: Missed profile. A new profile will be needed following June's rebilling exercise as the percentages are based on the higher debt amount.

Call Answering: Worse than profile. Although achieved June monthly target, the legacy impact of DDC waste issues has pushed the YTD outside of target.

Excused performance has been requested and agreed. Further information is detailed below.

### Key Initiatives/Outcomes:

Open Portal went live on 11 January 2021. 2,231 customers have now signed up as of June 2021 (up from 1,387 as of March 2021). This service enables customers to access to view all their Revenues and Benefits information online (such as Benefit claims, Council Tax accounts, Non-Domestic Rates (NDR) Accounts, Sundry Debtor accounts and landlord accounts).

### Concerns/Risks:

Customer service has remained under exceptional pressure since early April following the introduction of a new household waste service at Dover. This has led to increased call volumes, repeat avoidable contact and resulting in increased handling times. At its peak in April 2021, Civica experienced significant operational challenges that resulted in overwhelming levels of contact; the main drivers for contact being changed and missed collections, unclear information and reduced online reporting. The Waste and Recycling line saw a 241.4% (4,037) increase in calls compared to the baseline from last 3-years. Total emails /

'Contact Us' forms received increased by 523.3% (2,156) compared to the baseline from last 3-years. The additional work generated in April 2021 would require an additional 19 FTE than the usual volume for this service. By June 2021, customer contact for Dover had improved but remained at double the expected levels (with 1,673 more calls) and three times the expected email contact (855 more emails). There is an ongoing action plan to mitigate the impact of this and Civica continues to work with DDC to resolve these issues as quickly as possible. Excused performance for the Key Performance Indicators has been agreed. Business Rates continues to be exceptionally challenging this year as the legacy impact of Covid-19 continues to be felt by businesses, combined with a lack of court dates being made available to process debt. Dover missed profile by 5.29% (as of June 2021). The profile will require further adjustment after the June billing to reflect the new charges to collect from retail and leisure businesses. This rebilling will add significant further challenge to collection rates.

## Joint Housing Services (Housing Management and Property Services)

Following the return of the housing service to direct control of Dover District Council from East Kent Housing, the Key Performance Indicators have been revised to provide a better and more transparent overview of how the service is performing. Currently, Property Services is focussing on Compliance. Once the service returns to a 'steady state' later in the year additional performance indicators will be agreed.

PI	Description	Outturn 2020/21	DDC Target 2021/22	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel (Previous Qtr)	RAG Status
<b>HOUSING MANAGEMENT</b>											
<b>Income Collection</b>											
HOM001	Total current tenant arrears as % of annual rental income	3.79%	4.55%	3.40%				3.40%	N/A	▲	Green
HOM002	Total current tenant arrears (including court costs)	£747,907	N/A	£677,601				£677,601	N/A	▲	N/A
HOM003	Average current tenant arrears per rented unit	£157	N/A	£137				£137	N/A	▲	N/A
HOM004	Current tenant arrears (non-UC) as % of annual rental income	1.33%	1.25%	1.05%				1.05%	N/A	▲	Green
HOM005	Current tenant arrears (UC only) as a % of annual rental income	2.46%	3.30%	2.34%				2.34%	N/A	▲	Green
HOM006	Total number of UC cases	1,302	N/A	1,363				1,363	N/A	N/A	N/A
HOM007	Total garage arrears at end of quarter	£274	N/A	£678				£678	N/A	▼	N/A
HOM008	Total garage arrears as a % of annual rental income (GF)	0.07%	0.33%	0.15%				0.15%	N/A	▼	Green
HOM009	Former tenant arrears as % of annual rental income	2.17%	0.50%	2.37%				2.37%	N/A	▼	Red
HOM010	Total former tenant arrears (including court costs)	£428,393	N/A	£472,938				£472,938	N/A	▼	N/A



PI	Description	Outturn 2020/21	DDC Target 2021/22	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel (Previous Qtr)	RAG Status
HOM011	The amount of former tenant arrears (including court costs) written off	£263	N/A	£0.00				£0.00	N/A	-	N/A
<b>Housing Options</b>											
HOM12	Number of homeless households approaching the Council in the quarter	492	N/A	140				140	N/A	Q4 113	N/A
HOM13	Number of open homeless cases being managed at the end of the quarter	Snapshot at the end of a quarter	N/A	275				275	N/A	Not available	N/A
HOM14	Number of cases where homelessness has been prevented in the quarter	181	N/A	30				30	N/A	Q4 37	N/A
HOM15	Number of homeless households in all types of temporary accommodation at the end of the quarter	Snapshot at the end of a quarter	N/A	141				141	N/A	Q4 166	N/A
HOM16	Number of households with children or 16-to-17-year-old in B&B at the end of the quarter.	0	N/A	1				1	N/A	Q4 0	N/A
HOM17	Number of homeless families living outside of the area at the end of the quarter	Snapshot at the end of a quarter	N/A	0				0	N/A	Q4 19	N/A
<b>Lettings</b>											
HOM18	Average days to re-let empty properties (from tenancy termination to new tenancy start date) including time spent on major works	59.25 days	TBC	57.55 days				57.55 days	N/A	▲ Q4 61.72	N/A

PI	Description	Outturn 2020/21	DDC Target 2021/22	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel (Previous Qtr)	RAG Status
HOM19	Average days to re-let empty properties (from tenancy termination to new tenancy start date) excluding time spent on major works	41.91 days	TBC	25.82 days				25.82 days	N/A	▲ Q4 30.23	N/A
HOM20	Number of properties becoming void in the quarter	236	TBC	73				73	N/A	Q4 82	N/A
HOM21	Number of properties let in the quarter	194	TBC	74				74	N/A	▲ Q4 58	N/A
HOM22	% of properties let in the quarter and requiring major work.	Not available	TBC	56.76%				56.76%	N/A	Q4 51.72%	N/A
HOM23	Average days to re-let properties (from tenancy termination to new tenancy start date) requiring major work	Not available	TBC	76.42				76.42	N/A	▼ Q4 73.37	N/A
<b>PROPERTY SERVICES</b>											
ASS01	Percentage of properties with gas appliances that have current LGSR. (Landlords Gas Safety Record)	99.88%	100%	99.88%				99.88%		▶	Amber
ASS02	Percentage of properties that have current EICR (Electrical Installation Condition Report)	68.63%	100%	81.55%				81.55%		▲	Amber
ASS03	Percentage of Blocks that have current Fire Risk Assessment.	100%	100%	100%				100%		▶	Green
ASS04	Percentage of Blocks with communal lifts that have current LOLER (Lift	100%	100%	100%				100%		▶	Green

PI	Description	Outturn 2020/21	DDC Target 2021/22	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel (Previous Qtr)	RAG Status
	Operations & Lifting Equipment Regulations).										
<b>ASS05</b>	Percentage of Blocks with relevant installations that have legionella risk assessment.	100%	100%	87%				87%		▼	<b>Red</b>
<b>ASS06</b>	Percentage of communal assets that have satisfactory asbestos risk assessment.	100%	100%	100%				100%		▶	<b>Green</b>
<b>ASS07</b>	Number of current on-going actions, flowing from flowing from Fire Risk Assessments	833	N/A	389				389	N/A	▲	N/A
<b>ASS08</b>	Total number of overdue actions, flowing from Fire Risk Assessments - broken down into:	<b>363</b>	N/A	<b>242</b>				<b>242</b>	N/A	▲	N/A
	a) Intolerable ratings	0	N/A	0				0	N/A	▶	N/A
	b) Severe ratings	0	N/A	0				0	N/A	▶	N/A
	c) Moderate ratings	363	N/A	242				242	N/A	▲	N/A
	d) Tolerable ratings	0	N/A	0				0	N/A	▶	N/A
	e) Trivial ratings	0	N/A	0				0	N/A	▶	N/A
<b>ASS09</b>	Number of overdue actions, flowing from Legionella Risk Assessments – broken down into:	<b>190</b>	N/A	<b>143</b>				<b>143</b>	N/A	▲	N/A
	a) High	26	N/A	25				25	N/A	▲	N/A
	b) Medium	140	N/A	108				108	N/A	▲	N/A

PI	Description	Outturn 2020/21	DDC Target 2021/22	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel (Previous Qtr)	RAG Status
	c) Low	24	N/A	10				10	N/A	▲	N/A

## Joint Housing Service Comments

### Performance:

- The number of households living in temporary accommodation including B&B has reduced this quarter with increased numbers of households helped to secure a more permanent housing solution. Snapshot performance figures for the end of the quarter capture a single applicant placed into B&B for the night out of hours who was moved quickly in working hours to more suitable temporary accommodation. Performance remains strong for the housing management income recovery team and our money and benefit advisors continue to work with families facing financial difficulty to help them maximize their income (Head of Housing).
- The time and effort expended in addressing the compliance issues throughout quarter one brought about a continual improvement, which in some cases is marked, and culminated in an internal audit of compliance, undertaken by East Kent Audit Partnership in June – the results of which will inform the decision of the regulator about the timings for relinquishing oversight of the service. The need to take action to address an increase in the number of void properties becoming available and the contingent elongation of the average void time became apparent towards the end of the quarter. Covid and resource issues meant that Mears were struggling to undertake works and a contract to carry out a limited number void works was put together for tender in July. The aim was both to reduce the pressure on Mears to carry out void works quickly and to test whether there is benefit in tendering void works in discreet packages in future (Head of Assets and Building Control).

### Concerns/Risks:

- The average number of days being taken to relet empty council homes is improving but there are still considerable challenges as a consequence of shortages with contractor labour and materials. Additional contractor resource is currently being procured to help reduce the overall number of empty homes and deal with larger than average numbers of properties being returned and requiring major work before they can be relet. (Head of Housing).
- The combined impacts of Covid, Brexit and other macro-economic issues has led to strained/broken supply chains, materials shortages. long lead times impeding delivery. Post Covid the demand for construction has increased and this has lead to skills shortages both for contractors and DDC recruiting staff with the requisite skills, both of which are hampering all aspects of the maintenance service (Head of Assets and Building Control).

## Corporate Resources

PI	Description	Outturn 2020/21	DDC Target 2021/22	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel (Previous Qtr)	RAG Status
<b>Finance</b>											
ACC004	Percentage of invoices paid on time	83.28%	91.50%	84.73%				84.73%	3,046	▲	Amber
<b>Community Safety</b>											
CSU001	Percentage of ASB cases resolved within 30 days	100%	98%	77.2%				77.2%	92	▼	Red
<b>Regulatory Services</b>											
ENH005	Percentage of complaints regarding nuisance responded to within 5 working days	98.30%	95%	98%				98%	291	▶	Green
ENH012	Number of Fixed Penalty Notices issued for litter	28	N/A	7				7	N/A	N/A	N/A
ENH013	Percentage of stray dog enquiries responded to within target time.	100%	95%	100%				100%	28	▶	Green
ENH015	Number of Fixed Penalty Notices issued for dog fouling	1	N/A	0				0	N/A	N/A	N/A
ENH016	Number of Envirocrime prosecutions completed	6	N/A	5				5	N/A	N/A	N/A
LIC005	Percentage of licensed premises inspections completed by target date	45%	80%	100%				100%	0	▲	Green
LIC006	Percentage of unopposed licensing and permit applications processed within 5 working days	99.5%	75%	97%				97%	278	▼	Green

PI	Description	Outturn 2020/21	DDC Target 2021/22	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel (Previous Qtr)	RAG Status
PSH007	Number of DFG applications completed (for information only)	57	N/A	15				15	15	▼	N/A
PSH008	Percentage of completed DFG applications approved within 10 working days from receipt of application	85%	N/A	100				100	N/A	▶	N/A
<b>Governance</b>											
GOV001	Number of working days/shifts lost due to sickness absence per FTE	4.80 days	N/A	1.66				1.66	N/A	▲	N/A
GOV002	Number of working days/shifts lost due to long term sickness absence over 10 days per FTE	3.55 days	N/A	1.16				1.16	N/A	▲	N/A
GOV003	The number of second stage complaints referred to the Council's Complaints Officer	51	N/A	21				21	N/A	N/A	N/A
GOV004	The number of FOI requests received	1,019	N/A	260				260	N/A	N/A	N/A

### Community Safety: RED

Figures for 2020/21 were affected by various stages of lockdown with fewer reports received. In Q1 2021/22, following releasing of COVID-19 restrictions, we have seen an upsurge in reports with no additional resource to investigate (92 cases in Q1 2021/22, compared with 69 in Q4 2020/21).

With regards the 30-day time period, some cases being reported to the Community Safety Unit cannot simply be resolved within 30 days (for example, complex neighbour disputes). These have been made worse with the 'Covid factor' where people are less tolerant. We now leave cases open to gather information and intelligence, before making a decision whether to make use of relatively new 'Community Protection Warnings' that are now at our disposal. Some complex cases can continue for months at a time and this is not a reflection on our own performance.

We have also introduced a new automated system for logging ASB complaints, which ensures that all reports are captured in a timely manner. The new system means every report submitted via an online report now automatically generates a worksheet. Whereas previously sometimes a worksheet may not have been required and each report received would have to be added to our reporting system manually. This change allows us to be more open and honest about reports received, which is why we fully expect the number of cases to go up as a record is automatically created.

## Strategic Director (Corporate Resources) comments

### Performance:

The main points to note are:

- Business Rates (BR) collection is below profile. There are a number of distorting factors in BR performance as a result of Covid-19. In addition to the pressures the pandemic has placed on the teams themselves, the challenges faced by businesses, the impact of BR relief and grants in 2020/21 and the start of an economic recovery make 2021/22 a challenging year. The BR profile will be reviewed and BR will remain under focus to maximise collection over the rest of 2021/22.
- Call handling performance has been impaired by the volume and nature of calls arising from the issues with waste collection, however the service has benefited from the greater scale and resilience of operating jointly with Canterbury City Council and Thanet District Council.
- Housing shows a reduced level of use of B&B and a high level of safety compliance in DDC's own housing stock.
- The 2021/22 budget & MTFP recognised the significant uncertainties facing the Council's budget including the on-going impacts of the pandemic and potential further lockdown periods, the EU transition, future Port Health responsibilities and future Government funding streams. Early indications on the main Covid related pressures included in the 2021/22 budget are that there may be a quicker return to recovery than estimated at budget setting time. This is likely to have a positive effect, especially in income generating areas including:
  - Parking income performing at c.15% below budget compared to 25% reduction forecast in the budget;
  - Management income from Dover District Leisure centre expected to restart mid-year.
- The status of the Port Health Service is not currently a focus in the quarterly performance report to Members, and the major changes that will follow Brexit and not generally live yet. However, because of the scale of coming Port Health changes, the following points have been noted to provide Members with an overview of progress:
  - a) Dover Port Health Authority (DPHA) will have responsibility of control of the import of Products of Animal Origin (PAO).
  - b) DEFRA have recently directed DPHA to prepare for a total imported consignment volume of 266,000 consignments per annum of Products of Animal Origin at the port.
  - c) The bulk of the work on PAO is the checking of documentation for all 266,000 consignments. Of these circa 1.5% will also be physically inspected.
  - d) As a result of the significant recent increase in DEFRA's forecast of volumes, DDC staff recruitment targets have recently been increased, by DEFRA from 102 to 242. This is a very substantial increase in the overall staffing levels of DDC.
  - e) In view of the scale of recruitment we will appoint recruitment consultants, the costs of which will be part of the funding from DEFRA.
  - f) DEFRA are close to signing the lease on a new inspection site in the Whitfield, which will provide DPHA with the facilities to conduct the required inspections.
  - g) Overall, the service is designed to be self-funding, with income generated from the fees paid by importers.

### Concerns/Risks:

The main concerns are:

- The uncertainty of the speed and depth of the economic recovery and the impact on Business Rates and the General Fund budget.
- Possible increases in inflation placing pressure on the costs of services and especially construction based projects.
- Government funding for the greatly expanded Port Health function and early clarity over the guidance from DEFRA for the transfer to the full Brexit Port Health inspection and documentation regime.

## Operations and Commercial

PI	Description	Outturn 2020/21	DDC Target 2021/22	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel (Previous Qtr)	RAG Status
<b>Tourism</b>											
MUS002	The number of visits to the museum in person per 1,000 population	3.67	200	14.7				14.7	N/A	▲	Red
<b>Parking Services</b>											
PKG003	Number of PCNS issued	10,238	N/A	5,144				5,144	N/A	N/A	N/A
<b>Planning</b>											
PLA001	Percentage of <b>major</b> planning applications determined in 13 weeks (exc. section 106 agreements) or within an agreed extension of time or Planning Performance Agreement	90.97%	65%	87.5%				87.5%	8	▼	Green
PLA002	Percentage of <b>non-major</b> planning applications determined in 8 weeks (exc. Section 106 agreements)	90.23%	75%	91.25%				91.25%	240	▲	Green
PLA003	The percentage of decisions for major applications overturned at appeal (+)	0%	<10%	0%				0%	0	▶	Green
PLA004	The percentage of decisions for non-major applications overturned at appeal (+)	0.65%	<10%	1.7%				1.7%	4	▲	Green
PLA007	Number of new houses completed.	513 (53,799)	N/A	56 (53,855)				56 (53,855)	N/A	N/A	N/A



PI	Description	Outturn 2020/21	DDC Target 2021/22	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr	Direction of Travel (Previous Qtr)	RAG Status
PLA008	Growth in Business Rates base (number of registered businesses)	50 (4,174)	N/A	38 (4,212)				38 (4,212)	N/A	N/A	N/A
PLA009	% of appeals upheld by the Planning Inspectorate as a % of those submitted	18.75%	N/A	33%				33%	4	N/A	N/A
<b>Waste Services</b>											
WAS003	Number of collections missed per 100,000 collections of household waste.	Awaiting	15	Awaiting					N/A		Red
WAS010	Residual household waste per household	Awaiting	350kg	Awaiting					N/A		
WAS011	Household waste sent for reuse, recycling or composting	Awaiting	50%	Awaiting					N/A		
WAS012	Environmental cleanliness: Percentage of streets containing litter	Awaiting	5%	Awaiting					N/A	N/A	N/A
WAS013	Environmental cleanliness: Percentage of street containing detritus	Awaiting	10%	Awaiting					N/A	N/A	N/A

### Strategic Director (Operations and Commercial) comments:

#### Summary

Performance within most service areas across the Directorate remains very strong, with project work progressing well and staff coping well with the continuation of hybrid working due to the pandemic. However, clearly this has been a very challenging few months for the Waste Services team, with the performance issues that arose following the route optimisation changes introduced by Veolia on 12<sup>th</sup> April 2021, compounded by the impact on the service more recently of self-isolating regulations and the national shortage of HGV drivers. As a consequence of the need to focus staff resources on the response to customers, we are not able to provide performance data for Waste Services for either Q1 or to complete the 2020-21 year-end figures at this time. I am confident that data on WAS010

and WAS012, once available will be broadly on target although we may see a small dip in the recycling percentage as a consequence of the disruption to collections. Similarly, the street cleansing performance, measured by WAS012 and WAS013 remains generally strong although staff resources have been depleted at times as Veolia seek to support the collections services. However as regards WAS003, performance is clearly be unacceptably poor, with or without the availability of precise data. We continue to work with Veolia to try to find solutions to the challenges being faced as quickly as we can.

### **Performance, Key Initiatives & Outcomes:**

A summary of service performance and key initiatives/ outcomes within the specific service areas across the Directorate is set out below:

#### Planning & Regeneration

There was a slight dip in performance for major planning applications for the quarter, although this remains substantially above target. The figure for appeals is reflective of the very low number of planning appeals being submitted, with no major appeals, and only 1.7% of all non-major appeals being overturned. This is an indication both that the decisions being taken are sound and also that there is a very high approval rate. Overall application numbers remain well above those anticipated and fee income is strong as a consequence.

#### Commercial Services

##### Parks & Open Spaces:

The in-house Grounds Maintenance team have been carrying out their spring maintenance duties and preparing for the coming season. The burial service continues to be busy and above the normal levels; this is due to the increased death rate during the second wave of Covid-19. The team have been working on preparations for The 149<sup>th</sup> Open, around Sandwich especially recognising the importance of ensuring that the District is looking it's best at this time.

##### The Kearsney Parks Project:

There is ongoing works with the final accounts for both the landscaping and building contracts with minor defects being rectified on both contracts in accordance with the contract terms. The formal opening of the Project is now planned for Autumn 2021. Both sites were open for the Easter weekend.

##### Kearsney Café:

The café opening has been put on hold due to the Covid-19 restrictions and is now scheduled for early Summer 2021.

##### Natural Environments:

The White Cliffs Countryside Partnership (WCCP) team have been unable to complete many of their tasks as they involve the use of volunteers to help undertake work within the natural environment. These will now be dealt with later or when volunteering numbers are high enough to deal with these works. The team are now working with partner agencies to plan for the expected high footfall during the coming spring and summer 2021, due mostly around staycation and no international travel.

##### Transport & Parking Services:

Clare Connellan was appointed as Transport and Parking Services Manager, earlier this year and has now joined the Council. The service is expected to achieve around 100% of its 2021/22 budget and claims to the Ministry of Housing, Communities and Local Government (MHCLG) for lost income will continue to be made until the end of June 2021. The installation of the Electric Vehicle (EV) charging points across the District is progressing well.

### Waste services:

As noted above, this service area has been significantly impacted by the route changes since April.

### Inward Investment & Tourism:

The Tourism & Inward Investment Department have continued with their support to the district's businesses, industry and town centres providing information, updates and advise, as well as Covid-19 grants, Town Centre and Green Energy Business Grants and associated funding. Promotion of the District and its businesses also continued at pace. Tourism and Economic Development representation and collaboration at a national, regional, country and local level has also continued throughout, including contributing to inquiries at all levels and monitoring. The quarter also saw the 'Destination White Cliffs Country' Tourism & Visitor Economy Strategy officially launched by the Minister for Tourism & Sport, Nigel Huddleston MP, during his visit to Dover District and Kent as part of English Tourism Week, as well as via Francigena 'Road to Rome' Ceremonies in Canterbury and Dover (working with the Green Pilgrimage Project, Kent Downs AONB and the Confraternity of Pilgrims to Rome).

The District secured £3.2 million Future High Streets Funding, as department project work also continued on Dover's Market Square, Cable Car, Maison Dieu, Parking Review, Rapid Bus Plans, Purple Flag and other projects. Work also continued at speed on the Interreg Experience Project (working with both Visit Kent and the Kent Downs AONB), with 16 district businesses accepted into the programme at launch. Research, brand, website, guide and video developments also continued and the quarter also witnessed Dover District Council's submission to the Levelling-Up Fund.

Preparations continued for The 149<sup>th</sup> Open in July 2021 – including regular Tourism, Transport, COVID, Marketing & Communication and Business & Community meetings, as well as the distribution of information, updates and advise. Notable related works also included a 'Claret Jug Tour of White Cliffs Country' promotional video, business toolkit and Kent's Golf Coast Guide.

### Asset & Building Control:

A summary of work on particular projects of note is as follows;

**Sea defences:** All the rock for the 4 groynes and beach management operations at both the Kingsdown and Sandown Castle sites has now been delivered

**Maison Dieu:** further progress has been made on plans for decanting the building and enabling works to refurbish and recover the lead roofs are underway.

**Museum store:** tender documents were completed, and the contract advertised at the end of June.

**Street lighting:** Project completed except for submission of final accounts from contractor and the 270 approx. pole mounted lights where there is an on-going issue about the suitability of the isolators that serve the lights. Officers are working to resolve this with UK Power Solutions.

**Deal Pier Lower deck:** Work started in June on the repairs to storm damage.

**Public Sector Decarbonisation Scheme:** The project is progressing at speed following the appointment of the designer. Detailed design work highlighted that the electrical capacity at Whitfield offices needed to be increased requiring an additional sub-station. We continue to work to meet the tight delivery dates dictated by the Salix funding.

**Victoria Park** – The refurbishment of the tennis hard court has been completed.

**Toilets:** Connaught Park toilets have been redecorated internally as well as externally. Marke Wood toilets were also redecorated internally.

**Hamilton Road chapel,** works involving repairs to timber and internal redecorations have completed – work to adjacent office building on-going.

**Astor Theatre Chimney repairs:** Chimney works complete and under budget – remaining monies used to effect repair on Stanhope Road elevation. Astor Theatre then redecorating paintwork themselves

### Museum

In accordance with the guidance set out in the Covid-19 roadmap, the shop and Visitor Information Centre reopened to the public on 12<sup>th</sup> April 2021, and the Museum on 17<sup>th</sup> May 2021. To limit numbers to a safe level and maintain social distancing the museum introduced a booking system that was accessible both from an app and online either remotely or in person from the reception desk. The booking system worked well.

All interactive displays were removed, a one-way system reintroduced, and sanitizer stations reinstalled at the entrance and on all floors. The screens from the previous winter remained in place. The Dunkirk temporary exhibition was retained as it had been erected just prior to the pandemic and as a result had had limited exposure.

### Concerns/Risks:

Loss of income and high footfall continues to be a major concern for Commercial services. Future working practices and long-term impacts of Covid are still a cause for concern.

## Staff numbers

Directorate	Headcount at 1 April 2021	Full Time Equivalent Headcount at 1 April 2021	Headcount at 30 June 2021	Full Time Equivalent Headcount at 30 June 2021
Chief Executive	25	23.5	22	20.91
Corporate Resources	177	163.21	195	181.72
Operations and Commercial	209	167.7	217	174.04
EK Human Resources	28	24.68	27	23.01
<b>Total Staff</b>	<b>439</b>	<b>379.09</b>	<b>461</b>	<b>399.68</b>

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<b>Subject:</b>	<b>YOUR LEISURE COVID-19 SUPPORT FUNDING</b>
<b>Meeting and Date:</b>	<b>Cabinet – 6 September 2021</b>
<b>Report of:</b>	<b>Roger Walton, Strategic Director (Operations and Commercial)</b>
<b>Portfolio Holder:</b>	<b>Councillor Oliver Richardson, Portfolio Holder for Community and Corporate Property</b>
<b>Decision Type:</b>	<b>Non-Key Decision</b>
<b>Classification:</b>	<b>Unrestricted</b>

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**Purpose of the report:** To provide an update to Cabinet on the impact of the COVID-19 pandemic on Your Leisure’s business recovery following central government’s requirement to temporarily close leisure centres, and to seek agreement to the allocation of COVID support funding in respect of operations at the Tides Leisure & Indoor Tennis Centre.

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**Recommendation:** To agree:

1. To note and welcome the business recovery measures undertaken by Your Leisure in response to the COVID-19 pandemic.
2. To confirm agreement to the allocation of £80,000 COVID-19 support funding for the Tides Leisure & Indoor Tennis Centre.

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## 1. Summary

- 1.1 Your Leisure (YL) manages Tides Leisure & Indoor Tennis Centre in Deal under a lease agreement with Dover District Council. The lease at Tides was extended to 31 March 2025 under the terms of which YL surrendered the lease of Dover Leisure Centre some three years ago. YL receives an annual grant from the Council that has reduced in recent years but currently stands at £100,350 for the year ending 31 March 2022.
- 1.2 Tides Leisure & Indoor Tennis Centre was forced to close to the public on 21 March 2020 following Central Government legislation that was aimed at dealing with the COVID 19 outbreak. Leisure Centres were permitted to re-open from 25 July 2020. However, there were two further temporary lockdowns since that time and the centre more recently re-opened on 19 April 2021 in line with government guidance.
- 1.3 Due to extended periods of closure since March 2020, like all leisure operators, there was limited income for the leisure sector, yet considerable on-going premises costs and a financial crisis faced the industry. Your Leisure has undertaken several measures to mitigate the impact of the pandemic, but it has not received any additional financial assistance directly from the Council’s resources.
- 1.4 While some funding support has been obtained through National Lottery Recovery Fund NLRF and welcomed, it is not sufficient to cover the combined effect of three lockdowns and restricted re-opening. This report seeks Cabinet agreement to the allocation of £80,000 Covid support funding to meet the expected budget deficit trading position of Tides Leisure & Indoor Tennis centre for the year ending 2021/22.

## 2. Introduction and Background

2.1 Your Leisure (YL) is a not-for-profit charitable organisation providing leisure, hospitality, entertainment and community services in the Dover and Thanet districts. YL manages Tides Leisure and Tennis Centre (Tides/Tennis) under a lease arrangement, recently extended until 31 March 2025, with Dover District Council (DDC). A separate Funding Agreement exists providing an annual grant, which has reduced in recent years, and now stands at £100,350 plus VAT for the year ending March 2022.

2.2 Prior to the opening of the new Dover Leisure Centre, YL were trading at a surplus at Tides Leisure & Tennis Centre. Since February 2019 (2018/19 year) income levels have been affected, initially, as a result of the new competition arising from the new Dover District Leisure Centre, and then substantially following the coronavirus outbreak (end of 2019/20 & 2020/21). The table below summarises income, surplus/(loss) and the level of DDC funding for the period 2016/17 to 2020/21 and for the first three months of 2021/22.

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22 (Apr - June)
Tides/Tennis Income	£1,418,382	£1,415,383	£1,362,869	£1,303,382	£472,051	£122,175
Tides/Tennis Surplus/(Loss)	£69,862	£67,559	£2,302	(£31,106)	(£327,890)	(£68,874)
DDC Funding (excluding VAT)	£132,500	£132,500	£132,500	£111,500	£100,350	£25,087

2.3 Much of the income is from leisure centre memberships paid either annually or monthly. A stark illustration of the pandemic impact is the overall reduction in Tides/Tennis memberships from 2260 in February 2020 to 1186 in July 2021. A decrease of 48%.

2.4 Operating in the leisure, hospitality and entertainment sector YL has faced considerable challenges as it has attempted to reduce cost and raise funding to absorb substantial loss of income from these services which have been subject to partial or complete lockdown for up to 15 months. The financial impact for the year ending March 2021 was a company-wide trading loss of £464,772 and for the period April to June 2021 a loss of £39,174.

## 3. Mitigating the impact of the COVID 19 pandemic

3.1 YL has taken a range of actions, and continues to do so, in order to try and mitigate the impact of the pandemic and not be overly reliant on key public sector partners. These being:

3.2 Actions Completed:

- (1) £1,674,510 claimed back through the Govt Job Retention Scheme (Furlough). Of this £328,030 relates to Tides/Tennis. Staff on furlough only paid at 80% and required to take annual leave to minimise cost, particularly upon re-opening facilities.

- (2) Successful application to the National Cultural Recovery Fund securing £332,000 to support Margate Winter Gardens & Theatre Royal. In addition, joined a Theatre Trust national initiative to 'Save Our Theatres' and established a crowd-funding page raising a total of £17,000.
- (3) From the National Leisure Recovery Fund £341,970 secured for Hartsdown Leisure Centre and Ramsgate Leisure Centre in the Thanet district and £66,600 for Tides/ Tennis in the Dover district.
- (4) Completion of a redundancy programme across hospitality and entertainment and indoor leisure, based on reduced demand, revised programming and new ways of working has significantly reduced future established labour costs.
- (5) Advanced funding received from both Local Authority partners and an extra £160,000 of new funding secured from Thanet District Council (TDC) for year ending March 2021.
- (6) Successfully obtained short-term financial support from Lloyds Bank through an £800,000 Coronavirus Business Interruption Loan (CBIL).
- (7) Agreement from TDC Cabinet to have access to a loan of up to £1.5M. This has not been called upon as yet.
- (8) Secured £522,066 in grants for facilities from the various Coronavirus grant funds administered through Local Authorities. £40,928 related to Tides/Tennis.
- (9) Surrendered early the lease at Dover Town Hall using the £85,000 compensation to support cashflow.
- (10) Took advantage of the deferral of VAT liability with rescheduled payments on track for being back up to date by March 2022.
- (11) Negotiated payment holidays on rent, loan and utility liabilities. These are now all paid up to date.
- (12) Secured a range of smaller grants (including from Tesco & DDC) to part cover the cost of PPE equipment, social distancing signage and sanitizer stations.
- (13) In preparation for re-opening at the end of each lockdown promoted a range of new leisure centre memberships, including a virtual workout option, intended to attract new members and increase income. Also joined Kent County Council's Reconnect programme to encourage 5 – 16-year-olds to visit Tides Leisure Centre and secured £4,160 of funding to provide free swimming lessons over the summer period.
- (14) Although unsuccessful, funding applications were also submitted to the Architectural Heritage Fund, Charities Aid Foundation and National Cultural Recovery Fund (round two)

### 3.3 Actions in Progress:

- (1) In advanced discussions with Lloyds Bank to refinance existing leisure centre loans to facilitate a lower cost of borrowing over the remaining term.



- (2) Considering relinquishing the lease for Dover Sea Sports Centre to remove future financial risk.
- (3) Applied for Local Authority Coronavirus Extension grants in the Dover district totalling £5,668.
- (4) Continuing to access the Furlough scheme until it ends in September 2021.

#### **4. Update on Your Leisure Financial Position**

- 4.1 Despite these actions the severe financial impact of the pandemic has required Your Leisure to seek additional support to meet the expected deficit trading position of certain facilities within its portfolio. In respect of the management of Tides Leisure & Indoor Tennis centre, the projected budget deficit for the year ending March 2022 is £76,399. (see Appendix 1)
- 4.2 This budget was finalised in April 2021 and at the time factored in an expected Government Restart Grant of £18,000 and a balance of £34,131 from the National Leisure Recovery Fund (NLRF) which had not been previously allocated to year ending March 2021. Both these amounts have now been received.
- 4.3 Whilst the NLRF has been welcomed the £66,500 to support Tides leisure & Indoor Tennis centre is not sufficient to cover the combined effect of lockdown and restricted opening. There continues to be much lobbying for the Government to provide a new funding round to mirror the two rounds of the National Cultural Recovery Fund which have been provided.
- 4.4 It has been identified that further support is required to address the following challenges:
  - i) The return of customers since reopening on a restricted basis from 12 April 2021 has been gradual and customer confidence is expected to take time to be rebuilt. Based on analysis by Sport England through the Moving Communities research platform leisure centre attendances in the South-East for the period 17 May – 20 June are at 67.1% compared with same period in 2019.
  - ii) Operating costs continue to escalate particularly energy prices and labour, as a result of National Living/Minimum Wage increases. In addition, there is cost pressure created through operating in accordance with Covid compliant guidelines.
  - iii) Leisure delivery providers operate on razor tight margins with limited ability to pass the above costs on to the end user through increased prices.
  - iv) The potential for further Covid restrictions, as a result of infections rising and the possibility of staff needing to self-isolate impacting on the ability to safely deliver services.
- 4.5 YL has been in regular and transparent dialogue with its bankers (Lloyds), auditors (McCabe Ford Williams) and Local Authority funding partners. Through the support secured or available the company is confident it remains a viable going concern as recorded in the audited accounts for year ending March 2020. The audited accounts for year ending March 2021 are scheduled to be approved by the YL Board on the 7 September and adopted at the AGM on the 14 September 2021.

- 4.6 The actions, both completed and in progress, combined with the additional funding requested from DDC and an expectation that customer visits and memberships will return to pre-pandemic levels soon will place YL in a stronger financial position going forward. YL's cashflow position is beginning to recover with the existing and forecast illustrated in the table below.

Cash position at 3 August 2021	Access to loan facility from TDC (Dec 21)	Projected balance at 31 March 2022	Projected balance at 31 March 2023
	(As stated in actions completed vii)	(including £80,000 requested from DDC)	<b>Assuming operations run at breakeven and annual repayment of TDC loan (15 yrs)</b>
<b>£1,025,289</b>	£1,500,000	£780,000	<b>£680,000</b>

- 4.7 Whilst it is too early to project a budget for 18 months ahead it is anticipated that Tides Leisure & Indoor Tennis Centre will move to at least a breakeven trading position for the year ending March 2023. The steps already taken throughout the pandemic including a relaunch of memberships and reduced labour provision, make this a realistic expectation.
- 4.8 Supporting YL to recover from the pandemic enables the continued delivery of social, economic and health outcomes whilst also facilitating the continued provision of affordable and accessible services at Tides/Tennis. Providing YL with additional funding also assists in maintaining their range of funded community programmes in the Dover district including Bikeability, Legacy, Aspire, Thriving Communities, You vs Train and Deal e-bikes.

## 5. Identification and Evaluation of Options

- 5.1 Option 1: To welcome the business recovery measures undertaken by YL in response to the COVID 19 pandemic and confirm agreement to the allocation of £80,000 covid support funding for Tides Leisure Centre.

This is the preferred option because YL has exhausted all channels for exploring external financial support and has made commendable progress in obtaining government grants and loans to mitigate the impact of the COVID 19 pandemic. The additional covid support of £80,000 will allow YL meet the continued challenges as set out at para 4.4 of this report and potentially reach a trading break even financial position by March 2023 at Tides Leisure & Indoor Tennis Centre.

- 5.2 Option 2: To note the business recovery measures undertaken by YL in response to the COVID 19 pandemic and not to confirm agreement to the allocation of £80,000 covid support funding for Tides Leisure Centre.

This is not the preferred option because although YL has exhausted all channels for obtaining external financial support, it is unable to sustain the financial pressures that have arisen from COVID 19 Pandemic and cannot absorb the projected financial deficit for year end 2021/22. The accumulating financial pressure could risk YL failing to maintain continuity of services at Tides Leisure & Indoor Tennis centre leading to potential closure of the facility in advance of the lease agreement expiry date.

## **6. Resource Implications**

- 6.1 Council officers has been having regular open and transparent meetings with Your Leisure and the financial team have been kept informed of regular updates, accounts and discussions. The £80,000 can be resourced from the Council's revenue budget.

## **7. Climate Change and Environmental Implications**

- 7.1 Tides Leisure & Indoor Tennis has had significant capital investment across the closure period of the COVID 19 pandemic to undertake essential maintenance issues. Works to address the on-going challenges with controlling atmosphere and pool heating temperatures will help to improve the energy efficiency of the old building and reduce energy consumption.

## **8. Corporate Implications**

- 8.1 Comment from the Head of Finance & Investment: Members are reminded that the Council's revenue and capital resources are under pressure and so they will want to assure themselves that all proposals progress the Council's priorities, are the best option available and will deliver value for money. (DL)
- 8.2 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".
- 8.3 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. Appendices**

Appendix 1 – Tides Leisure/Tennis Centre Budget: 2021/22.

## **10. Background Papers**

None.

Contact Officer: Laura Corby Extn 42448

## Appendix 1

Tides Leisure/Tennis Centre Budget: 2021/22					
Accounting Period: April 21 - March 22	Base Budget for 2020/21 (set in Feb 2020)		Forecast Budget for 2021/22		Notes
	TIDES LEISURE CENTRE	TENNIS CENTRE	TIDES LEISURE CENTRE	TENNIS CENTRE	
					Sales based on re-opening 12 April 21 with restrictions in place until 21 June 21
					Unless stated otherwise 2% uplift in expenditure applied based on 20/21 Budget
Catering and bars	129,638	0	64,819		
Vending	20,020	0	10,010		
<b>FOOD AND BEVERAGE SALES</b>	<b>149,658</b>	<b>0</b>	<b>74,829</b>	<b>0</b>	
Entertainment	0	0	0	0	
Hirings	1,695	0	0	0	
Rent	0	0	0	0	
<b>ENTERTAINMENT SALES</b>	<b>1,695</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Wetside activities	398,440	0	328,322	0	Utilising previous budget but based on 9 months full trading with social distancing
Dryside activities	32,542	38,261	28,500	52,000	Increased based on partnership arrangements with Walmer Lawn Tennis Club
Swim school	214,600	0	194,010	0	100% capacity of re-opening programme plus expansion
Other coaching	2,595	67,896	2,000	61,236	Based on current course set up post c-19 at 70% saturation
Fitness room	391,776	0	306,720	0	Based on current live membership @ approx 502 (£180,720) increasing to 1000 by 100 per month
Games Centres	0	0	0	0	
Recreation grounds	0	0	0	0	
<b>SPORTING SALES</b>	<b>1,039,954</b>	<b>106,158</b>	<b>859,552</b>	<b>113,236</b>	
Soft play/creche	1,255	0	0	0	
<b>SOFT PLAY/ CRECHE</b>	<b>1,255</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Sale of Consumables	36,374	167	36,500	0	
Other income	3,718	70	3,000	0	
Passport to Leisure	4,455	0	0	0	
KCC grant	0	0	0	0	
Other funding	0	200	17,004	500	Includes anticipated reclaim from JRS up until Sept 2021
Arts Council funding	0	0	0	0	
<b>OTHER INCOME</b>	<b>44,547</b>	<b>437</b>	<b>56,504</b>	<b>500</b>	
<b>TOTAL INCOME</b>	<b>1,237,109</b>	<b>106,594</b>	<b>990,885</b>	<b>113,736</b>	
Direct Labour	516,677	22,092	490,483	10,500	Accommodates revised establishment and an increase in NLW
Casual Labour	149,283	34,032	134,085	32,000	As above
<b>TOTAL LABOUR</b>	<b>665,960</b>	<b>56,124</b>	<b>624,568</b>	<b>42,500</b>	
Provisions and beverages	47,533	0	48,484	0	
Vending expenditure	9,797	0	9,993	0	
Event costs	480	0	490	0	

<b>Tides Leisure/Tennis Centre Budget: 2021/22</b>					
<b>Accounting Period: April 21 - March 22</b>	<b>Base Budget for 2020/21 (set in Feb 2020)</b>		<b>Forecast Budget for 2021/22</b>		<b>Notes</b>
Beauty products	0	0	0	0	
Day to day maintenance	30,593	4,455	31,205	4,544	
Maintenance contracts	29,229	273	29,813	278	
Equipment hire	2,679	0	2,733	0	
Facility rentals	0	0	0	0	
Marketing and promotion	1,795	181	1,831	185	
Advertising and printing	2,651	173	2,704	176	
Chemicals and cleaning	21,570	0	22,001	0	
Goods for resale	23,609	0	24,081	0	
Spa materials	0	0	0	0	
<b>TOTAL DIRECT OVERHEADS</b>	<b>169,936</b>	<b>5,082</b>	<b>173,334</b>	<b>5,184</b>	
Utilities	249,518	19,167	254,509	19,551	Contract for gas/electric expires Oct & Nov 2021. 2% uplift on 20/21 budget assumed
Company vehicle costs	0	0	0	0	
Premise hire and rental	0	0	0	0	
Insurance	24,611	2,678	25,103	2,731	
Telephone	3,376	0	3,443	0	
Stationery	6,024	0	6,144	0	
Postage	34	0	35	0	
Travel, subsistence and meeting	1,063	0	1,084	0	
Uniforms & laundry	1,131	0	1,154	0	
Disposables	13,119	0	13,381	0	
Bad Debts	0	0	0	0	
Other	9,280	878	9,466	895	
Licences	14,648	0	14,941	0	
Bank Charges and Interest	6,117	0	6,239	0	
IT Costs	20,527	630	20,937	643	
Booking fees	0	0	0	0	
Equipment replacement	5,999	548	6,119	558	
Training and other staff costs	5,646	241	5,759	245	
<b>TOTAL INDIRECT OVERHEADS</b>	<b>361,092</b>	<b>24,141</b>	<b>368,313</b>	<b>24,624</b>	
<b>TOTAL EXPENDITURE</b>	<b>1,196,987</b>	<b>85,347</b>	<b>1,166,216</b>	<b>72,307</b>	
Contribution	40,122	21,247	-175,331	41,429	
Deficit funding/management fee	100,000	0	100,000	0	
Central Support Charges (5% of income)	61,855	5,330	49,544	5,687	
VAT write off	65,674	0	66,988	0	
Depreciation	27,098	0	27,640	0	
<b>Total adjustments</b>	<b>-54,628</b>	<b>-5,330</b>	<b>-44,172</b>	<b>-5,687</b>	

### Tides Leisure/Tennis Centre Budget: 2021/22

Accounting Period: April 21 - March 22	Base Budget for 2020/21 (set in Feb 2020)		Forecast Budget for 2021/22		Notes
<b>SURPLUS/ (DEFICIT)</b>	<b>-14,506</b>	<b>15,917</b>	<b>-219,503</b>	<b>35,742</b>	
<b>COMBINED SURPLUS/ DEFICIT</b>	2020 - 21	<b>1,411</b>	2021 - 22	<b>-183,761</b>	
	Less:	Central Support Charges	£ 55,231		
	Plus:	Govt Restart Grant	£ 18,000		
	Plus:	Balance of NLRF £66.5k	£ 34,131		
			<b>£ 107,362</b>		
			<b>Overall Deficit</b>	<b>-£ 76,399</b>	

# Tides/Tennis Budget

## Appendix 1

Accounting Period : April 21 - March 22	Base Budget for 2020/21 (set in Feb 2020)		Forecast Budget for 2021/22		Notes
	TIDES LEISURE CENTRE	TENNIS CENTRE	TIDES LEISURE CENTRE	TENNIS CENTRE	
					Sales based on re-opening 12 April 21 with restrictions in place until 21 June 21 Unless stated otherwise 2% uplift in expenditure applied based on 20/21 Budget
Catering and bars	129,638	0	64,819		
Vending	20,020	0	10,010		
<b>FOOD AND BEVERAGE SALES</b>	<b>149,658</b>	<b>0</b>	<b>74,829</b>	<b>0</b>	
Entertainment	0	0	0	0	
Hirings	1,695	0	0	0	
Rent	0	0	0	0	
<b>ENTERTAINMENT SALES</b>	<b>1,695</b>	<b>0</b>	<b>0</b>	<b>0</b>	
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Games Centres	0	0	0	0	
Recreation grounds	0	0	0	0	
<b>SPORTING SALES</b>	<b>1,039,954</b>	<b>106,158</b>	<b>859,552</b>	<b>113,236</b>	
Spa	0	0	0	0	
Toning	0	0	0	0	
<b>SPA AND TONING INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Soft play/creche	1,255	0	0	0	
<b>Soft play/creche</b>	<b>1,255</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Chalets and beach huts	0	0	0	0	
<b>FORESHORE SALES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Sale of Consumables	36,374	167	36,500	0	
Other income	3,718	70	3,000	0	
Passport to Leisure	4,455	0	0	0	
KCC grant	0	0	0	0	
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<b>OTHER INCOME</b>	<b>44,547</b>	<b>437</b>	<b>56,504</b>	<b>500</b>	
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<b>SURPLUS/(DEFICIT)</b>	<b>-14,506</b>	<b>15,917</b>	<b>-219,503</b>	<b>35,742</b>

Contract for gas/electric expires Oct & Nov 2021. 2% uplift on 20/21 budget assumed

<b>COMBINED SURPLUS/DEFICIT</b>	2020 - 21	<b>1,411</b>	2021 - 22	<b>-183,761</b>
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Less: Central Support Charges	£	55,231
Plus: Govt Restart Grant	£	18,000
Plus: Balance of NLRG £66.5k	£	34,131
	£	<b>107,362</b>

**Overall Deficit -£ 76,399**