# Public Document Pack

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11 February 2022

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 21 February 2022 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.

Yours sincerely

Chief Executive

Overview and Scrutiny Committee Membership:

C D Zosseder (Chairman)
P M Brivio (Vice-Chairman)
T A Bond
D R Friend
D A Hawkes
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 24 January 2022 (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** (Page 9)

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

8 **SCRUTINY WORK PROGRAMME** (Pages 10 - 15)

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

9 **PUBLIC SPEAKING** (Page 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 item 10.

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 **COUNCIL BUDGET 2022/23 AND MEDIUM-TERM FINANCIAL PLAN 2022/23–2025/26** (Pages 17 - 113)

To consider the attached report of the Helen Lamb, Head of Finance and Investment.

**Access to Meetings and Information**

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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 |
|---|---|---|---|---|
| 13 | Redevelopment of Stembrook car park and former Co-op building, Dover | 7 March 2022 | 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 |
| 29 | Local Authority Delivery Scheme 2 – carbon emissions reduction for domestic properties | February/March 2022 | Local Authority Delivery Scheme 2 – Carbon emissions reduction for domestic properties (not social housing) | To be determined |
| 30 | To consider options for the refurbishment or rebuilding of wetside and health & fitness facilities at Tides Leisure Centre, Deal | 7 March 2022 | To consider options to refurbish or rebuild wetside and health & fitness facilities at Tides Leisure Centre | To be determined |
| 31 | To approve an update to the Local Development Scheme | 4 April/9 May 2022 | To approve an update to the Local Development Scheme | To be determined |
| 32 | Approval of Local Plan for publication and submission | 4 April/9 May 2022 | Approval of Local Plan for publication and submission | To be determined |
| 34 | Award of 5-year contract for Electrical Installation Condition Reports (EICRs) for Council's housing stock | 4 April 2022 | To award a 5-year contract for Electrical Installation Condition Reports (EICR) for the Council's housing stock | To be determined |
| 35 | Review of Parking Charges | 28 February 2022 | The Council agreed in 2011 that parking charges should be reviewed on an annual basis. The report will seek to present the outcome of the latest review for a decision. | To be determined |
| 36 | Approval of 'First Homes' Sales and Resales Policy | 7 March 2022 | Approval of 'First Homes' Sales and Resales Policy | To be determined |
| 37 | Award of Contract for MS365 Licensing | 4 July 2022 | To award contract of MS365 licensing | To be determined |
| 39 | Approval for development of detailed design for a creative centre in Bench Street, Dover and underpass improvements to A20 (supported by the Future High Streets Fund) | 7 March 2022 | To seek approval for the development of a detailed design for a creative centre in Bench Street, Dover and for underpass improvements to the A20 supported by the Future High Street Fund Award | 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<br><br>On-going or single item? | Officers<br><br>(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.*

| Month | Issue | Resource Implications for Scrutiny | | | | Reason for Inclusion on the Work Programme (incl. any actions required) |
|---|---|---|---|---|---|---|
| | | Members<br><br>On-going or single item? | Officers<br><br>(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. |
| October 2021 | Public Toilet Provision | Work Programme | Head of Assets and Building Control | £0 | £0 | To receive an update. |

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

| Month | Issue | Resource Implications for Scrutiny | | | | Reason for Inclusion on the Work Programme (incl. any actions required) |
|---|---|---|---|---|---|---|
| | | Members<br><br>On-going or single item? | Officers<br><br>(Corporate Expenditure unless otherwise stated) | Scrutiny Budget Expenditure | | |
| | | | | Projected | Actual | |
| | Market Square, Dover | Single Item | Strategic Director (Operations and Commercial) | £0 | £0 | To consider the report. |
| | Approval to enter into a design and build contract for development of interim housing at Poulton Close, Dover | Single Item | Head of Finance and Investment | £0 | 30 | To consider the report. |
| November 2021 | Dover District Council Local Development Scheme | Single Item | Head of Planning, Regeneration and Development | £0 | £0 | To consider the report. |
| | Open Golf - Costs | Work Programme | Head of Growth, Investment & Tourism | £0 | £0 | Added as per Work Programme |
| | Rural Car Parking | Work Programme | Head of Commercial Services | £0 | £0 | Added as per Work Programme |
| 29 November 2021 | Scrutiny of the Waste Service | Work Programme | Head of Commercial Services | £0 | £0 | A meeting to be held with Folkestone & Hythe District Council's Overview and Scrutiny Committee |
| January 2022 | Performance Report | Single Item | Head of Leadership Support | £0 | £0 | To consider the report. |
| | Responsive Repairs | Work Programme | Head of Assets and Building Control | £0 | | Added as per Work Programme |

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

| Month | Issue | Resource Implications for Scrutiny | | | | Reason for Inclusion on the Work Programme (incl. any actions required) |
|---|---|---|---|---|---|---|
| | | Members<br><br>On-going or single item? | Officers<br><br>(Corporate Expenditure unless otherwise stated) | Scrutiny Budget Expenditure | | |
| | | | | Projected | Actual | |
| | Crime and Disorder | Work Programme | Head of Community & Digital Services | £0 | £0 | Added as per Work Programme |
| | Greening of Urban Dover | Work Programme | Head of Planning, Regeneration & Development / Head of Commercial Services | £0 | | Added as per Work Programme |
| | Award of 3-Year Contract for Cleaning and Routine Maintenance of Public Conveniences and Locking/Unlocking of Other Council Assets | Single Item | Head of Assets and Building Control | £0 | | To consider the report |
| February 2022 | Budget 2022/23 | Single Item | Corporate Management Team | £0 | | To consider the report |
| March 2022 | Climate Emergency | Work Programme | Head of Assets & Building Control | £0 | | Added as per Work Programme |
| April 2022 | Primary Care Services | Work Programme | Democratic and Corporate Services Manager | £0 | | Added as per Work Programme |

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

**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? |
|---|---|---|
| Priority 1 - Completed | Flooding in Deal | Agreed for inclusion by Committee [Added by Cllr T A Bond] Recommendations adopted by Cabinet – Group formed by MP for Dover to look at a resolution for this matter |
| Priority 1 – Completed (11 October 2021) | Public Toilet Provision | Agreed for inclusion by Committee [Added by Cllr C D Zosseder] |
| Priority 1 – Completed (8 November 2021) | Open Golf - Costs | Agreed for inclusion by Committee [Added by Cllr C D Zosseder] |
| 1 – Completed 8 November 2021 | Rural Car Parking | Agreed for inclusion by Committee [Added by Cllr C D Zosseder] |
| Priority 1 – Scheduled 13 December 2021 | Crime and Disorder | Constitutional Requirement |
| Priority 1 – Scheduled 13 December 2021 | Regeneration Update | Agreed for inclusion by Committee |
| Priority 1 – Scheduled 24 January 2022 | Responsive Repairs | Agreed for inclusion by Committee [Added by Cllr C D Zosseder] |
| Priority 1 – Scheduled 24 January 2022 | Greening of Urban Dover | Agreed for inclusion by Committee [Added by Cllr M Rose] |
| Priority 1 – Scheduled 14 March 2022 | Climate Emergency | Agreed for inclusion by Committee |
| Priority 1 – Scheduled 25 April 2022 (date tbc) | Primary Care Services | Agreed for inclusion by Committee [Added by Cllr H M Williams] |
| Priority 1 – CCG has declined to attend but will answer written questions | Blood Tests at Deal Hospital | Agreed for inclusion by Committee [Added by Cllr T A Bond] |
| Priority 1 – To be scheduled | Update on the Regent | Agreed for inclusion by Committee [Added by Cllr C D Zosseder] |
| 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] |

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

| Priority | Subject | Why on Work Programme? |
|---|---|---|
| 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 before the meeting. The agenda front sheet will specify which items public speaking applies to for that meeting.

You can only register to speak in respect of items on the agenda.

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 an item of business on the agenda.

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.

| | |
|---|---|
| **Subject:** | **COUNCIL BUDGET 2022/23 AND MEDIUM-TERM FINANCIAL PLAN 2022/23–2025/26** |
| **Meeting and Date:** | **Cabinet – 7 February 2022**<br>**Overview and Scrutiny Committee – 21 February 2022** |
| **Report of:** | **Helen Lamb, Head of Finance and Investment** |
| **Portfolio Holder:** | **Councillor Chris Vinson, Portfolio Holder for Finance, Governance, Digital and Climate Change** |
| **Decision Type:** | **Key Decision** |
| **Classification:** | **Unrestricted** |
| **Purpose of the report:** | To progress approval of the 2022/23 budget and the Medium-Term Financial Plan (MTFP) for 2022/23–2025/26. |
| **Recommendation:** | It is recommended that Cabinet:<br>• Considers the draft General Fund Revenue Budget, the Capital and Special Projects Programmes, the Housing Revenue Account budget and the content of the Medium-Term Financial Plan (MTFP) as proposed in Appendix 1, and advises the Strategic Director (Corporate Resources) of any changes they require to be incorporated in the final version;<br>• Agrees that the draft budget is placed on the Council's website, to be available for comments;<br>• Notes that the remaining Annexes, including the Council Tax Resolution and Treasury Management, Investment and Capital Strategies will be added to the MTFP, and other minor adjustments made, before being presented to Council in March. |

## 1. Summary

1.1 The budget faces a range of immediate uncertainties due to the pandemic, the economic recovery and the Council's greatly expanded Port Health Authority role[1] as a result of the exit from the EU. The Council also faces longer term uncertainties from the future of local authority funding including the Fair Funding review, New Homes Bonus, Business Rates Retention and Levelling Up.

1.2 This report sets out the broad areas of pressure and uncertainty and the strategy adopted to deal with them.

1.3 In summary the position is:

1. The General Fund budget for 2021/22 forecasts a deficit of c.£40k;

[1] The Port of Dover is the busiest "Roll-on roll-off" port in Europe and a high percentage of the UK's imported food arrives through the port. As Port Health Authority Dover District Council is responsible for the inspection regime for EU sourced Products of Animal Origin (PAO), Rest of World (RoW) products and high risk foods not of animal origin. Inspection of PAO is on a percentage basis of the estimated 900k – 1m PAO consignments coming into the port every year. There is expected to be an increase in staffing of anything up to 240 FTE to manage this greatly increased service.

2. The Housing Revenue Account has a deficit of £2m due to the restorative works programme, to be funded from the Housing Initiatives Reserve;
3. The Capital Programme is fully funded.

1.4 The forecasts contain a significant margin of uncertainty. As a result, there is a risk that measures to produce a balanced budget may be too severe, or insufficient. To mitigate this risk and the volatility of the budget process the strategy will therefore incorporate a £4m smoothing reserve to enable the council to take a measured approach to the forecast pressures.

## 2. Overview

2.1 The budget for 2022/23 and the Medium-Term Financial Plan (MTFP) for 2022 – 2026 have been produced in circumstances that remain unusual and volatile because of the continuing Covid pandemic and the winding down of central government support for Covid related pressures and consequences, the implementation of EU exit and the unpredictable economic recovery.

2.2 The EU Transition has led to the requirement on DDC to create an expanded Dover Port Health Function which, when fully staffed, is expected to have up to 240 additional staff operating within a new Border Control Post (BCP) facility at Whitfield provided by DEFRA.

2.3 These events have led to significant uncertainties at the time of writing, impacting (mainly) the 2022/23 revenue budget, including:

- 2021/22
  - The final value of government support to local authorities
  - The 2021/22 outturn and the reserves and balances to be carried forwards.

- 2022/23
  - The duration / renewal of lockdown and / or restrictions
  - The speed of economic recovery
  - The net cost to DDC of the expanded Port Health Function
  - Expenditure for the year
  - Income for the year
  - Council Tax income
  - Business Rates income
  - The government settlement for local authorities.

- 2023 – 2026
  - The continuing impacts of Covid and the speed of economic recovery
  - The review of local government finance and the on-going baseline level of financing available including:
    - The Fair Funding Review
    - New Homes Bonus (or any replacement)
    - The reform of the Business Rates Retention model
    - Business Rates revaluations and re-sets

2.4 It should be noted that the Covid support from government led to an overall underspend in 2020/21, which will be used to support pressures in 2021/22. None of the Covid support measures are expected to remain in place beyond 2021/22 and so

they do not affect the Council's underlying baseline position. The impacts and recovery from Covid may, of course, last into 2022/23 and beyond.

## 3. General Fund Budget Strategy

3.1 In past years the standard budget strategy for DDC has been to estimate the baseline service costs, determine the financing available, drive savings where possible / required, produce a broadly balanced budget and maintain reserves and balances for one-off and planned purposes such as the project programmes, elections, ICT investment etc.

3.2 Although the standard strategy has served the council well and remains part of the process, in the current circumstances we need to do more. Therefore, to mitigate this risk and the volatility of the budget process the strategy includes a £4m smoothing reserve to enable the council to take a measured approach to the forecast pressures. This will involve:

1. Creating a General Fund Revenue Budget Smoothing Reserve of £4m by taking £1.3m from GF balances (reducing them to £1.5m as an "absolute last resource" balance for major overspends only), £1.4m from retained Covid grants and £1.3m from unallocated revenue reserves.
2. The projections for future revenue budgets will then generally be based on "mid case" assumptions.
3. Produce a balanced budget on the basis set out above and maintain the existing budget management disciplines.
4. If there is a subsequent overspend, or late and unexpected adverse changes, these will generally be met from the Smoothing Reserve and remedial action (including rebuilding of the Smoothing Reserve) will be planned for the following year.

3.3 It is important to note that the smoothing reserve will not be available for capital or other projects. It is there to support the General Fund revenue budget. It is not planned to use it when preparing the budget – it is there to cope with any unexpected pressures in the outturn and any last-minute significant changes such as the government settlement. If it is called upon, it will be necessary to restore the reserve.

## 4. Government Support to Local Authorities for Covid

4.1 Support for local authorities has now largely wound down with the few remaining streams such as the Contain Outbreak Management Fund (COMF) needing to be fully spent by 31/3/22.

4.2 Government still requires extensive returns on expenditure and impacts, with data requests running at 5+ per week, and this does place pressure on limited resources, but it is hoped that this will also wind down.

4.3 The particular issues and challenges have been:

- The multiplicity of funding streams (some 35+) across local government.
- Some are for 2020/21, some for 2021/22, others span both years.
- The lack of clarity in some streams and the frequency of changes.
- The high complexity and demands created to implement welcome government support to businesses, families and the community.
- The number of government departments involved and their different approaches.

- The significant volume and frequency of data returns required by government.

4.4 The various Covid support funding streams were set out in more detail in the 2020/21 budget.

5. **Dover Port Health Function**

5.1 The Port Health service covers a range of activities including inspection of food imports, ship inspections and infectious diseases. Prior to leaving the EU, imported food controls amounted to approximately 1,000 per annum, which were conducted by just 1.5 FTE.

5.2 As a result of leaving the EU additional controls will be required on imported products from the EU and Rest of World (RoW) Products of Animal Origin (PAO) and RoW high risk foods not of animal origin.

5.3 The Council estimates that there are some 900,000 consignments of PAO per annum (in the extreme, a single lorry can contain up to 150 individual consignments), with 100% (based on the current government implementation plans) requiring documentary checks, of which 1.5% will also require physical inspection. These estimates cannot be precise at this time as there is insufficient data since it was not required or collected when the UK was in the EU. However, they are regarded as a reasonable indication of the overall quantum. The build up of the service and staffing will be phased so that it can be adjusted as actual volumes are more accurately known.

5.4 There is also expected to be a significant (but currently unquantified) increase in the number of checks on RoW products, organic products and fish. Therefore, to meet these additional requirements, a 24-hour, 7 day a week service with up to 240 additional DDC staff will be needed. Fees on all consignments are intended to make this service self-financing and so there is not expected to be any net cost to DDC from operating this service. The facilities to operate the service will be provided and managed by Defra.

5.5 The income and expenditure and fees for the service are expected to be managed in accordance with the current regulations. The fees are expected to be phased in, starting in July 2022 and to be fully implemented by the end of 2022.

5.6 An initial operating reserve has also been established to deal with any unexpected short-term issues or with the impacts should there be a reduction in the scale of the service at a later date due, for example, to changes in the border arrangements with the EU in the future. The size of the reserve will be re-evaluated as more is known about volumes etc.

5.7 In the meantime, DEFRA have funded the service to March 2022 and have committed to cover any financial shortfall in the early period when the service is operational but may be operating at a deficit pending the full implementation of fees.

5.8 The service is expected to operate from a bespoke re-modelled facility at Whitfield, which is called Dover SPS BCP. This facility, vehicle marshalling, unloading and reloading of lorries, driver welfare etc. will all be provided and managed by DEFRA and so DDC's role is purely to manage the imported food regime on site.

5.9 The expansion of the Dover port health function will add major value to the council, the community and the local economy. Employment opportunities include the creation of up to 240 jobs and thereby a significant boost to the local economy.

## 6. Wider Local Government Finance Picture

6.1 There is a pressing need for reform to local government finance.

6.2 It is not possible to set out in detail all the variables and potential outcomes. The notes below provide the headlines.

Levelling Up

6.3 The levelling-up strategy may result in changes to the structure and funding of local government. At this stage no formal proposals have been shared by government and so the comments below are made in the context of the existing structure and financing model.

Core Spending Power

6.4 Core spending power is a measure used by central government to demonstrate the resources available to local authorities and includes council tax as well as Revenue Support Grant, Business Rates etc. The measure has its flaws, but it does demonstrate an overall trend and shire districts have generally seen the largest reduction, or smallest increase, in core spending power.

Fair Funding Review

6.5 Fair Funding Review (FFR) was scheduled for 2022/23, but it has been postponed. It is an essential first step in determining the base resource requirements for councils and how they will be achieved. From the FFR will flow the Business Rates Retention (BRR) baseline.

6.6 It will also have to incorporate a significant element of resource redistribution, since greatest need is often aligned with lowest resource.

Council Tax Reform

6.7 The Government is placing an increasing burden for funding local services onto the local taxpayer. Overall, approximately 82% of the increase in Core Spending Power (CSP) in 2021-22 came from council tax increases.

6.8 Council tax increases for shire districts will be limited to 2% or £5, whichever is the greater. This maintains the existing inequity between low and higher taxing districts. DDC is a low tax district.

Business Rates Retention

6.9 There are several potential changes to the Business Rates Retention (BRR) scheme.

6.10 An increase from 50% to 75% has been proposed but is now expected to be postponed or rejected. Regardless of the retention percentage, the existing system of tariffs and top-ups (or a similar / equivalent system) will be required for resource equalisation between the high resource / low need councils and those with low resource and high need.

6.11 A baseline re-set is also overdue. At present Councils still work to the baseline that was set when the system was introduced. A reset will remove some, or all, of the retained Business Rates arising from growth. This will feed resources back into the

system, but without some form of damping the impacts on "growth" councils could be significant and appear to be penal to councils delivering the government's agenda.

6.12 Finally, a revaluation is also overdue, the last being in 2017, with an intended three yearly cycle. Revaluations are intended to be fiscally neutral, and if baselines are properly adjusted, should not impact on BRR.

New Homes Bonus

6.13 The approach taken in 2020-21 and 2021-22 was an interim measure until New Homes Bonus (NHB) can be replaced and "losses" can be supported by a damping regime across councils to flatten the impact on winners and losers.

6.14 NHB is important and we need certainty about the future (even if it means we get less funding from NHB's replacement).

6.15 The main concern with the Government's treatment of NHB in the settlement is that the "surplus" has not been returned to local government in the way that has been promised. NHB has been part-funded by a top-slice from Revenue Support Grant (since 2013-14), and it has always been intended that any unused amounts will be returned pro rata to the original top-slice. However, the Government has used the surplus to fund the other grants that have been announced in the settlement (Rural Services Delivery Grant, Lower Tier Services Grant, Social Care Grant, Revenue Support Grant).

6.16 This makes financial planning difficult because the Government is not maintaining established principles about how any surplus will be used, and it distorts the stated increase in grant funding for local government.

## 7. Housing Revenue Account (HRA)

7.1 The HRA budget has been set following the successful transfer of the service back in-house from 1st October 2020. Rent levels will be set in line with government guidance and a significant increase in planned revenue and capital works for the restorative works programme has been built into the forecast. This results in a forecast deficit for the HRA of £2m for 2022/23. This will be funded in-year from a contribution of £2m from the Housing Initiatives Reserve, maintaining the HRA balance at £1m for the planning period.

7.2 The HRA is viable now and in the longer term, even with the underlying pressure to borrow, but this relies on rigorous financial discipline to ensure that the current investment programme is managed within existing and forecast resources.

## 8. Capital and Revenue Projects Programmes

8.1 The Council holds limited capital resources (other than the capacity to borrow[2]), but within these resources it has discretion over which projects to support. The Medium Term Capital Programme shows that resources have been applied to the regeneration projects in support of the Council's corporate objectives. Resources for new projects not currently included in the proposed programme are expected to be significantly limited.

## 9. Identification of Options

[2] Borrowing can be undertaken for capital projects but revenue budgets have to finance the interest and repayment costs.

9.1 It is a statutory duty to set a budget and approve a Council Tax level. This report seeks Cabinet's approval to consider the proposed budget and associated content in the MTFP. Therefore, there are two options:

9.2 Option 1 - Approve the proposed budget to be progressed for final review by Cabinet and approval by Council; or

9.3 Option 2 – Propose changes to the proposed budget to be presented to Council.

## 10. Evaluation of Options

Option 1 - Approve the proposed budget to be progressed

10.1 The proposed budget recognises that there is a wide range of unknowns in the expenditure, income and financing of the Council for 2022/23 and that, as in 2021/22, the Council needs the ability to be able to react to changing circumstances and demands in a timely manner.

10.2 The budget therefore proposes to address this by continuing to provide the Strategic Director (Corporate Resources) with delegated authority (in consultation with the Leader and the Portfolio Holder for Finance, Governance and Digital) to draw on reserves to meet unexpected costs or lost income, should that be necessary without recourse to Council for a revised budget. For these reasons, this is the recommended option.

Option 2 – Propose changes to the proposed budget to be presented to Council.

10.3 There are two ways to approach this. First, the option to flex the budget in year could be rejected in favour of a more rigid budget envelope. Second, within the proposed envelope, resources could be moved between areas of service.

10.4 Fixing the budget envelope at the current time, with the range of uncertainties set out in this report, would inhibit the Council's ability to react to changing circumstances. The allocation of resources between services reflects the existing level of service provision and the current service pressures. For these reasons this is not the recommended option.

## 11. Resource Implications

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

## 12. Climate Change and Environmental Implications

12.1 One constant during these uncertain times is the risk of Climate Change. Recovery plans, strategies and projects should all consider the impacts on Climate change on a case by case basis, and what could be done within the Council's resources to reduce emissions to support delivery of DDC's Climate Emergency ambitions.

## 13. Corporate Implications

13.1 Comment from the Strategic Director (Corporate Resources): No further comments to add.

13.2 Comment from the Head of Governance & HR: The Head of Governance & HR has been consulted during the preparation of this report and has no further comment to make

13.3 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

## 14. Appendices

Appendix 1 – Draft Budget 2022/23 and Medium Term Financial Plan 2022/23 – 2025/26

## 15. Background Papers

2022/23 Budget Working Papers

Contact Officer: Helen Lamb, Head of Finance and Investment

APPENDIX 1

DOVER DISTRICT COUNCIL

# Draft Budget 2022/23 and Medium Term Financial Plan 2022/23 – 2025/26

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# EXECUTIVE SUMMARY

**OVERALL POSITION**

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

**BUDGET AND MEDIUM TERM PLANS**

2. The MTFP is the Council's key financial planning tool and underpins the strategic approach to financial planning. Although it spans four years, it is reviewed at least annually, and is monitored during the year.

3. It should not be viewed in isolation but as part of the wider planning process and in conjunction with other plans and strategies, in particular the Corporate Plan and the Asset Management Plan. This MTFP covers the period 2022/23 – 2025/26.

4. Year 1 (2022/23) is the formally approved budget for the coming year. Years 2 - 4 of the MTFP (2023/24 – 2025/26) are included as “indicative budgets” for planning purposes. These will be rolled forward and amended in subsequent MTFPs and so approval of the MTFP does not set the budgets for the future years.

5. Regard has been given to the resources required to deliver the Council’s objectives and the budget has been prepared to reflect the anticipated service costs and pressures. However, this budget has been set in a period of uncertainty and volatility due to the Covid pandemic, the winding down of central government support for Covid related pressures and consequences, the unpredictable economic recovery, exit from the EU and the role DDC will play as host to a Border Control Point and as a greatly expanded Port Health Authority.

6. The EU Transition has led to the requirement on DDC to create an expanded Dover Port Health Function which, when fully staffed, is expected to have up to 240 additional staff operating within a new Border Control Post (BCP) facility at Whitfield provided by DEFRA

1.1 These events have led to significant uncertainties at the time of writing, impacting (mainly) the 2022/23 revenue budget, including:

- 2021/22
  - The final value of government support to local authorities;
  - The 2021/22 outturn and the reserves and balances to be carried forwards.

- 2022/23
  - The duration / renewal of lockdown and / or restrictions;
  - The speed of economic recovery;
  - The net cost to DDC of the expanded Port Health Function;
  - Expenditure for the year;
  - Income for the year;
  - Council Tax income;
  - Business Rates income;
  - The government settlement for local authorities.

- 2023 – 2026
  - The continuing impacts of Covid and the speed of economic recovery;
  - The review of local government finance and the on-going baseline level of financing available including:
    - The Fair Funding Review
    - New Homes Bonus (or any replacement)
    - The reform of the Business Rates Retention model
    - Business Rates revaluations and re-sets.

7. It should be noted that the Covid support from government lead to an overall underspend in 2020/21, which will be used to support pressures in 2021/22. None of the Covid support measures are expected to remain in place beyond 2021/22 and so they do not affect the Council's underlying baseline position. The recovery from Covid may, of course, last into 2022/23 and beyond.

8. It is the view of the Strategic Director (Corporate Resources) (Section 151 Officer) that, having due regard to the circumstances and the range of uncertainties, the budget has been prepared in an appropriate and prudent manner. As far as can be determined and, based upon the information available at the time of producing this report, the estimates are robust, and the Council’s resources are adequate for its spending plans in 2022/23.

# BUDGET HEADLINES

## GENERAL FUND

9. The General Fund (GF) headlines are:

- General Fund budget deficit of £37k for 2022/23;
- General Fund balance forecast at £1.6m;
- DDC Council Tax increase of £4.95 (2.5%) for a Band D property, maintaining the lowest Council Tax in East Kent;
- No major changes to services;
- Overall net expenditure levels decreased due to numerous factors, including;
  - Forecast return to pre-Covid levels of major income streams;
  - Savings / Income generation target of £405k.
- GF Smoothing Reserve to be established to enable the council to take a measured approach to future forecast pressures.

## THE HOUSING REVENUE ACCOUNT

10. The Housing Revenue Account (HRA) headlines are:

- The management of DDC's housing stock was transferred from East Kent Housing (EKH) back to DDC on 1st October 2020.
- 2022/23 budget is currently a deficit of £2m due to the on-going restorative works programme. This will be funded by a contribution of £2m from the Housing Initiatives Reserve;
- Major variances for 2022/23:
  - Increase of rent by CPI +1% (4.1% in total);
  - Increased rent from new properties added;
  - Increased capital works to cover the programme of restorative works;
- Housing development programme on-going;
- HRA balance maintained at £1m for 2022/23;
- Housing Initiatives Reserve forecast at £10m at the end of 2022/23.

## THE CAPITAL AND REVENUE PROJECTS PROGRAMME

11. The capital and revenue projects programme headlines are:

- The current general fund capital programme totals £74.7m and is fully funded. The major projects in the programme are:

  - Development of the Dover Fast Track Bus Route;
  - Major restoration works on Maison Dieu (Dover Town Hall);
  - Town Centre Regeneration and Historic Buildings fund;
  - Purchase of refuse & recycling vehicles;
  - Future High Street Funding;
  - Sandwich Guildhall Forecourt public realm improvements;
  - Dover Market Square Public Realm Improvements;
  - Tides Leisure Centre redevelopment (subject to outcome of feasibility studies).

- The current resources for funding capital and revenue projects will be largely exhausted by the current programme.
- Future capital receipts are expected to come mainly from on-going housing right to buy sales (which amount to circa £300k per annum at current sales levels) and one-off asset sales, so will not replenish capital funds and will not be sufficient to maintain the current level of activity in the future.
- Revenue project resources will also be largely depleted, and no significant new resources are expected other than from contributions from the revenue budget.
- Borrowing for capital purposes can be undertaken but this will make business case proposals for projects more challenging as they will have to recognise the costs of borrowing and repayment in order to demonstrate affordability and comply with the Prudential Code.

**TREASURY MANAGEMENT AND CAPITAL STRATEGIES**

12. The Council is required to produce a Capital Strategy, Treasury Management Strategy and Investment Strategy. These will be included in the final circulation of the budget.

**KEY ASSUMPTIONS AND SIGNIFICANT BUDGET RISKS**

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

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

**CONSULTATION**

15. The draft budget will be placed on the Council's website for comments.

# THE GENERAL FUND REVENUE ACCOUNTS

## INTRODUCTION

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

## FINANCIAL OBJECTIVES

17. The main financial objectives for the GF Revenue Account[1] are as follows:

- Produce a fully funded GF Budget;
- Maintain general balances over the medium term at an appropriate level (considered to be a minimum of £1.5m);
- Maintain a GF Smoothing Reserve to enable the council to take a measured approach to the forecast pressures;
- Use earmarked reserves to finance one-off items;
- Support the Council's corporate priorities and agreed service standards; and
- Undertake appropriate consultation.

## BUDGET DISCIPLINE

18. Corporate Management Team, in consultation with the Leader and Portfolio Holders, have reviewed their service areas to support delivery of efficient and effective services within the budgets available.

19. In order to maintain firm downwards pressure on expenditure and recruitment, and to ensure budgets are directed to the Council's priorities the Council maintains a continuous "employment management" process. The employment management process provides sign-off for all recruitment before any recruitment is permitted.

20. The Council also has the facility to undertake efficiency and service reviews. These review services to deliver efficiencies, savings, alternative delivery methods, digital improvements, smarter working and improved customer experiences.

21. A key element of financial management is the treatment of unspent budgets. The Council has sought to promote a culture whereby budget managers have the flexibility to manage their budgets responsibly. Accordingly, managers are given the opportunity to carry forward unused elements of their budget, subject to approval by the Strategic Director (Corporate Resources).

## THE GENERAL FUND BUDGET SUMMARY

22. The Council's GF revenue budget for 2022/23 is shown in Annex 1. The budget forecasts a deficit of £37k for 2022/23, and the GF balance is forecast to be £1.6m. The net budget requirement for the Council's own purposes, after transfers to/from earmarked reserves is £17.4m.

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

| Movement of budget requirement between 2021/22 and 2022/23 | 2021/22 Original Budget £000 | 2022/23 Original Budget £000 | Difference |
|---|---|---|---|
| **Underlying Budget Requirement** | **16,959** | **15,979** | **(980)** |
| Earmarked Reserve adjustments[2] | 1,323 | 1,443 | 120 |
| **Net Budget Requirement** | **18,282** | **17,422** | **(860)** |
| Budget Financing | (17,782) | (17,385) | 397 |
| **(Surplus) / Deficit** | **500** | **37** | **(463)** |

23. The underlying Budget Requirement has decreased between the financial years, reflecting the forecast return to normality of significant income streams following the impact of Covid 19 in 2021/22.

24. The Council's GF revenue budget for 2022/23 is shown in Annex 1. The main factors impacting the General Fund budget are detailed at Annex 1D.

**KEY VARIANCES / SIGNIFICANT ISSUES**

25. The table below summarises the main variances between the 2021/22 original budget and the proposed 2022/23 budget.

| | £000 | £000 |
|---|---|---|
| **2021/22 Original Budget Forecast** | | **500** |
| Increase in forecast total NNDR funding | (402) | |
| Increase in Council Tax income | (349) | |
| Council Tax Collection Fund movement to deficit | 150 | |
| Increase in New Homes Bonus funding | (239) | |
| Lower Tier Services Grant reduction | 194 | |
| 2022/23 Services Grant introduced | (255) | |
| Covid Funding Support ceased | 1,301 | |
| Other net movement in funding (minor) | (3) | |
| **Total Variances in Funding** | | **397** |
| One-off NDR EZ/Renewable income to Projects reserve | 252 | |
| Increased annual contribution to ICT & Digital reserve | 30 | |
| Use of Port Health Operations reserve to fund net cost | (1,988) | |
| Reduced contribution to reserve for NDR fluctuations | (265) | |
| Application of reserve for Development Plan expenditure | (220) | |
| Other net reserve use | 81 | |
| **Total Variances in transfers to / from reserves** | | **(2,110)** |
| Forecast net cost of Port Health service due to phased service start | 1,988 | |
| Covid Pressures ceased / absorbed into service budgets | (1,895) | |
| Target savings removed / absorbed into service budgets | 1,295 | |
| 2022/23 savings / income generation target | (405) | |

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

| | £000 | £000 |
|---|---|---|
| Impact of 4.5% inflation forecast on refuse contract | 205 | |
| Savings from capital financing of refuse contract | (640) | |
| Central support costs recharged to Port Health function | (375) | |
| Port Health staffing share of pension backfunding | (600) | |
| Impact of salaries inflation, changes in posts and associated pensions impact | 640 | |
| Reduction in Council Tax penalty & fine income | 94 | |
| Estimated reduction in leisure provider income | 125 | |
| Corporate maintenance increase re inflation and work levels | 70 | |
| Forecast on-going expenditure on Local Plan (reserve funded) | 220 | |
| Numerous miscellaneous variances | 335 | |
| **Variance in Net Operating Expenditure** | | **1,057** |
| Reduction in interest receivable forecast | 33 | |
| Short term borrowing interest budget reduced | (160) | |
| Borrowing allowance increased for waste vehicles | 320 | |
| **Variance in Financing Adjustments** | | **193** |
| **2022/23 Forecast Budget Deficit** | | **37** |

**FINANCING THE BUDGET**

26. Financing of the net 2022/23 requirement is shown below.

| **2022/23 General Fund Revenue Financing** | **£000** | **%** |
|---|---|---|
| Non-Domestic Rates Income | 7,746 | 44.6 |
| Revenue Support Grant | 60 | 0.3 |
| Lower Tier Services Grant & 22/23 Services Grant | 422 | 2.4 |
| New Homes Bonus | 1,229 | 7.1 |
| Council Tax | 8,038 | 46.2 |
| Collection Fund Surplus (Council Tax) | (115) | -0.6 |
| **Total Financing** | **17,380** | **100.0** |

27. The following sections provide further explanation of the Council's main funding streams.

**REVENUE SUPPORT GRANT**

28. RSG (from Government) has been reduced by significant amounts every year since 2012/13.

29. The cash settlements are shown in the table below. RSG was expected to fall away to £nil from 2021/22, however the provisional settlement includes an additional year at the current level (plus inflation).

| **Revenue Support Grant Settlement** | Grant £000 | Reduction £000 | Reduction % | Cumulative £000 | Cumulative % |
|---|---|---|---|---|---|
| 2012/13[3] | 5,112 | | | | |
| 2013/14[4] | 4,699 | 413 | 8.1 | 413 | 8.1 |
| 2014/15 | 3,698 | 1,001 | 21.3 | 1,414 | 27.7 |
| 2015/16 | 2,529 | 1,169 | 31.6 | 2,583 | 50.5 |
| 2016/17 | 1,758 | 771 | 30.5 | 3,354 | 65.6 |
| 2017/18 | 1,027 | 731 | 41.6 | 4,085 | 79.9 |
| 2018/19 | 568 | 459 | 44.7 | 4,544 | 88.9 |
| 2019/20 | 57 | 511 | 90.0 | 5,055 | 98.9 |
| 2020/21 | 57 | 0 | 0 | 5,055 | 98.9 |
| 2021/11 | 58 | (1) | (1.8) | 5,054 | 98.9 |
| 2022/23 | 60 | (2) | (3.4) | 5,052 | 98.8 |
| 2023/24 | 75 | (15) | (25.0) | 5,037 | 98.5 |
| 2023/24 Onwards | 0 | 75 | 100.00 | 5,112 | 100.0 |

30. For financial planning purposes it has been assumed that RSG will cease after 2023/24 and will remain at zero for the remainder of the MTFP planning period.

**LOWER TIER SERVICES GRANT AND 2022/23 SERVICES GRANT**

31. The Lower Tier Services Grant was introduced last financial year. This was funded from £111m of NHB returned surplus from the previous year. It was introduced in the provisional settlement and ensured that no authority received a reduction in Core Spending Power. It was heavily weighted towards district councils, and particularly those that were losing from the changes in NHB. It was anticipated that this was a short-term grant and that the funding of £360k would apply for 2021/22 only. However, the 2022/23 settlement includes a further award of the Lower Tier Services Grant of £160k.

32. Additionally, in 2022/23 a new grant, 2022/23 Services Grant has been introduced, worth £822 million across the sector. This grant is for 2022/23 only DLUHC have advised that they will work with the sector on to distribute this funding from 2023/24 onwards. The funding will go to all tiers of local government in recognition of the range of vital services delivered by councils across the country. This grant will be unringfenced with local authorities best placed to understand local priorities. DDC has been awarded £255k for this grant.

**BUSINESS RATES (BR)**

<u>The Business Rates Retention System</u>

33. The system is complex and volatile. It contains tariffs and top-ups, safety nets, levies, baseline “resets”, BR pools, pilot schemes, periodic revaluations, transition periods, appeals and BR relief schemes.

34. Although referred to as a 50% local retention system, of which 40% is currently retained by districts, it is not the full picture. DDC actually retains about 10% (before

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

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

s31 grants). A simplified illustration of the mechanism for the "50%" BR retention system is set out in the table below (based on draft 2020/21 data before adjustment for S31 grant funding of reliefs).

| **Attribution of BR Income (Indicative)** | **£m** |
|---|---|
| **Dover district net rate yield** | **(41.8)** |
| Less | |
| 50% to Government | 20.9 |
| 9% to KCC and 1% to Fire | 4.2 |
| Retained balance of 40% | (16.7) |
| Less: **tariff to Government** | 12.3 |
| **Balance retained by DDC** | **(4.4)** |

35. From the 40% retained, if the baseline amount that remains with the council is greater than the council's baseline budget requirement, then the council pays the excess to government in the form of a "tariff". For Dover this means the bulk of the 40% is also paid to government, as shown in the table.

36. Once the tariff is set, a district will have to continue to pay this amount to government. If actual collection is lower (for example, due to demolition, successful appeals, bad debts etc.) the council has to continue to pay the tariff and bear the loss itself until it hits the safety net at which point losses are capped. For DDC this is circa £278k.

37. The dynamic nature of the system, the elements of which can all be moving in different directions, can produce perverse outcomes, which make it very difficult to develop a stable and robust budget. The accounting regulations for the different elements of the system also mean that some elements are recognised in different years, even though they arise in the current year.

38. Provisions for likely reductions in rateable value (RV) from appeals and bad debts also have to be calculated. These may or may not be sufficient.

39. For 2022/23 the baseline budget requirement (or 'Baseline Funding Level (BFL)) is deemed to be £3,705k. The safety net kicks in at £3,427k, meaning the first £278k of any loss must be borne by the Council before a safety net payment is received from Government. The safety net payment would top up the Council's income to 92.5% of the BFL (i.e. to £3,427k).

40. Reform / revision of the BR system is overdue and may occur in 2022/23, at which point a "reset" is also expected to occur and some loss of 'growth retention' is expected. However, the exact mechanisms and timings are not yet known.

41. Therefore, the MTFP assumes the continuation of the system as at present, without any "reset", and with a continuation of pooling to reduce levies.

42. There are several significant aspects to the current business rates regime:

- "Real" Growth
- The DDC BR Profile
- Renewable Energy Income
- Enterprise Zone Relief Compensation Grant (Income)
- The Business rates Pilot and Pool

Real Growth

43. The Dover District has been successful in generating significant real growth in developments in the district during 2016/17 – 2022/23 and this is vital to the Council since it helps to offset the erosion of the tax base and BR income from BR appeals, or from unexpected downward revisions by the VOA.

44. However, BR is still dominated by a small number of hereditaments.

DDC BR Profile

45. The BR profile for DDC is unusual for its high level of concentration, the unique nature of some of the properties and the volatility of the RV of unique properties such as the Channel Tunnel.

| **Dover's Rateable Values** | **Rateable Value [5] £000** | **%** |
|---|---|---|
| Channel Tunnel | 28,000 | 25 |
| Discovery Park | 9,438 | 8 |
| Dover Harbour Board | 2,730 | 2 |
| Tesco, Whitfield | 2,370 | 2 |
| Biomass Power Plant | 2,120 | 2 |
| **Sub Total** | **44,658** | **39** |
| Remainder[6] | 70,046 | 61 |
| **Total** | **114,704** | **100** |

Renewable Energy Income

46. The new Biomass Power Plant at Discovery Park is a renewable energy site. As such, we are able to retain all of the BR income ourselves, i.e. it does not have to be shared between the preceptors, so long as we granted planning permission. The RV of the plant is £2,120k.

Enterprise Zone Relief Compensation Grant

47. The Discovery Park is a 'Case B' type Enterprise Zone (EZ), and the EZ Relief given to its businesses are compensated by separate government grants. The compensation grant received is split between the preceptors in accordance with the tier split and is not subject to any additional levy (which is advantageous). As such, it also sits outside of the pooling arrangements.

48. Although now declining as the period of EZ relief expires, and no new businesses are allowed to claim it, Enterprise Zone Relief Compensation grant is still expected to generate £1,347k in 2022/23 (£1,915k in 2021/22).

The Business Rates Pilot

49. For 2018/19 DDC was included, with KCC and all other Kent districts, in the Kent BR Pilot, enabling all business rates growth to be retained locally (i.e. without Government taking its 50% share and without it charging any levy on growth).

[5] Note – These figures are based on 2017 valuations. Rateable Value is not the same as the Business Rates paid. RV is multiplied by a government set multiplier (50.4p in 2018/19 increasing to 51.2p in 2019/20 for the standard multiplier) to determine the amount payable and this may be subject to BR reliefs.
[6] The next largest site is just 1% of the total.

Government did not renew the Kent BR pilot for a second year and so the Kent BR Pool resumed operation in 2019/20 and continues in 2022/23.

50. DDC is not a full Member of the BR pool, as it is advantageous to all pool members, including DDC, to minimise the BR levy we pay, by giving DDC "shadow" pool member status and this has been agreed to continue for 2022/23.

Forecasts

51. Despite the extreme volatility, the outcome for 2021/22 is expected to be an improved position compared to 2020/21. There is expected to be a small surplus on the NDR Collection Fund at the end of the year that will need to be distributed in future years, in line with the Collection Fund accounting requirements.

52. The NDR1 return to Government was submitted at the end of January 2021. This return determines the forecasts for the NDR budget to be recognised in 2021/22. Despite the volatility of the current financial situation, it is forecast that the net NDR position (after allowing from transfers to and from reserves to negate the impact of timing differences between the accounting for transactions and the application to the GF budget) will be at a similar level to that forecast for the 2021/22 budget.

**COUNCIL TAX**

53. A Council Tax increase of 2.5% for DDC purposes has been assumed for the 2022/23 budget which, if approved, will produce a Band D Council Tax of £202.14. This will result in an increase of £4.95 per year on a Band D property, which is 5p within the Government's capping requirements, which limit increases to 2% or £5, whichever is the greater.

54. The increase in the tax base from 38,993.34 Band D equivalent properties in 2021/22 to 39,763.21 equivalent properties in 2022/23, a rise of 1.97%, is mainly due to a forecast reduction in the claimant counts for Council Tax Reduction Scheme (CTRS), along with new properties being registered for Council Tax (incl. estimates of new builds).

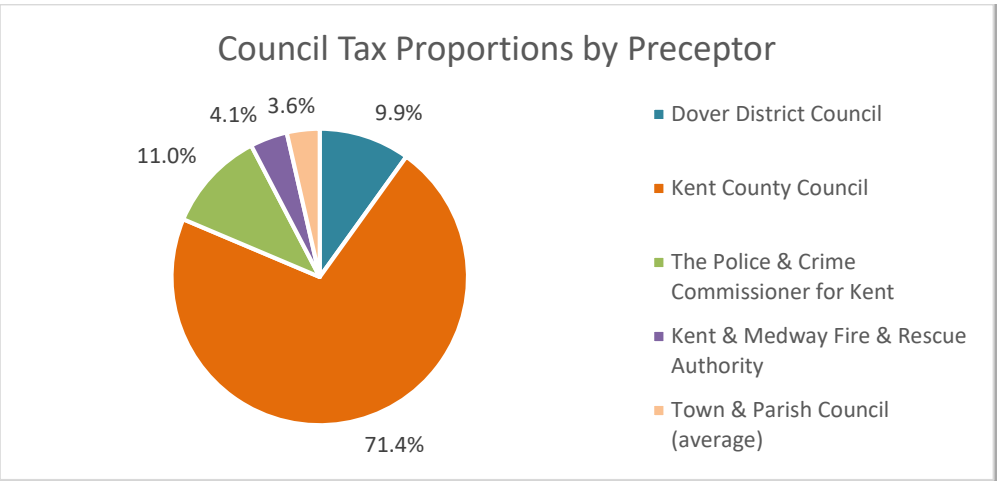
55. The combined impact of the Council Tax increase and the tax base increase is forecast to generate total Council Tax income of £8m. For planning purposes, a Council Tax increase of £4.95 per annum has been estimated for future years.

56. The total draft Council Tax charges for a Band D property is made up as follows:

| | 2021/22<br>£ | 2022/23<br>£ | Increase<br>% |
|---|---|---|---|
| Dover District Council | 197.19 | 202.14 | 2.5 |
| Kent County Council[7] | 1,418.76 | 1,461.24 | 3.0 |
| The Police & Crime Commissioner for Kent | 218.15 | TBA | |
| Kent & Medway Fire & Rescue Authority | 80.82 | TBA | |
| **Sub-Total** | **1,914.92** | | |
| Town & Parish Council (average) | 71.08 | TBA | |
| **Total Band D Council Tax** | **1,986.00** | | |

[7] Based on KCC's Draft Budget 2022-23 and 2022-25 MTFP published 5th January 2022, not yet approved.

57. How the total Council Tax charge is allocated to the individual organisations is illustrated below (currently based on 21/22 values):




**COMPARISON WITH OTHER DISTRICTS' 2021/22 BAND D COUNCIL TAX**

58. DDC has one of the lowest Council Tax rates in Kent. A comparison with the East Kent authorities' 2021/22 Council Tax rates below shows the percentage that their 2021/22 Council Tax level exceeds DDC's and the extra income DDC would receive at their level of Council Tax:

| | Band D Council Tax £ | Difference to DDC % | Extra Income DDC would receive |
|---|---|---|---|
| Dover District Council | 197.19 | - | - |
| Canterbury City Council | 221.22 | 15% | £938k |
| Folkestone and Hythe District Council | 259.20 | 35% | £2.40m |
| Thanet District Council | 243.13 | 26% | £1.80m |

**NEW HOMES BONUS**

59. New Homes Bonus (NHB) was funded by the MHCLG[8] from a top slice of existing local government finance. The NHB received is credited to the General Fund revenue budget and it is therefore an essential element in balancing the Council's budget. Reductions in NHB results in offsetting savings being required.

60. The grant awarded to Dover since the start of the scheme is detailed below:

| Year of Scheme | Financial Year | Annual Grant £000 | Cumulative Grant £000 | Cumulative Years Included |
|---|---|---|---|---|
| 1 | 2011/12 | 294 | 294 | 1 |
| 2 | 2012/13 | 155 | 449 | 2 |
| 3 | 2013/14 | 450 | 899 | 3 |
| 4 | 2014/15 | 396 | 1,296 | 4 |

[8] Ministry of Housing, Communities and Local Government

| Year of Scheme | Financial Year | Annual Grant £000 | Cumulative Grant £000 | Cumulative Years Included |
|---|---|---|---|---|
| 5 | 2015/16 | 275 | 1,570 | 5 |
| 6 | 2016/17 | 328 | 1,899 | 6 |
| 7 | 2017/18 | 415 | 1,865 | 5 |
| 8 | 2018/19 | 497 | 1,515 | 4 |
| 9 | 2019/20 | 488 | 1,729 | 4 |
| 10 | 2020/21 | 333 (1 year only) | 1,733 | 4 |
| 11 | 2021/22 | 5 (1 year only) | 990 | 3 |
| 12 | 2022/23 | 741 (1 year only) | 1,229 | 2 |
| 13 (Est) | 2023/24 | Unknown | 922 | ? |
| 14 (Est) | 2024/25 | Unknown | 617 | ? |
| 15 (Est) | 2025/26 | Unknown | 309 | ? |
| 16(Est) | 2026/27 | 0 | 0 | 0 |

61. The terms and commitments of the original NHB scheme have not been maintained. The Government implemented changes to the scheme from 2017/18 resulting in a reduction in the number of years grant in payment from 6 years in 2016/17 to 5 years in 2017/18, further reducing to 4 years in 2018/19. In addition, Government introduced a minimum growth threshold of 0.4%, below which no NHB will be paid. The growth delivered by DDC for the 2022/23 NHB calculations was sufficient to receive an award of £741k, including £34k for the delivery of affordable homes.

62. For the purposes of the MTFP it has been assumed that the new NHB grant will be reduced to nil proportionally over the next four years. There may be changes to other areas of funding, for example from the results of the Fair Funding Review, that may offset this reduction.

**COLLECTION FUNDS**

63. The Collection Funds (CF) are statutory funds. They sit entirely outside of the General Fund and the Council budget.

64. The Council manages separate Collection Funds for Council Tax and Business Rates. Every year the CF is credited with the income from CT and BR (c. £70m and £50m respectively).

65. The Council Tax CF is also debited with the precepts from DDC, KCC, Fire, Police etc. These precepts are based on the forecast of income based on assumptions about the tax base, collection rates, etc. So, if income is below forecast, the collection fund will show a deficit at the year end. If it is above forecast, it will show a surplus.

66. Normally this surplus (or deficit) is owed to (or by) the preceptors and will be added to (or deducted from) the following year's precept in order to distribute the surplus available in the CF or contribute the projected deficit back to the CF to top it up. This is a continuous rolling process.

67. It is forecast that DDC's share of the NDR deficit at the end of 2022/23 will be £290k, this will be financed from the Business Rates & Council Tax Support Reserve in accordance with the planned smoothing of NDR timing differences.

**GENERAL FUND RESERVES AND BALANCES**

1.2 In past years the standard budget strategy for DDC has been to estimate the baseline service costs, determine the financing available, drive savings where possible / required, produce a broadly balanced budget and maintain reserves and balances for one-off and planned purposes such as the project programmes, elections, ICT investment etc.

1.3 Although the standard strategy has served the council well and remains part of the process, in the current circumstances we need to do more. Therefore, to mitigate this risk and the volatility of the budget process the strategy will therefore incorporate a £4m smoothing reserve to enable the council to take a measured approach to the forecast pressures. This will involve:

a) Creating a General Fund Revenue Budget Smoothing Reserve of £4m by taking £1.3m from GF balances (reducing them to £1.5m as an "absolute last resource" balance for major overspends only), £1.4m from retained Covid grants and £1.3m from unallocated revenue reserves.
b) The projections for future revenue budgets will then be based on "mid case" assumptions.
c) Produce a balanced budget on the basis set out above and maintain the existing budget management disciplines.
d) If there is a subsequent overspend, this will be met from the Smoothing Reserve and remedial action (including rebuilding of the Smoothing Reserve) will be planned for the following year.

1.4 It is important to note that the smoothing reserve will not be available for capital or other projects. It is there to support the General Fund revenue budget. It is not planned to use it when preparing the budget – it is there to cope with any unexpected pressures in the outturn and any last-minute significant changes such as the government settlement. If it is called upon, it will be necessary to restore the reserve back to its agreed level.

68. The proposed General Fund balance in 2022/23 of £1.5m reflects a revised "minimum preferred level", following the introduction on the new General Fund Revenue Budget Smoothing Reserve.

69. Forecasting future years is particularly challenging at this time due to the uncertain nature of the current unprecedented economic environment, the unknown longer-term impact of Covid 19 lockdowns and the future of Government funding.

70. However, considering the anticipated reduction in NHB and other government funding alongside inflationary pressures it is anticipated that there will be a requirement to save in the region of £900k from 2023/24, followed by a further £400k in 2024/25, as detailed in Annex 2.

71. The Council's earmarked reserves, and protocols for their use, are set out in Annex 4. Without these earmarked reserves the Council cannot plan effectively for anticipated future events and requirements and expenditure of a cyclical nature. Nor could the Council plan to smooth the impacts of the volatile income streams from

Business Rates, New Homes Bonus etc. Therefore, the earmarked reserves are held at an appropriate level for the Council's plans.

72. Further supporting information on the GF budget is provided in the following Annexes:

- Annex 1 contains the budget summary for the General Fund;
- Annex 1A summarises the net expenditure and financing requirements;
- Annex 1B shows the net service expenditure analysed by categories of expenditure and income;
- Annex 1C shows the key expenditure and income figures and patterns for the General Fund;
- Annex 1D details the main factors impacting the General Fund budget;
- Annex 2 provides the General Fund Revenue Budget projection for the period to 2023/24;
- Annexes 3A – 3C contain summaries of the services managed by each Director and the associated budgets;
- Annex 4 contains details of the General Fund balance and earmarked reserves; and
- Annex 9 details the Grants made to Organisations for approval.

**Recommendations from this Section**

73. It is recommended that Cabinet:
    - Approve the grants to organisations detailed at Annex 9.

74. It is recommended that Council:
    - Approve the General Fund Revenue budget for 2022/23;
    - Approve the policies and protocols regarding the General Fund balances and earmarked reserves, and transfers between reserves as set out in Annex 4.

# HOUSING AND THE HOUSING REVENUE ACCOUNT

## OVERVIEW

75. This section addresses two, separate but related, aspects of housing within the district. The first concerns the financial standing of the HRA, its budget and balances, and the rent levels for the coming year.

76. The second concerns housing development and investment, and includes developments by the HRA, Registered Providers (RPs) and by the private sector.

## HRA FINANCIAL OBJECTIVES

77. The main strategic financial objectives of the Housing Revenue Account are as follows:

- Maintain a Housing Revenue Account that is self-financing and reflects the requirements of residents;
- Comply with the Decent Homes Standard and relevant health and safety requirements;
- Maximise the recovery of rental income;
- Minimise the number of void properties and minimise the level of rent arrears and debt write offs;
- Provide sufficient investment in the current stock to maintain its condition and implement upgrades as necessary;
- Maintain an adequate level of HRA balances and reserves;
- Undertake prudential borrowing, in accordance with the Council's treasury management policies, where appropriate and there is a business case to do so, for investment in additional properties and property development;
- Develop a programme to deliver new affordable housing across the district.

78. At the time of writing, the HRA has 4,372 dwellings, made up of 2,665 houses and 1,707 flats.

## 2022/23 DRAFT BUDGET AND MEDIUM TERM FORECAST

79. The HRA's financial position, detailed at Annex 5, can be summarised as follows:

- HRA balance to be maintained for the period at £1m;
- Housing Initiatives Reserve balance is to be used for future years for restorative measures on DDC's housing stock. The housing development projects (as detailed in paragraph 81) for the planning period will be funded by borrowing.

80. The major variances between the 2021/22 budget and the 2022/23 proposed budget are:
    - Increase in rent of CPI + 1% (4.1%);
    - Ongoing increase in major capital works, to include the restorative works programme which ensures that DDC brings our housing stock back to decent homes standard.

81. The future year projections show an increasing income stream from rents. This is due to the ending of the Government's requirement to reduce rents in cash terms by 1%

per annum for the period 2016/17 – 2019/20, and so rents can now be increased. The HRA is also facing general inflationary pressures on its expenditure. During 2022/23 the major HRA development projects will be funded through borrowing instead of funding from the HIR. This will be used in future years on restorative measures on DDC's council stock. We are expecting to bring in 24 interim housing units, 30 properties across the district, 12 property buy-backs as well as a further 2 shared ownership properties in Deal.

82. Annex 5 provides a draft HRA budget summary & Annex 5A details the 4-year forecast position for the HRA.

83. The planned capital and revenue works budgets were supplied by the property services section and have been set to account for the expected level of repairs needed to maintain the stock at an appropriate level for the planning period.

**BACKGROUND**

84. With effect from 1st April 2012 the government replaced the existing subsidy based system of HRA financing with "Self-Financing". For DDC this resulted in the replacement of the subsidy that we were paying to Government (£6.3m in 2011/12) with a single payment to them of £90.5m. This was facilitated by DDC borrowing the required sum from the PWLB. Government direction was to plan for long term rent increases of 1% above inflation. Servicing the loan, over 30 years, cost less than the negative subsidy, and so the HRA started to accrue a surplus which could be invested in new housing or other appropriate requirements. The current balance outstanding on the PWLB loan is c.£70m.

85. The HRA budget is balanced for 2022/23. The HIR balance during 2022/23 is being used for restorative works. New projects will use borrowing, as required, to support the on-going programme of housing development.

86. A stock condition survey was undertaken in 2017, to inform the on-going maintenance and investment requirements. The 2022/23 budget is based on the work programme provided by the property services section and incorporating the results of the survey.

87. In May 2017 Dover District Council Jobcentre Plus went live with the Universal Credit Full Service. There had been a significant increase in HRA rent arrears until January 2021 when the in-house rent team started to be able to recover some of the arrears The rent arrears are now at their lowest level since April 2018. The debt appears to be mainly a cash flow issue rather than a bad debt due to the timing delays associated with payment of Universal Credit. However, tenants now directly receive the Universal Credit payment, whereas with Housing Benefit, payments are made direct to the landlord. This is resulting in some cases of higher debt levels from tenants not paying their rent and we are beginning to see some evictions due to this.

Rent Setting

88. Council house rents are effectively controlled by Government. As the MHCLG has now allowed for rents to be increased from 2022/23 the average increase is 4.1%. Rent levels are calculated on an individual property basis using rent formulas previously prescribed by MHCLG.

89. It is not, therefore, possible to report on the rent to be set for, say, a standard two bedroom flat or a standard 3-bedroom house. However, for Members' information the following figures may be helpful:

- The 2021/22 average weekly rent across all properties is £86.75;
- The 2022/23 average weekly rent is forecast to be £90.35
- The increase in the average weekly rent is £3.60 or 4.1%; and
- Three bedroom houses have rents (for 2022/23) ranging from £91.20 per week to £113.50 per week with an average of £102.35

90. Approval of rent levels is an executive function that has been delegated to the Head Housing in consultation with the Portfolio Holder responsible for Housing based on the model described above.

Capital Receipts

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

92. As at the end of December 2021 there had been 12 RTB sales in the financial year. It is estimated that retained 'excess receipts' will be in excess of £500k by the end of the financial year. This has to be used within 5 years of receipt, or else it must be repaid to MHCLG, and, when applied to a capital scheme, it cannot comprise more than 40% of the scheme costs, so other funding sources must also be available.

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

Service Charges

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

## THE MANAGEMENT OF DDC'S HOUSING STOCK

95. The management of DDC's housing stock has been with DDC since 1st October 2020 following a special Cabinet meeting to bring the management of the Council's housing stock back in house on 20th February 2020.

96. The three other Councils also decided to take back the management of their own housing stock.

97. The in-house teams are now established and operational. Much of the work has been completed including:
    - Compliance levels and procedures are now at the required level and have received sign-off from the Social Housing Regulator;
    - The disaggregation and implementation of computer systems; and
    - The Embedding and development of the smooth running of the new service.

98. The cumulative problems indicated above have given rise to building a new HRA Business Plan to help to forecast the cash flow needed for the Council. This includes a 14-year capital investment programme of restorative measures as well as working towards its housing stock becoming carbon neutral by 2050 (as per the Climate Change Emergency report to cabinet on 4th November 2019).

**HRA BUSINESS PLAN**

99. As mentioned above the HRA Business Plan has been built to assess the impact on future modelling of the HRA cashflow for both future major projects and future increased spend on improvements on the housing stock. The plan evaluated and confirmed that a 14-year profiled spend on capital investment is an affordable approach to support the restorative measures required. The plan will form a basis for any future modelling the Council wishes to consider.

**HOUSING DEVELOPMENT AND INVESTMENT**

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

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

101. These are discussed in more detail below.

<u>HRA INVESTMENT</u>

<u>Housing Initiatives Reserve (HIR) & 1:4:1 Right to Buy Replacement</u>

102. The HIR has been funded by the transfer of surpluses, and an under investment by EKH in our housing stock, in previous years whilst maintaining a £1m balance in the HRA. The HIR was established to fund a programme of new house building / acquisition.

103. Since 2017/18 HIR funding, coupled with 1:4:1 Right to Buy funding has enabled the re-purchase of 64 former Council properties which have been added to the HRA stock.

104. To date in 2021/22, 7 properties have been purchased and this is expected to increase by the end of the financial year.

105. Additionally since 2017/18 we have refurbished or acquired the following properties:-

- Folkestone Road, Dover – 9 flats refurbished
- George Close, Capel – 9 houses purchased of which 3 were shared ownership.
- Norman Tailyour House, Deal – refurbished providing 18 new 1 and 2 bedroom flats
- Former sites of 2 sheltered housing schemes, Harold Street, Dover – now providing 29 shared ownership flats, 24 flats added to the HRA stock and 12 houses for private sale.
- Ottowa House, Folkestone Road, Dover – 8 units refurbished into 1 bedroom flats

106. Further projects are being developed to continue to directly provide additional affordable housing in the district; these include:

- The development of interim housing (48 properties) on sites at Kimberley Close and Barwick Road Dover and Stockdale Gardens in Deal;
- 6 properties being developed at St Richards Road in Deal;
- 26 properties being developed at Napchester Road in Whitfield.
- 2 properties being developed at Foxborough Close, Woodnesborough

107. Further opportunities are being considered and the business case for each examined prior to a formal a project approval being sought.

108. It is proposed that the 2022/23 housing developments will be financed by borrowing. The balance in the HIR at the end of 2021/22 is projected to be around £13m. The four year HRA forecast (Annex 5A), shows the balance will be depleted by the end of 2025/26 due to the restorative measures on DDC's Council stock.

<u>Investment in Existing Stock</u>

109. The HRA budget and projects take account of the need to invest in existing stock before establishing a surplus for the HIR. A stock condition survey was undertaken in 2017, to inform the on-going maintenance and investment requirements. The 2022/23 budget is based on the work programme provided by the property services section incorporating the results of the survey and the work required for Decent Homes standards.

**Recommendations from this Section**

110. It is recommended that Council:
- Approve the HRA budget for 2022/23

# ASSET MANAGEMENT PLAN (AMP)

111. The AMP is used as a management tool to assist in ensuring that the Council's property assets meet the objectives set out in the Council's Corporate Property Strategy. It covers:

- Revenue maintenance requirements;
- Capital works programmes;
- Data on performance of significant corporate assets; and
- Properties identified for disposal.
- During 2021 the AMP was amended among other things to reflect the commitment of the Council to be a zero-carbon organisation but will again be reviewed in 2022 to reflect any further changes to legislative requirements.

112. Expenditure on repairs and maintenance forms a direct link with the revenue budget, which contains the resources to meet the programme of repairs and maintenance. Standards of maintenance, and therefore of required expenditure, are to some extent subjective. The Strategic Director (Operations and Commercial) confirms that there are sufficient resources to keep properties generally wind and water-tight, but it continues to be a challenge to maintain all buildings without deterioration. Continuing with this approach increases the risk, but it ensures that the limited budget focuses mainly on essential maintenance.

113. There is a growing backlog of planned maintenance required for "Operational Assets". Significant expenditure is needed at:

- Tides Leisure Centre- because of its age, needs work to the external envelope of the wet side buildings. Extensive renewal of worn out and inefficient heating plant for the wet side completed in January 2019. Survey work has indicated that more extensive repairs and replacements than were originally thought are also necessary. Further work is being undertaken to establish the route to achieve a sustainable future for the complex over the next 30-40 years.
- Dover Town Hall - During 2020 Dover District Council secured stage 2 HLF funding for Dover Town Hall, to support a scheme which will provide a sustainable future for the priceless Burgess heritage assets and the Stone Hall. The construction phase is due to start in late spring 2022.
- Deal Pier - cyclical concrete repairs are again becoming necessary and investigative work to ascertain the extent and cost of such repairs will continue during 2022.

114. An Urgent Works earmarked reserve was established and this is held to fund urgent works on corporate assets if required.

<u>Summary</u>

The key points for Members to note are:

- There are sufficient resources to maintain the Council's General Fund properties in a basic state of repair but it is a significant challenge to maintain all the buildings without deterioration and this does carry a risk of service failure or an increase in the overall maintenance backlog; The current resource levels preclude wholesale expenditure on initiatives to cut carbon emissions however innovative sustainable projects and solutions will

cumulatively and significantly reduce emissions in order to help the Council achieve its organisational zero carbon ambition by 2030.

- The Strategic Director (Operations and Commercial) continues to review opportunities for realising capital receipts from surplus assets to support financing of the capital programme.

# CAPITAL PROGRAMME & SPECIAL REVENUE PROGRAMME

Purpose of the Capital Programme

115. The primary objectives are to:

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

Definition of Capital

116. Capital expenditure is expenditure which increases the capital value, performance, use or life of an asset. It can be financed by a number of means including:

- Capital receipts;
- Capital grants;
- Prudential Borrowing;
- Revenue resources; and
- Leasing.

117. With the exception of revenue resources and the use of external leasing, none of the sources above can be applied to meet revenue requirements.

Content of the Capital Programme

118. Members are referred to the draft Medium Term Capital Programme (MTCP) at Annex 6A. This is a dynamic programme and a formal bidding process is operated every year to identify and plan future projects.

119. However, if formal approval is required for every minor change in the programme, this will potentially generate delays. In order to manage this, it is proposed that the current practice, as set out below, is continued:

- The programme will be continuously updated to reflect the latest position;
- The latest programme will be included in the budget monitoring report (or a summary of changes will be provided) circulated to Members during the year;
- The latest version of the programme will be displayed on the intranet and internet;
- Whenever changes are required which exceed the overall spend of the programme, Member approval will be required – in effect, approval will be required if officers cannot find savings within existing resources to accommodate changes, or cannot finance them from external sources; and
- Any changes which are expected to have significant policy implications will be discussed with the Leader and relevant portfolio holder and will be reported to Members.

120. To simplify the management of regeneration budgets it has been agreed that they are treated as one major project and virements between them can be authorised by the Strategic Director (Corporate Resources).

121. To facilitate efficient decision making, final approval for projects up to £50k that are included on the Capital and Special Revenue Programmes are delegated to the Strategic Director (Corporate Resources) in consultation with the Portfolio Holder responsible for Finance.

122. In addition, a contingency has been included on the MTCP and Special Revenue Programme to allow progression of small projects without significant policy implications. It is proposed that the approval of such projects continues to be delegated to the Strategic Director (Corporate Resources) in consultation with the Portfolio Holder responsible for Finance.

123. All projects will continue to require reports for approval of a Project Appraisal and at evaluation, design and tender stages, where appropriate, in accordance with the Constitution.

124. The structure of the programme is reflected in the format of Annex 6A and is explained below:

- Committed General Fund Projects
  These are live General Fund projects that have been approved by Cabinet through the Project Appraisal process or under the agreed delegated authority, and are committed or in progress.

- Proposed General Fund Projects
  New projects are shown in the programme for approval of funding to the projects. These projects will be subject to the completion of a Project Appraisal for Cabinet or delegated approval before they commence.

- Financed by
  This table provides a summary of the financing of the proposed Capital Programme. Members will note that there are sufficient resources to finance the projects included in the table. However, Members should also note that:

  - If Members wish to include additional projects in the programme, these can only be resourced by removal of the equivalent value in new bids;
  - Removal of projects financed by specific grants, or from the HRA, will not generate additional resources for other projects in the General Fund programme.

Content of the Special Revenue Projects Programme

125. The Special Revenue Projects Programme (Annex 6C) comprises significant projects which are not, in the main, capital, but which are still one-off revenue expenditure in nature and are therefore to be funded from reserves as annual recurrent revenue budgets are insufficient to finance them. As one-off projects they are generally managed with the same disciplines and controls as capital projects. As they are financed from revenue reserves cancellation of any of these projects would free up resources which could be used to finance capital projects, other revenue projects, or for other purposes.

Content of the Digital and ICT Projects Programme

126. The Digital and ICT Projects Programme (Annex 6D) comprises significant projects which are required to deliver digital improvements to services and support the ICT infrastructure. These are usually one-off revenue expenditure in nature and are therefore to be funded from reserves as annual recurrent revenue budgets are insufficient to finance them.

Financing of the Capital and Special Revenue Projects Programmes

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

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

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

Prudential Code

130. The “Prudential” regime was introduced on 1 April 2004, and since then local authorities have had the freedom to borrow monies that are judged affordable, sustainable and prudent. This enables local authorities to fund new borrowing from savings in revenue expenditure or the generation of additional revenue income.

Capital Receipts

131. In 2004/05 the Government introduced the pooling of housing capital receipts, from Right-to-Buy sales, for distribution to authorities where there is greatest need. From 1 April 2012 new Right-to-Buy regulations apply. The main change from previous regulation is that receipts in excess of those allowed for under the Housing Finance Reform Debt Settlement may be retained by an authority for 1:4:1 replacement of Affordable Housing.

132. Right-to-Buy (RTB) sales in 2021/22 have been similar to levels in 2020/21. Although the level of receipts available for general capital purposes is capped additional funding is available from the element of excess RTB retained for debt repayment that may be used for other capital purposes.

133. The Council generally retains 100% of non-HRA capital receipts and non-RTB HRA capital receipts, subject to capital allowance regulations.

134. Annex 6B details the level of capital receipts held, expected, committed to projects proposed and to be used for new projects. The balance of receipts after these

anticipated receipts and commitments is shown as zero. Future capital receipts are expected to come mainly from housing right to buy sales and amount to circa £300k per annum at current sales levels, so will not replenish capital funds and will not be sufficient to maintain the current level of activity in the future. No other major receipts are currently expected.

Summary

The key points for Members to note are:

- The Capital Programme operates on a cash funded position with no new projects being approved to commence unless the whole project costs can be financed through additional funding, sufficient capital receipts have been banked, external borrowing is approved or other savings in the programme have been identified. The new projects in the programme have been approved subject to the completion of a Project Appraisal for approval by Cabinet, or the Strategic Director (Corporate Resources) in consultation with the Portfolio Holder responsible for Finance under delegated powers;
- The Capital Programme is partly financed from HRA Right-to-Buy sales. Since 2017/18 the level of RTB sales has been declining and the level of sales for 2021/22 is currently showing this trend is continuing. Therefore, the amount of receipts available for general capital purposes remains limited.
- The detailed financing of the Capital and Special Revenue Projects Programmes is delegated to the Strategic Director (Corporate Resources) in consultation with the portfolio holder responsible for Finance;
- There is no provision for making capital grants to other organisations, other than those grants already approved; and
- The lack of headroom in the capital programme for additional projects is a significant constraint and large projects will need to be funded from external borrowing where revenue savings can be identified to offset the borrowing costs (such as the Dover District Leisure Centre project).
- Following a number of years during which only patch repairs have been undertaken, there is now a need for significant investment across the authority's assets, parks and ICT to achieve a standard that will enable a programme of rolling works to be introduced.

**RECOMMENDATIONS FROM THIS SECTION**

135. It is recommended that Cabinet:

- Delegate the approval of projects included in Annex 6D, the Digital & ICT Programme to the Head of Community & Digital Services in consultation with the Portfolio Holder for Finance, Governance, Digital and Climate Change.

136. It is recommended that Council:

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

# TREASURY MANAGEMENT AND THE PRUDENTIAL CODE

137. The Local Government Act 2003 introduced new capital accounting regulations, which required Councils to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code when setting their budgets.

138. The new capital system promotes a Council framework to ensure:

(a) That the authority maintains a balanced budget;
(b) That the impact of capital investment decisions is reflected in the revenue budget; and
(c) That performance measurement is implemented in managing and controlling the impact of capital investment decisions.

139. Annexes 7A – 7C (to be included in the March report) will set out estimates for each of the relevant Prudential Indicators in each of the financial years 2022/23 to 2025/26 and include the latest estimates for 2020/21 aligned with the revised forecast budget. Approval will be sought for the proposed indicators for 2022/23 – 2025/26.

140. The capital programme has been financed to date within existing resources, which include capital receipts, specific capital grants, the Major Repairs Allowance, and useable reserves and internal borrowing. Significant projects, including the Dover District Leisure Centre, will ultimately be financed by borrowing; however no borrowing has been undertaken at this time. Approval levels for borrowing will be included in Annex 7B.

**TREASURY MANAGEMENT**

141. The Council's Treasury Strategy complies with the requirements of the CIPFA Code of Practice on Treasury Management, which was adopted by the Council in September 2002 and the CIPFA Code of Practice on Treasury Management (revised November 2017) that was adopted by this Council in March 2018.

142. Approval of the strategy is a Council decision.

**RECOMMENDATIONS FROM THIS SECTION**

143. It is recommended that Council:

- Approve the Capital, Treasury Management and Investment Strategies, including the Prudential Indicators and Minimum Revenue Provision statement (Annexes 7A, 7B and 7C –to be included in the March report).

# KEY ASSUMPTIONS & READY RECKONER

**Background**

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

**Inflation**

145. Salary inflation will be based on the results of the Collective Bargaining process. Contract inflation for 2022/23 is based on the details of the specific contracts, the state of the market for the specific services and any other relevant factors. Contract inflation is assumed to be 2% for future years. Inflation on all other expenditure will aim to be limited to the current budget level; however, a small allowance of 2% has been forecast to allow some limited growth.

**Staff Numbers**

146. The 2022/23 budget includes 630 full time equivalent posts directly employed for DDC. This includes 196 Port Health posts and 14 posts employed by DDC as part of the East Kent Audit Partnership (working for Canterbury, Thanet, Folkestone and Hythe and Dover and recharged accordingly) and East Kent Payroll (working for Canterbury, Thanet and Dover and recharged accordingly) allocated across services.

**Triennial Valuation of the Pension Fund by the Fund Actuaries**

147. The triennial valuation took effect from April 2019. It has been assumed that the DDC backfunding contribution will increase by 4% above the 2021/22 level of £1.82m for the planning period.

**Interest Rates**

148. It is assumed that DDC will maintain the 2021/22 level of income from investments for the remainder of the planning period. Any additional income generated will be transferred to reserves to support future projects.

**Revenue Support Grant**

149. The current draft settlement provides figures for 2021/22. It is assumed that this will reduce to nil for future years.

**Business Rates Retention**

150. The calculations are based draft figures available at the time of publishing this report. They will be finalised on the completion of the NDR1 to be submitted by the end of January. The forecasts assume a small element of inflation / growth for the planning period.

**Council Tax**

151. Council tax increases have been assumed at £4.95 for 2022/23 and for the remainder of the planning period.

**New Homes Bonus**

152. New Homes Bonus is a scheme that provided incentives and rewards for councils and communities who support delivery of new homes in their area. It is assumed that the new NHB grant will be reduced to nil proportionally over the four years following 2022/23.

**Capital Projects**

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

**Ready Reckoner**

- Payroll - 1% increase costs the General Fund approximately £100k;
- Council tax - 1% raises c.£80k;
- RSG – assumed to reduce to nil by 2023/24;
- NDR – 1% growth in BR income equates to c.£60k (DDC's share @ 40%, less 50% levy, but will be higher under pooling due to reduced levy rates);
- Investment Income - 1% equals approximately £400k (based on investment balances of £40m);
- Contract inflation – 1% equals c.£65k;

# SIGNIFICANT BUDGET RISKS

154. Budgets, by their nature, involve an element of forecasting which entails uncertainty and hence risk. The schedule below highlights the main strategic / high value budget risks.

155. Although it currently represents the greatest risk, a specific heading has not been included for Covid-19, because it will impact to a significant extent across all of the other risks.

156. Income risks:
- Business Rates
- New Homes Bonus
- Fair Funding Review
- Council Tax
- Treasury Management
- Property Investment
- Capital Receipts
- Housing rent collection
- Car parking

157. Expenditure risks:
- Brexit
- Port Health
- Pension Funding
- Homelessness
- Contract renewals

| Ref | Risk Description | Explanation and Mitigation | Budget Sensitivity |
|---|---|---|---|
| 1 | Business Rates | The key challenges are:<br>• Changes to the overall Business rates retention (BRR) regime including the future level of BRR – 50%, 75%, 100%?<br>• Future re-sets of the DDC baseline, sacrificing some / all of the gains made to date.<br>• The next revaluation – will it be fiscally neutral or negative and who will make up the shortfall?<br>• Class action appeals<br>• Individual appeals such as Channel Tunnel.<br>• The difficulty in forecasting future BR taxbase changes.<br>• Operation of the Collection Fund and the timing of recognition of income.<br>• Unexpected revaluations, errors and initiatives by the VOA such as reduced valuations for hospitals and fire stations.<br>• Errors in the MHCLG settlement<br>• Changes in the Enterprise Zone and / or renewables schemes.<br>• Weak BR performance by other Kent districts leading | £7.8m pa |

| Ref | Risk Description | Explanation and Mitigation | Budget Sensitivity |
|---|---|---|---|
| | | to an impact on the Kent pool.<br>• Poor understanding of the regime by the DLUHC.<br>• The Fair Funding Review leading to changes in the baseline or other aspects of the regime.<br><br>The opportunities for Councils individually or collectively to mitigate the above impacts are limited other than through the management of their own finances, smoothing reserves etc. and individual lobbying and response to consultations.<br><br>Collective lobbying and response to consultations will also take place where possible, but the impacts of changes are often re-distributive and do not fall evenly across the sector and so it is difficult to create consensus. | |
| 2 | New Homes Bonus | Government have indicated that they wish to change their commitment to New Homes Bonus and are expected to scrap it altogether.<br><br>This is a core part of DDC's funding stream, generated in recognition of recent planning decisions, which were taken, in part, on the understanding that the NHB pledge would be honoured by government and may be used to mitigate the impacts of those decisions.<br><br>The 2022/23 settlement included an unexpected increase in NHB funding. However, it is anticipated that this will be reduced over future years.<br><br>The key issue will be whether NHB is replaced and if so, by what. | £1.2m pa. |
| 3 | Fair Funding Review | The government has consulted on a Fair Funding review which will re-calibrate the local government settlement. The FRR is now expected to take place in 2022/23.<br><br>Pressure from upper tier and unitary authorities and the challenges arising from adult social care may reduce the resources available to district councils.<br><br>As with the current settlement, the Council can take part in Kent wide lobbying on the settlement but has limited ability to influence the settlement. | Unable to forecast at the time of writing. |
| 4 | Council Tax Base & Collection Rates. | The draft budget includes the current forecasts of the Council Tax base and collection rates.<br><br>The uncertainty around current economic performance and employment may have an on-going impact on Council Tax income. | £7.7m pa |

| Ref | Risk Description | Explanation and Mitigation | Budget Sensitivity |
|---|---|---|---|
| 5 | Treasury Management | Of the current forecast £1.6m treasury management income £600k is being transferred to earmarked reserves to support future projects and reduce the GF risk of over-reliance on the income stream.<br><br>Reductions in capital values would only impact the GF if the funds were realised when the values were low. Due to the breadth of investments held it is unlikely that this would become necessary as other funds could be realised or short term borrowing undertaken if cash flow shortages occur. | £1.6m pa |
| 6 | Property Income | The Council receives rental income from its commercial regeneration properties. There is a risk that this income may be reduced if tenants are unable to continue to trade. | £2.3m pa |
| 7 | Capital receipts | Capital receipts come from housing and other asset sales. Any drop-off in the level of receipts will lead to reduced resources available to complete projects. The reduced receipts could arise from lower sales, lower prices or both.<br><br>We cannot mitigate against market movements or reduced levels of sales. To some degree lower values may increase the level of demand, but this will also be dependent on interest rate movements. | £300k pa (average level) |
| 8 | HRA rent arrears | The roll out of Universal Credit has been mirrored by a significant increase in housing rent arrears. However, the rent arrears levels have been reducing since housing has come back in house and are now at the same levels as 2018-19.<br><br>A bad debt provision is included within the budget and arrears levels are being monitored. The Coronavirus 2020 Housing Act had resulted in eviction cases currently being on hold since March 2020 but from October 2021 the notice period for possession proceedings has returned to pre-Covid length. | Annual HRA rent £20.5 m<br><br>Current arrears £602k |
| 9 | Car Parking | Car parking income is expected to be impacted by the lockdown and tier restrictions. The depth and length of the impact is unknown. | £2.6m pa |

| Ref | Risk Description | Explanation and Mitigation | Budget Sensitivity |
|---|---|---|---|
| 10 | Brexit – Port and East Kent impact | The creation of a "third country" border between the UK and France increases the risks of border closures and related disruptions to the traffic flows in and out of the port and Channel Tunnel. This poses a risk in terms of the impact on local businesses and communities, the disruption in the delivery of services such as waste collection, and the requirement clear litter, clean highways etc.<br><br>The Council is in discussions with DLUHC regarding the additional costs being borne by the Council. | Unable to forecast the impact at the time of writing. |
| 11 | Port Health | The Government, via Defra, have funded start-up costs for the expanded service of the Port Health, which once fully operational, will be able to charge fees for each check it conducts. This will then enable the service to be self-financing.<br><br>However, until the service is fully operational, and the trade has settled, it is very difficult to accurately assess the number of checks that will be required and total income that can be expected.<br><br>As Port Health Authority the Council is required to develop a whole new team of circa 200 staff to service the new Border Control Point at Whitfield. Significant risks include:<br>• The start date for the service (expected to be July 2022) but is dependent on completion of works by Defra<br>• The recruitment challenges<br>• Trade volumes<br>• Estimated income, expenditure and fees. | Unable to forecast the impact at the time of writing. |
| 12 | Pension Funding | Prior to the Covid-19 pandemic the Kent scheme was at the highest overall level of funding since the 1980's and had made significant progress towards 100% funding.<br><br>It is not yet clear how the pandemic will change this position and whether the Council will have to make significantly increased contributions following the next triennial valuation.<br><br>It should also be noted that DDC's share of the scheme costs is heavily impacted by staff demographics and the maturity of the scheme and is therefore significantly less well funded. This also adds upwards pressure to the costs. | £6.9m pa contribution (increased from 2021/22 budget due to impact of Port Health staffing) |

| Ref | Risk Description | Explanation and Mitigation | Budget Sensitivity |
|---|---|---|---|
| 13 | Homeless expenditure | Expenditure will continue to increase due to the impact of Coronavirus, the Homeless Reduction Bill and the continued implementation of Universal Credit in the district. Close monitoring of the impact of the Bill and the in-year budget. Additionally changes proposed in the Kent County Council budget may impact the support available to vulnerable adults in the district, potentially resulting in additional homeless presentations to the Council.<br><br>The service will continue investigating innovative options and working with partners to support homeless requirements in the district. | Unable to forecast at the time of writing. |
| 14 | Major Contract Renewals | When major recurrent contracts are up for renewal the price achieved by the council depend upon the functioning of the market in the particular sector and the attractiveness of the package assembled by DDC. | Unable to forecast at the time of writing. |

# BUDGET SUMMARY

| | 2021/22 Original Budget £000 | 2021/22 Projected Outturn (Dec 2021) £000 | 2022/23 Budget £000 |
|---|---|---|---|
| Chief Executive | 4,478 | 4,478 | 5,694 |
| Operations & Commercial Services | 7,016 | 6,816 | 7,554 |
| Corporate Resources | 9,205 | 9,205 | 10,369 |
| Shared Services (DDC hosted) | 229 | 229 | 557 |
| Special Revenue Projects | 120 | 1,693 | 113 |
| Vacancy Allowance | (150) | (150) | (150) |
| Estimated on-going impact of Covid Lockdowns | 1,895 | 1,398 | 0 |
| Savings & Income Generation Target | (1,295) | (480) | (405) |
| Contingency | 146 | 146 | 120 |
| River Stour Drainage Board | 77 | 77 | 79 |
| Directorate costs recharged to HRA & Capital Projects | (3,412) | (3,912) | (4,564) |
| **Net Operating Expenditure** | **18,309** | **19,499** | **19,366** |
| **Financing Adjustments:** | | | |
| Revenue Expenditure Funded by Capital Under Statute | (1,276) | (1,276) | (1,276) |
| Interest Receivable | (1,673) | (1,576) | (1,640) |
| Interest Payable | 363 | 363 | 203 |
| Loan Principal Repayments/Borrowing Allowance | 1,453 | 1,453 | 1,773 |
| **Total Financing Adjustments** | **(1,133)** | **(1,036)** | **(940)** |
| **Contribution to/(from) Reserves:** | | | |
| - Regeneration Reserve | 199 | 199 | 115 |
| - Special Projects & Events Reserve | 500 | (1,073) | 760 |
| - Periodic Operations Reserve | 57 | (143) | (5) |
| - ICT Systems & Servers Reserve | 85 | 85 | 115 |
| - Business Rates & Council Tax Reserve | 265 | 265 | 0 |
| - Port Health Reserves | 0 | 0 | (1,988) |
| **Net Contribution to/(from) Reserves** | **1,107** | **(666)** | **(1,003)** |
| | | | |
| **Total Budget Requirement** | **18,282** | **17,797** | **17,423** |
| **Financed by:** | | | |
| Business Rates - Total Income Net of Timing Adjustments | 7,344 | 7,344 | 7,746 |
| Revenue Support Grant | 58 | 58 | 60 |
| Lower Tier Services / Services Grant | 360 | 360 | 422 |
| Covid Funding Support | 1,183 | 1,183 | 0 |
| Council Tax | 7,689 | 7,689 | 8,038 |
| Council Tax - Collection Fund Surplus / (Deficit) | 40 | 40 | (109) |
| Council Tax - Other S31 Grants | 118 | 118 | 0 |
| New Homes Bonus | 990 | 990 | 1,229 |
| New Burdens | 0 | 0 | 0 |
| **Total Financing** | **17,782** | **17,782** | **17,385** |
| **General Fund Deficit/(Surplus) for the Year** | **500** | **15** | **37** |
| General Fund Balance at Start of Year | (2,565) | (2,930) | (1,615) |
| Transfer to General Fund Smoothing Reserve | 0 | 1,300 | 0 |
| **Leaving Year End Balances of** | **(2,065)** | **(1,615)** | **(1,578)** |

**ANNEX 1B**

## General Fund Service Expenditure by Cost Type

| | 2021/22 Original Budget £000 | 2021/22 Projected Outturn £000 | 2022/23 Proposed Budget £000 |
|---|---|---|---|
| **Direct Expenditure** | | | |
| Employees | 17,974 | 17,974 | 30,609 |
| Premises | 2,629 | 2,629 | 1,592 |
| Transport | 210 | 210 | 216 |
| Supplies and services | 6,353 | 6,353 | 10,068 |
| Third parties | 12,023 | 11,823 | 11,118 |
| Shared services | 2,421 | 2,421 | 2,523 |
| Transfer payments | 23,590 | 23,590 | 21,984 |
| **Total Direct Expenditure** | **65,201** | **65,001** | **78,110** |
| | | | |
| **Direct Income** | | | |
| Government Grants | (24,731) | (24,731) | (27,245) |
| Sales | (352) | (352) | (521) |
| Fees and Charges | (11,267) | (11,267) | (19,987) |
| Other Income | (6,664) | (6,664) | (6,742) |
| **Total Direct Income** | **(43,014)** | **(43,014)** | **(54,495)** |
| | | | |
| Central Support reallocation of costs | (4,900) | (5,400) | (4,564) |
| Special Revenue Projects | 120 | 1,693 | 113 |
| Vacancy Allowance & Employment Stability | (150) | (150) | (150) |
| Shared services (DDC Hosted) | 229 | 229 | 557 |
| Estimated on-going impact of Covid Lockdowns | 1,895 | 1,398 | - |
| Savings & Income Generation Target | (1,295) | (480) | (405) |
| Contingency | 146 | 146 | 120 |
| River Stour Drainage Board | 77 | 77 | 79 |
| **Net Service Expenditure** | **18,309** | **19,499** | **19,365** |

**ANNEX 1C**

**GENERAL FUND KEY FIGURES - EXPENDITURE**

| Key Expenditure Figures: | 2020/21 Outturn £000 | 2021/22 Original Budget £000 | 2022/23 Draft Budget £000 | 2023/24 Forecast £000 | 2024/25 Forecast £000 | 2025/26 Forecast £000 |
|---|---|---|---|---|---|---|
| **Employees:** | | | | | | |
| Basic | 11,502 | 12,970 | 21,582 | 22,014 | 22,454 | 22,903 |
| NI | 1,201 | 1,309 | 2,434 | 2,483 | 2,532 | 2,583 |
| Current year pension | 2,096 | 2,438 | 4,052 | 4,133 | 4,216 | 4,300 |
| Backfunding | 1,443 | 1,492 | 1,550 | 1,628 | 1,709 | 1,794 |
| | 16,242 | 18,209 | 29,618 | 30,257 | 30,911 | 31,580 |
| **Major contracts:** | | | | | | |
| Refuse Collection | 1,463 | 1,760 | 1,628 | 1,661 | 1,694 | 1,728 |
| Recycling | 1,307 | 1,896 | 1,681 | 1,715 | 1,749 | 1,784 |
| Street Cleansing | 1,756 | 1,860 | 1,722 | 1,756 | 1,792 | 1,827 |
| **Total Waste** | 4,526 | 5,516 | 5,031 | 5,132 | 5,234 | 5,339 |
| Balance of Third Party Payments[1] | 2,310 | 698 | 1,311 | 1,337 | 1,364 | 1,391 |
| | 11,362 | 11,730 | 11,373 | 11,600 | 11,832 | 12,069 |

Notes

[1] Excludes EKS Management Fees & WCLP

**GENERAL FUND KEY FIGURES - INCOME**

| Key Income Figures: | 2020/21 Outturn £000 | 2021/22 Original Budget £000 | 2022/23 Draft Budget £000 | 2023/24 Forecast £000 | 2024/25 Forecast £000 | 2025/26 Forecast £000 |
|---|---|---|---|---|---|---|
| Car Parking | (1,643) | (2,638) | (2,592) | (2,644) | (2,697) | (2,751) |
| Rent Income | (2,130) | (2,247) | (2,216) | (2,260) | (2,306) | (2,352) |
| Development Management | (996) | (925) | (1,005) | (1,025) | (1,046) | (1,067) |
| Building Control | (306) | (325) | (325) | (332) | (338) | (345) |
| Licensing | (234) | (184) | (213) | (217) | (222) | (226) |
| Green Waste | (432) | (448) | (448) | (457) | (466) | (475) |
| Land Charges | (152) | (160) | (190) | (194) | (198) | (202) |
| | (5,893) | (6,927) | (6,989) | (7,129) | (7,271) | (7,417) |
| **Total Financing:** | | | | | | |
| Non-Domestic Rates | 8,141 | 7,344 | 7,746 | 7,717 | 7,871 | 8,029 |
| Revenue Support Grant | 57 | 58 | 60 | 75 | 0 | 0 |
| Council Tax | 7,503 | 7,689 | 8,038 | 8,315 | 8,593 | 8,872 |
| New Home Bonus | 1,733 | 990 | 1,229 | 922 | 615 | 307 |
| Covid | 3,593 | 1,301 | 0 | 0 | 0 | 0 |
| Lower Tier Grant | 0 | 360 | 422 | 0 | 0 | 0 |
| Other | 138 | 40 | (109) | (109) | (109) | (109) |
| Total Financing | 21,165 | 17,782 | 17,386 | 16,920 | 16,970 | 17,099 |

**ANNEX 1D**

## GENERAL FUND KEY ELEMENTS

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

Staff Salaries

2. Independent advice on the cost of living increase is received to form the basis of negotiations for the 2022/23 pay settlement and is factored into the budget.

Vacancy Allowance and Organisational Savings

3. The vacancy allowance (savings from staff turnover) has been set at £150k. It is proposed to continue an employment management process to maintain the link between corporate priorities and the approval of posts to be filled.

Pension Fund

4. The Council's Pension Fund (part of the countywide fund administered by Kent County Council) is subject to actuarial valuation on a three-yearly cycle. The next triennial valuation of the KCC pension fund is expected to be carried out in March 2022 and implemented from April 2023.

5. DDC pays two contributions to the pension fund; these are “current service rate” (the additional pension earned in year) and a lump sum to finance the existing pension deficit. The actuarial report advised that based on the various assumptions used the current contributions required to meet the cost of pensions being earned today is 18.8% of payroll per annum.

6. The annual calculations in respect of pension benefits as at 31 March 2019 estimated a decrease in the pension fund deficit for Dover. Dover is paying this deficit off over the next 13 years as agreed with the actuary. As a result, the fixed sum to finance the deficit was increased by £70k from £1.82m in 2021/22 (for all staff, including HRA) to £1.89m in 2022/23.

7. It should be noted that changes to the pension fund deficit are largely a result of factors outside of the Council’s control including increases in pensions payable, increased life expectancy and lower asset values.

General Inflation

8. Setting a guideline level of inflation introduces a risk of “over budgeting”. Instead, all managers are asked to consider the specific quantity and price of services they will actually need in the coming year and to reduce expenditure where possible.

9. The other significant area of potential inflation pressures relates to major term contracts. In 2022/23 the assumed level of contract inflation is based on the details of the specific contracts, the state of the market for the specific services and any other relevant factors. For future years it is not realistic to attempt to model contract renewal costs and so for planning purposes a 2% increase in the cost of major term contracts has been assumed. Each 1% variance in contract inflation leads to approximately £65k variance in costs.

Contingency Provision

10. Contingency provision of £120k has been included to meet any unexpected expenditure commitments, if they cannot be contained within other budgets. As part of the budget setting process managers and directors are asked to identify any budgets held for items such as legal or consultants' fees that would only be required if certain circumstances occurred. These budgets have been removed from individual budgets and will be funded from this provision if required for the items identified.

Grants to Organisations

1. The Council makes Grants to Organisations in two ways, by concessionary rentals and by cash payments. The value of grants proposed for 2022/23 totals £318k comprising concessionary rentals of £30k and grant payments of £288k. The Concessionary Rentals are grants given to lessees of the Council properties to support them with their accommodation. The Grants to Organisations are for groups generally supporting services across the district or for those who need support.

2. The grants include contributions to the Citizens Advice Bureau, Your Leisure, KCC and the Neighbourhood Forums allocation. The main difference to the budget for 2022/23 compared to 2021/22, is the removal of the concessionary grant to Deal's Citizens Advice Bureau towards the lease of The Cedars as they no longer occupy this building. Each of these individual grants, with the organisations' names and the grant purposes, are set out in Annex 9.

Shared Services

3. East Kent Services manage the ICT and Payroll functions on behalf of Dover, Canterbury and Thanet Councils. They also manage the revenues & benefits and customer services contract with Civica (which started on 1st February 2018) on behalf of the East Kent Councils. Thanet are the accountable body for these arrangements and handle the accounting arrangements, are billed by Civica, and in turn charge management fees to Dover.

4. The Council has an 8-year contract to carry out recycling, bulky, garden, food & residual waste collections along with street cleansing operations to Veolia Environmental Services (UK), which commenced in 16th January 2021. The contract has been awarded in partnership with Folkestone and Hythe District Council (FHDC) and Kent County Council (as the disposal authority). Dover is the lead on this partnership and manages the client team who oversee the contract from the Dover District Council offices on behalf of the three authorities.

5. East Kent Audit Partnership (EKAP), hosted by Dover, provides internal audit services to Dover, Folkestone and Hythe, Canterbury and Thanet (including East Kent Services) Councils.

Interest on Investments

6. The overall interest rates achieved in 2022/23 will depend on the combination of the LIBID rate and the margin it maintains above base rate, the rates for current investments, the prevailing market rates when current investments are renewed, as well as the permissible deposit durations which change according to updated credit rating criteria.

7. The Bank of England base rate stayed at 0.10% until December 2021 when it was increased to 0.25% and it is anticipated that the Bank of England will increase the rate by a further 0.25% before 31 March 2021 in order to try and reduce the impact higher than forecast inflation. Some uncertainty remains in the financial markets due to the continuing effects of the global pandemic and the post EU transition trade arrangements. As of 31st December 2021 the Council has a total of £50m invested in pooled investment funds. These are forecast to generate an income return of between 4-5% per annum.

8. The MTFP assumes that the Council's investments overall will earn the General Fund £1,640k (£33k less than the level budgeted for 2021/22), this is due the impact of the global pandemic.

Other Income Streams and Fees and Charges Made by DDC

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

10. The only Fees and Charges that are not included in this process are for car parking and housing rents & service charges, which are the subject of a separate report.

11. The main sources of income and relevant issues are summarised below.

    - Car Parking

      The Covid-19 pandemic had a significant impact on parking income streams due to on-going travel restrictions and guidance such as working from home if you can. The 2021/22 gross income (before costs) for parking fees and penalty charge notices is currently forecast to be performing at c.20% below the original budget.

      The 2022/23 service budget has been reduced from the levels set in 2021/22 based on evidence shown through the year and information provided regarding the long-term effects that COVID may have on parking income throughout the district. Additionally, an allowance has been included for additional income for changes to charging proposals to be considered by Cabinet on 7th February 2022.

    - Rental Income

      The 2022/23 budget forecasts rental income of over £2.2m. This consists of the rent (excluding any costs) for B&Q, Whitfield Court and garages as well as

existing rental streams from corporate properties, including the letting of space at DDC's Whitfield offices.

- Development Management

  The original budget for Development Management fee income in 2021/22 was £915k incorporating £840k for planning application fees and £75k for pre-application fees. Planning application fee income is standing at £690k to date and it is anticipated that the planning application fee income should achieve the budget by the end of the financial year. Fee income for pre-application advice has increased and it is projected that there will be a £15k increase in income by the end of year.

  The income budget for 2022/23 has increased by £60k on planning application fees and £15k on the pre-application fees. Making the budget total £990k. This reflects the Fees and Charges report that has been informed by the expected mix of application types and the anticipated take-up of pre-application advice.

- Licensing

  This includes Alcohol, Regulated Entertainment, Taxis, Gambling and other miscellaneous licences. The original budget for 2021/22 was set at £184k. Incomes from the various licensing streams are projected to surpass their targets by the end of the financial year.

  The 2022/23 budget has increased to £213k due to increased income from premises licenses and small increases across numerous areas including: licenses, betting and vehicle checks. The overall increase in budget is a return to the normal level of income expected, following the impact of Covid.

- Land Charges

  The original 2021/22 budget was £160k. This is expected to achieve target by the end of the financial year. The 2022/23 budget reflects the new proposed fees and charges that have been reviewed, the budget would be a proposed increase to £190k. The income increase would reflect fees and charges that reflect the cost of service and brings them more in line with other authorities in the area.

- Green Waste Subscription Service

  The Green Waste subscription service original budget for 2021/22 was set at £448k. The 2022/23 budget has been maintained £448k based on an estimate of approximately 11,500 subscribers most of whom will be re-subscribers eligible for a rebate due to the disruption of service caused by the pandemic.

- Building Control

  The Building Control (BRFE) income is largely dependent upon construction activity. Assumptions about the level of activity combined with the economic forecasts led to a budget of £325k being set for 2021/22. The year-to-date receipts are likely to be below the forecast budget due to the impact of lockdowns on the construction industry. The budget for 2022/23 has remained the same due to considerations already accounted for in the 2021/22 budget.

12. In total the major fees and charges generate over £6.9m gross towards the General Fund budget.

Annex 2

## THREE YEAR REVENUE BUDGET FINANCIAL PROJECTION

| Notes | 2021/22 Projected Outturn £000 | | 2022/23 Proposed Budget £000 | 2023/24 Forecast £000 | 2024/25 Forecast £000 | 2025/26 Forecast £000 |
|---|---|---|---|---|---|---|
| 1 | 17,797 | **Net Budget Requirement** | **17,423** | **17,423** | **17,423** | **17,423** |
| | | **Corporate Adjustments** | | | | |
| 2 | - | Salary inflation and increments including impact on National Insurance and Pensions | | 446 | 877 | 1,339 |
| 3 | - | Pension Backfunding (Triennial Valuation from 20/21) | | 47 | 97 | 150 |
| 4 | - | Contract inflation @ 2% | | 129 | 261 | 396 |
| 5 | - | Average other expenditure inflation impact @2% | | 203 | 410 | 621 |
| 6 | - | Average income inflation impact | | (318) | (667) | (948) |
| 7 | **0** | **Total Corporate Adjustments** | **0** | **508** | **979** | **1,558** |
| | **17,797** | **Total Forecast Budget Requirement** | **17,423** | **17,931** | **18,402** | **18,981** |
| | | **Financed By :-** | | | | |
| 8 | 7,344 | Non-Domestic Rates Income | 7,746 | 7,717 | 7,871 | 8,029 |
| 9 | 58 | Revenue Support Grant | 60 | 75 | 0 | 0 |
| 10 | 360 | Lower Tier Services Grant / 2022-23 Services Grant | 422 | 0 | 0 | 0 |
| | | Council Tax Income | | | | |
| 11 | 40 | Collection Fund Surplus | (109) | 0 | 0 | 0 |
| | | Tax rate increase (3% annual increase) | | | | |
| | | Base increase (1% per annum) | | | | |
| 12 | 7,807 | Total Council Tax Income (incl s.31 grant) | 8,038 | 8,315 | 8,593 | 8,872 |
| 13 | 990 | New Homes Bonus | 1,229 | 922 | 617 | 309 |
| 14 | 1,183 | Covid Support Funding | 0 | 0 | 0 | 0 |
| | **17,782** | **Total Financing** | **17,385** | **17,029** | **17,082** | **17,209** |
| 15 | **15** | **NET (SURPLUS) / DEFICIT** | **37** | **902** | **1,320** | **1,771** |
| 16 | | **Target Savings & Income Growth** | | **(900)** | **(1,300)** | **(1,800)** |
| 17 | **15** | **NET (SURPLUS) / DEFICIT AFTER SAVINGS** | **37** | **2** | **20** | **(29)** |
| | | **Projected General Fund Reserves** | | | | |
| | (2,930) | Opening balance | (2,915) | (1,578) | (1,576) | (1,556) |
| 18 | 0 | Transfer to Smoothing Reserve | 1,300 | 0 | 0 | 0 |
| 19 | **(2,915)** | **Closing Balance** | **(1,578)** | **(1,576)** | **(1,556)** | **(1,585)** |

**THREE YEAR REVENUE BUDGET FINANCIAL PROJECTION**

**Notes**

**1** The net budget is taken from the 2022/23 budget at Annex 1.

**2** Increased salary costs reflect assumed inflation at 2% pay settlement for the planning period.

**3** Pension backfunding reflects the increases in backfunding required by the fund actuaries based on the current triennial valuation.

**4** Inflation on major contracts has been assumed at 2% for the planning period.

**5** Inflation on all other expenditure will aim to be limited to the current budget level, however a small allowance of 2% has been forecast to allow some limited growth.

**6** Increases in general income received (excluding specifically budgetted items such as car parking) assumed at 2% inflation.

**7** Total corporate adjustments.

**8** Forecast NDR funding, including impact of inflation & assumptions for impact of inflation and business changes.

**9** It is anticipated that RSG will cease from 2023/24.

**10** It is anticipated that the Lower Tier Services and 2022-23 Sevices grants will cease from 2022/23.

**11** The collection fund surplus is distributed to the precepting authorities pro rata to their share of the precepts.

**12** Council Tax is forecast to increase by £4.95 (band D) per annum for the rest of the planning period. A 1% per annum increase in the tax base has also been assumed.

**13** New Homes Bonus forecast to reduce proprtionatley over the next 4 years.

**14** Additional funding received in 2021/222 is assumed to cease from 2022/23.

**15** Forecast (surplus) / deficit.

**16** Target savings / income required in future years.

**17** Revised (surplus) / deficit after target savings.

**18** Proposed one-off transfer to Smoothing reserve in 2022/23.

**19** Forecast General Fund Balance.

# OFFICE OF THE CHIEF EXECUTIVE

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

## LEADERSHIP SUPPORT

### Leadership Support

This team is mainly concerned with the formulation of policy and strategy, including corporate planning, and updates to the State of the District, the development and delivery of the Health and Wellbeing agenda and strategic Public Health liaison. The team also supports the Corporate Management Team and the Executive, through project-based work, CMT and Leadership Forum co-ordination and attendance. Performance reporting also sits within the Team, monitoring, reporting and commenting on the Council's performance and benchmark to other authorities where possible to measure efficiency and value for money.

### Communications, PR & Marketing

The Communications Team provides a comprehensive range of support services to the Council, including handling all press and media enquiries, and the promotion of Council services. The team is responsible for, press releases, social media, the Council's Keep Me Posted e-mail alert service, and the DDC e-newsletter. The team also includes an externally funded communications post to support the Aylesham Garden Village development.

### External Funding

The team is also responsible for supporting key officers to identify and bid for external funding to support corporate projects. This includes bids to major national funders, such as the various National Lottery funds, and central government. The team has been successful in securing major funding for the Council from the Ministry of Housing, Communities and Local Government, the Heritage Lottery Fund, and Sport England.

### Creative Services

The team provides in-house Creative Services, including graphic design, photography, video and drone services. The team is also responsible for Print Unit services for in-house printing and Mail Room services. The Creative Services Team ensure the Council's brand and corporate identity are adhered to in all communications. Both the Print Unit and Mail Room also support partner organisations.

## GOVERNANCE, LEGAL AND HR & PAYROLL

### Monitoring Officer

The Monitoring Officer, (who is the Solicitor to the Council) has the traditional responsible for advising all members and officer about vires, maladministration and probity in accordance with section 5 of the Local Government and Housing Act 1989. The Monitoring Officer also has a role in advising where particular decisions were, or are likely to be, contrary to or not in accordance with the budget and policy framework. In addition, he also has responsibilities (deriving from Part 7 of the Localism Act 2011) in relation to the promotion and maintenance of the ethical standard of councillors serving on the District Council and the 35 town and parish council within the District Council's administrative

area. This includes the initial consideration of complaints made about District, Town and Parish Councillors.

**Data Protection Officer**

Article 37 of General Data Protection Regulation 2016 requires a public body to designate a Data Protection Officer. The minimum tasks of the Data Protection Officer are:-

- To inform and advise the organisation and its employees about their obligations to comply with the GDPR and other data protection laws.
- To monitor compliance with the GDPR and other data protection laws, including managing internal data protection activities, advise on data protection impact assessments; train staff and conduct internal audits.
- To be the first point of contact for supervisory authorities and for individuals whose data is processed (employees, customers etc).

The Data Protection Officer must be able to perform their duties in an independent manner and the Council may not give the Data Protection Officer instruction on exercising their role. The Solicitor to the Council is the Council's designated Data Protection Officer.

**Legal Services**

This section is responsible for providing a full legal service to the Council. This includes corporate and service specific legal advice, together with legal support to the Monitoring Officer and legal advice and support to the Executive and all Committees of the Council. The legal service includes planning law, conveyancing, employment law, property law and support for the Council's regulatory functions (including both civil and criminal court work).The Legal team continues to be heavily involved in supporting the regeneration agenda and advising on numerous matters including a number of housing development schemes.

**HR & Payroll**

**Human Resources** –. This service provides HR services to the Council and is responsible for advising on all HR matters including recruitment, retention, absence and performance management, and disciplinary and grievance matters, together with more strategic work such as succession planning and learning and development. is.

**Payroll** – this Council is the host Authority for the East Kent Shared Payroll & Systems Service, which is a shared service governed under a Joint Committee arrangement (East Kent Services Committee) and shared with Canterbury and Thanet Councils. This provides and manages a full Payroll provision for the Council and the other partner councils in the shared arrangement. This payroll service includes payment of staff, statutory and other deductions, production of interfaces to the general ledger, the production of statutory returns and liaison with statutory bodies. System security is managed within the team for all users.

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

**Democratic Services**

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

**Chairman and Leader of the Council** - The section provides secretarial and administrative support to the Leader of the Council and the Chairman of the Council. In addition, civic events organised by

the Chairman to commemorate such events as Merchant Navy Day, Armed Forces Day and Commonwealth Day are organised by the section

**Corporate Services**

This section is responsible for a number of corporate services of which the main areas are:

- Provide insurance cover for the Council's assets and liability risks;
- Administer all Freedom of Information and Data Protection requests responding to FOI requests within the time constraints laid down by the Information Commissioner;
- Administer complaints made against the Council and Members;
- Identification and mitigation of key corporate and project risks; maintain the Risk Registers
- Administration of the Breathing Space arrangements
- Administer RIPA (Regulation of Investigatory Powers Act) and SPOC (Single Point of Contact applications) – ensure that any surveillance work is properly authorised in accordance with legislation;
- Act as the central point of reference to promote and advise on equality issues throughout the Council's services;
- Administer the Council's document retention and National Fraud Initiative schemes;
- Provide other corporate services such as, project support, job evaluation & employment management support and numerous other areas.

**Electoral Services**

Electoral Services are responsible for the organisation and conduct of Parliamentary, Police and Crime Commissioner Elections, County Council, District Council and Parish Council elections and by-elections within the district. Electoral Services are also responsible for the conduct of local and national referenda, parish polls and reviewing polling districts and places. The costs incurred in the conduct of elections are met by the body concerned. The Council is obliged to appoint an officer of the Council to act as Returning Officer (RO) to undertake their statutory duties. The officer acts as Acting Returning Officer at Parliamentary Elections, the Deputy Returning Officer at County Council Elections and the Local Returning Officer at Police and Crime Commissioner Elections. The Council is also obliged to appoint an officer of the Council to act as Electoral Registration Officer (ERO) to undertake their statutory duties. The Electoral Services Team are responsible for maintaining the Register of Electors on behalf of the ERO throughout the year, which includes running a district wide canvass of all households from July to December each year.

**COMMUNITY AND DIGITAL SERVICES**

**Community Development**

The Community Development Team strive to build social capacity throughout the Dover District by providing support for the District-wide community in the delivery of a wide range of community based projects including:

- Researching and publicising funding opportunities and supporting communities in bidding for funding, facilitating community consultations on behalf of DDC and information sharing events.
- Delivery of the Inspire programme to support vulnerable young people in our District.
- Other activities include administrating the Event Process and liaising with other departments to facilitate events across the District.

This is done by building social capital by developing confident communities with a sense of place and who are engaged and empowered in the decision-making process; raising the District's profile to create a sense of pride of place within the community and to raise awareness of opportunities for

inward investment; developing partnerships to create opportunities for people to learn new skills through employment and volunteering; building community cohesion through events which bring people together to celebrate and to raise the District's distinctive profile; and working to secure a higher level of external funding into the District to support communities and to develop/broker skills, training and learning opportunities through partnerships with education providers to address local business needs and build self-sufficiency in communities.

**Community Safety**

The Council facilitates the Dover District Community Safety Partnership (CSP), a group of agencies including Dover District Council, Kent Police, Kent County Council, Kent Fire and Rescue Service, the Probation Service (encompassing National Offender Management and Community Rehabilitation Company) and the Clinical Commissioning Groups. The Kent Police and Crime Commissioner provides the funding for this partnership.

The Dover District Community Safety partnership is a group of agencies who come together to ensure Dover district remains a safe place to live, work and visit. The Partnership funds many initiatives across the district, tackling community safety issues identified by our communities.

We have an excellent record of working together and Dover district is one of the safest places to live, work and visit in the county. We are determined to continue to improve our performance and are confident that with the continued commitment of our partners and by improving our work within the communities, we will succeed in making Dover district a safer place. The Council is continuing to embed crime reduction activities in all its services (the Section 17 Project).

The Community Services Team are also responsible for DDC's approach to Unauthorised Encampments, Events, Emergency Planning, Business Continuity and all Safeguarding issues (Child and Adult Protection) and the Disclosure and Barring Service checks within the authority.

**CCTV**

We have operated a Closed Circuit Television (CCTV) system since 1994. Cameras are strategically located around the town centres in Dover, Deal and Sandwich. The camera network is recorded 24 hours a day, 365 days a year. CCTV has proved itself in recent years to be a powerful weapon in the continuing fight against crime, particularly when integrated with other crime reduction methods such as retail 'radio-link' systems.

The system is used to help provide a safer environment for everyone by:

- Helping to reduce the fear of crime;
- Assisting partner agencies to help those most at risk including missing and vulnerable persons;
- Helping to catch and prosecute those who commit crime or public order offences;
- Providing evidential material for court proceedings;
- Assisting with traffic flow through the town but not to enforce minor traffic laws;
- Assisting in the detection and prevention of crime.

Dover District Council, Kent Police, the Town Councils in Dover, Deal and Sandwich, Aylesham Parish Council and Dover District Chamber of Commerce are of the view that CCTV diminishes incidents of crime and public disorder where it is either in place or will subsequently be introduced.

We have re-located our CCTV Control Room from Maison Dieu, Dover to our main council offices at Whitfield and is now imbedded within the community services department. The relocation has also benefited from an entirely new state of the art CCTV system including an upgraded infrastructure across the entire district which includes the introduction of five new ANPR cameras located across the district. We have expanded our coverage into Aylesham for the first time with two new cameras that are fully operational.

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

**Digital Services**

The Digital Services Team shape and implement the Council's digital vision. The role of the service includes:

- Maintaining the Council's websites to meet customer needs and deliver business objectives to change behaviours and achieve channel shift.
- Influencing the Council's approach to digital, using insight and analytics to understand the customer.
- Providing advice and guidance to ensure the Council's digital initiatives are aligned and customer focussed.
- Supporting departments in implementing new ways of working via digital reviews, to replace outdated legacy systems and processes.
- Responsible for co-ordinating the delivery of new and improved cost-effective ways of working and developing digital support services across the organisation.
- Responsible for increasing the quality and quantity of online services.

The Head of Community & Digital Services also acts as EKS ICT Client Officer.

## Chief Executive

Budget 2022/2023

| 2021/22 Sub-total | Description | FTE | Costs controlled by Head of Service: Employees | Other Costs | Income | 2022/23 Sub-total | Recharges and Other Adjustments | Total |
|---|---|---|---|---|---|---|---|---|
| **186,485** | CHIEF EXEC ADMIN TRADING ACCT | 3.62 | 249,703 | 17,420 | - | 267,123 | ( 267,123) | - |
| **128,150** | NON SERVICE SPECIFIC WORK | 0.00 | 70,000 | 92,070 | ( 17,000) | 145,070 | 737,965 | 883,035 |
| **314,635** | **Total Chief Executive** | **3.62** | **319,703** | **109,490** | **( 17,000)** | **412,193** | **470,842** | **883,035** |
| **154,015** | HEAD OF LEADERSHIP SUPPORT | 2.00 | 154,336 | 3,896 | - | 158,232 | ( 158,232) | - |
| **111,507** | DESIGN STUDIO | 3.00 | 84,877 | 9,855 | - | 94,732 | ( 94,732) | - |
| **105,369** | MAIL ROOM TRADING ACCOUNT | 2.68 | 87,602 | 13,434 | - | 101,036 | ( 101,036) | - |
| **202,403** | CORPORATE SUPPORT TRADING ACCT | 3.60 | 197,936 | 8,250 | - | 206,186 | ( 206,186) | - |
| **17,020** | PRINT UNIT TRADING ACCOUNT | 0.00 | - | 44,510 | ( 17,000) | 27,510 | ( 27,510) | - |
| **44,050** | EMERGENCY PLANNING | 0.00 | 25,000 | 18,754 | - | 43,754 | 39,170 | 82,924 |
| **19,690** | UNAPPORTIONABLE OVERHEADS | 0.00 | - | 11,024 | - | 11,024 | 350 | 11,374 |
| **( 13,850)** | PHOTOCOPIERS HOLDING ACCOUNT | 0.00 | - | 20,340 | ( 32,016) | ( 11,676) | 11,676 | - |
| **-** | MAIL ROOM POSTAGE ACCOUNT | 0.00 | - | 51,000 | ( 51,000) | - | - | - |
| **-** | CORPORATE PLANNING | 0.00 | - | - | - | - | 65,530 | 65,530 |
| **-** | HEALTH PROJECTS | 0.00 | - | - | - | - | 42,530 | 42,530 |
| **-** | COVID 19 EMERGENCY | 0.00 | - | 180 | - | 180 | 59,200 | 59,380 |
| **640,204** | **Total Leadership Support** | **11.28** | **549,751** | **181,243** | **( 100,016)** | **630,978** | **( 369,240)** | **261,738** |
| **256,531** | HEAD OF GOVERNANCE & LEGAL SVS | 2.80 | 242,890 | 14,881 | - | 257,771 | ( 257,771) | - |
| **242,455** | ELECTORAL SERVICES | 5.00 | 255,302 | 5,811 | - | 261,113 | ( 261,113) | - |
| **203,547** | DEMOCRATIC SERVICES | 5.00 | 210,491 | 24,883 | - | 235,374 | ( 235,374) | - |
| **72,750** | CORPORATE HR TRADING ACCOUNT | | 103,110 | 69,740 | - | 172,850 | ( 172,850) | - |
| **460,823** | LEGAL TRADING ACCOUNT | 10.91 | 660,732 | 44,212 | ( 28,200) | 676,744 | ( 676,744) | - |
| **-** | COUNCIL, CABINET & COMMITTEES | | - | - | - | - | 324,028 | 324,028 |
| **9,750** | CHAIRMANS ACCOUNT | | - | 10,033 | - | 10,033 | 19,949 | 29,982 |
| **270,390** | MEMBERS ACCOUNT | | - | 287,393 | ( 3,252) | 284,141 | 52,800 | 336,941 |
| **30,000** | LEGAL FEES HOLDING ACCOUNT | | - | 30,000 | - | 30,000 | - | 30,000 |
| **-** | ELECTIONS - ADMIN | | - | - | - | - | 92,800 | 92,800 |
| **-** | BOUNDARY REVIEW | | - | - | - | - | 350 | 350 |
| **79,500** | ELECTORAL REGISTRATION | | - | 94,360 | ( 500) | 93,860 | 275,113 | 368,973 |
| **1,625,746** | **Total Governance & Legal Services** | **23.71** | **1,472,525** | **581,313** | **( 31,952)** | **2,021,886** | **( 838,812)** | **1,183,074** |

| 2021/22 Sub-total | Description | FTE | Costs controlled by Head of Service: Employees | Other Costs | Income | 2022/23 Sub-total | Recharges and Other Adjustments | Total |
|---|---|---|---|---|---|---|---|---|
| **190,432** | COMMUNITY AND ENGAGEMENT | 1.50 | 119,361 | 22,788 | - | 142,149 | ( 142,149) | - |
| **339,119** | DIGITAL SERVICES TEAM | 13.00 | 712,403 | 64,337 | - | 776,740 | ( 776,740) | - |
| **390,160** | COMPUTER SERVICES TRADING ACCT | | - | 495,620 | - | 495,620 | ( 495,620) | - |
| **430,358** | COMMUNITY DEVELOPMENT TEAM | 9.00 | 372,757 | 38,845 | ( 15,334) | 396,268 | ( 396,268) | - |
| **163,171** | COMMUNITY SAFETY & CCTV TEAM | 7.00 | 235,548 | 4,784 | - | 240,332 | ( 240,332) | - |
| **207,131** | FUNDING & COMMUNICATIONS | 5.00 | 228,517 | 3,206 | - | 231,723 | ( 231,723) | - |
| **-** | BUSINESS CONTINUITY | | - | - | - | - | 12,790 | 12,790 |
| **-** | COMMUNITY DEVELOPMENT | | - | - | - | - | 281,521 | 281,521 |
| **2,500** | REGEN OFFICER AYLESHAM | | - | - | - | - | - | - |
| **24,636** | INSPIRE FUND | 2.00 | 65,908 | 816 | - | 66,724 | 5,030 | 71,754 |
| **-** | AYLESHAM GARDEN VILLAGE | | - | - | - | - | 27,860 | 27,860 |
| **4,500** | SPORTS STRTGY, IMPLMTN & GRNTS | | - | 4,500 | - | 4,500 | 810 | 5,310 |
| **122,955** | CCTV | | - | 86,446 | - | 86,446 | 180,474 | 266,920 |
| **( 20,450)** | CRIME AND DISORDER | 1.00 | 43,275 | 2,534 | ( 21,996) | 23,813 | 72,170 | 95,983 |
| **12,140** | ANTI-SOCIAL BEHAVIOUR | | - | 11,294 | - | 11,294 | 39,910 | 51,204 |
| **30,270** | CORPORATE PRESS & PUBLICITY | | - | 28,010 | - | 28,010 | 97,747 | 125,757 |
| **-** | ASPIRE PROJECT | 1.00 | 43,275 | 298 | - | 43,573 | 2,050 | 45,623 |
| **-** | AYLESHAM COMMUNITY DEVELOPMENT MANAGER | 2.00 | 76,857 | 3,096 | - | 79,953 | 4,120 | 84,073 |
| **-** | DOVER CASTLE ON THE DEFENSIVE | | - | 1,500 | - | 1,500 | - | 1,500 |
| **-** | SE STRATEGIC PRTNP MIGRATION | | - | - | - | - | 360 | 360 |
| **1,896,923** | **Total Community Services** | **41.50** | **1,897,901** | **768,074** | **( 37,330)** | **2,628,645** | **( 1,557,990)** | **1,070,655** |
| | | | | | | | | |
| **4,477,508** | **TOTAL CHIEF EXECUTIVE** | **80.11** | **4,239,880** | **1,640,120** | **( 186,298)** | **5,693,702** | **( 2,295,200)** | **3,398,502** |

# STRATEGIC DIRECTOR OF CORPORATE RESOURCES

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

## FINANCE AND INVESTMENT

### Financial Administration

Section 151 Local Government Act 1972 requires the Council to make arrangements for the proper administration of its financial affairs and to make one of its officers responsible for the administration of those affairs. The Strategic Director (Corporate Resources) is that officer.

### Accountancy

The Accountancy team is responsible for the General Fund revenue accounts, the capital and project budgets, the Housing Revenue Account, supporting the regeneration and investment agenda and technical matters such as VAT and Treasury Management.

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

### Procurement, Creditors and Income

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

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

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

### Strategic Housing

**Housing Policy -** The service provides support to teams delivering housing services across the Council, in connection with the production of policy information and local and national monitoring returns. The service reviews and monitors statutory obligations in relation to the production of housing strategies and returns.

- **Affordable Housing Delivery -** The service was established to deliver new Council owned affordable housing. An initial target of a programme of 500 new homes has been approved by Cabinet and the first of these new homes have been completed. The service predominantly

delivers homes for affordable rent, but also delivers shared ownership homes, accessible properties, and interim homes for the homeless. The Key Partnerships are with Homes England, with whom the Council is an Investment Partner, and with Kent Housing Group.

- **Community Led Housing -** The Community Led Housing service was established in 2018 following the award of government funding. The service supports our communities to become involved in the delivery of new affordable homes in the district. A hub has been established to provide information, support, education and start-up grants for communities. The hub works closely in partnership with the other East Kent Authorities, and also with the newly created Kent Community Housing Hub, as well as with national organisations supporting community led development.

- **Self Build Housing -** The statutory functions relating to self-build under the Housing and Planning Act 2016, including the maintenance of a self build register and support for self build in the district are delivered via the Self-build housing service. This service provides information and training to potential self builders and liaises closely with Development Management in relation to the availability of self build plots in the district.

**Strategic Housing and Enabling -** The service is responsible for developing a strategic approach which will help meet the housing needs in the district and contribute to the development of sustainable communities. The strategic housing function plays an important role in enabling the provision of affordable housing in the district. This is through partnership working with other affordable housing providers such as Registered Providers, through development of new Council Housing stock, direct by the Council, and through liaison with developers to ensure affordable homes are delivered on new housing developments in line with Council Planning Policy. In 2022, the Council will have a statutory requirement to approve the sale of properties delivered by developers via the First Homes scheme, a new form of Affordable Home Ownership product. This function will sit within the Strategic Housing service. The service plays an important role liaising with external agencies such as Homes England, with whom the Council is an investment partner, and Kent Housing Group in order to support delivery of new affordable housing in the district.

## HOUSING SERVICES

### Housing Needs

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

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

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

The Council's strategic approach to addressing homelessness has recently been reviewed and a new 5 year strategy for Homelessness and Rough Sleeping Strategy was adopted by the Council in May 2021. The strategy builds on past successes and existing partnerships across the Dover District, sets priorities that reflect our commitment to continue developing existing initiatives and an action plan for their achievement.

### Housing Management Service

Dover District Council is the major social landlord in the district with 4326 homes at 1 April 2021. Responsibility for tenancy management and property management/investment is now split between the Strategic Directors of Corporate Resources and Operations & Commercial with teams reporting to each. Housing management service delivery functions are the responsibility of the Strategic Director (Corporate Resources).

Since 1 October 2020 the housing service has been managed 'in house' and there are currently 34 members of staff in the housing team delivering services in the following areas:

- Tenancy lettings and mutual exchanges
- Tenancy management
- Estate management
- Sheltered housing
- Income collection and arrears management
- Resident involvement
- Customer services
- Reports of ASB and neighbour nuisance

After 1 October 2020 officers at DDC assumed responsibility for the project management of the upgrade of the EKH single IT system to a cloud based version and for its separation into four distinct contracts. Each authority now has its own separate system and significant work has taken place at DDC to develop, build and roll out new IT modules dealing with repairs and document management and workflow.

## REGULATORY SERVICES

### Licensing

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

- Alcohol, public entertainment and late night refreshments, including Temporary events,
- Gambling,
- Private Hire and Hackney Carriages vehicles, drivers and operators,
- Animals - boarding and breeding establishments, Riding establishments, Zoo's, Pet Shops, Dangerous Wild animals
- Beauty Treatments – Tattooing, piercing, acupuncture, electrolysis etc.
- Street Trading
- Scrap Metal

### Environmental Protection

- **Pollution Control** - the primary aim of the service is to facilitate acceptable standards for those living, working or visiting the district in respect of air, land and water quality. In particular, the team has a key role in fulfilling the Council's statutory duties in relation to Air Quality Management, Contaminated Land and Drinking and Bathing Water Quality.

- **Environmental Protection** - the team responds to service requests relating to a range of public health and environmental issues. There is a statutory duty to investigate potential statutory nuisances, which include noise (from commercial and domestic premises, burglar and car alarms etc.), dust, smoke (e.g. bonfires), odours, fumes, animals, etc. In addition, service requests relating to matters including drainage, rodents, accumulations on private land, filthy and verminous premises and dark smoke from industrial/commercial premises are also responded to.

- **Public Health Act burials** – the team is responsible for arranging funerals undertaken under relevant Public Health legislation.

**Environmental Crime**

A team of uniformed and non-uniformed staff, combined with an external contractor seek to promote behavioural change through a range of enforcement and educative activities with the aim of creating a cleaner, safer and greener environment. The work of the team is supplemented and enhanced by partnership working with Kent Police, KCC, Parish Councils etc. The principal focus of this team area is to tackle environmental crimes including:

- Littering
- Enforcement of the Council's PSPO e.g. Dog Fouling
- Stray Dogs
- Fly tipping
- Trade waste
- Accumulations of rubbish

**Planning Enforcement**

The team investigate breaches of planning control, including responding to complaints raised by interested parties, and taking formal enforcement action in appropriate cases. In addition they deal with appeals to the planning inspectorate against enforcement notices, prosecute for non-compliance with notices and organise Direct Action where necessary. The team are also driving forward the Councils Town Centre Initiative s215 work which is seeking to improve the appearance and condition of Dover Town.

**Private Sector Housing**

Services provided by the Private Sector Housing team comprise:

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

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

The service has been very successful over the years in bringing long term empty properties back into use. It works closely with KCC on a partnership project which provides funding to bring empty property back into use.

**PORT HEALTH & PUBLIC PROTECTION DEPARTMENT**

**Food Safety and Hygiene Controls -** This department undertakes visits and inspections of food establishments on a programmed, risk rated basis to ensure that appropriate standards of food hygiene are maintained. It also operates the National Food Hygiene Rating Scheme throughout the area, as well as investigating complaints of unsound food / unhygienic premises and potentially infectious staff within the district and Port district.

**Infectious Diseases** – This department is responsible for investigation and enforcing infectious disease controls, including new and emerging COVID control measures as directed by the UK Health Security Agency and notifications received via the Coast Guard, Trading Standards, Border Force and the Police within the district and Port district.

**Health and Safety at Work -** The Council is the main enforcing authority for retail, wholesale distribution and warehousing, hotel and catering premises, offices, and the consumer/leisure industries. This department is responsible for investigating complaints and accidents (including fatalities), occupational diseases and dangerous occurrences. The Council uses a number of intervention approaches to regulate and influence businesses in the management of health and safety risks including:

- Provision of advice and guidance to individual businesses or groups;
- Proactive interventions including inspection;
- Reactive interventions e.g. to investigate an accident or complaint;
- Inspectors may use enforcement powers, including formal enforcement notices, to address occupational health and safety risks and secure compliance with the law.

**Corporate Health & Safety –** The Council is responsible for ensuring the health, safety and welfare of its staff and all those impacted by its undertaking.

**Port Health – Maritime & Imported Food Controls -** Dover District Council is the Port Health Authority for the Port of Dover. This department is responsible for the Port Health function, which includes maritime activities within the port district, such as water samples, waste and pest control and the inspections of vessels (fishing boats, ferries, tugs and cruise ships), to ensure that infectious diseases are controlled, food hygiene standards are maintained and to issue Ship Sanitation Certificates to demonstrate that vessels are free from pests and infection. Imported Food Controls ensure that food imported into the UK via Dover Port are in compliance with imported food controls and are safe to eat. This is achieved through the examination of imported food documentation, and when required the physical inspection and sampling of food including sampling.

## SHARED SERVICES

### East Kent Audit Partnership

This Council is the host of the East Kent Audit Partnership and therefore the team forms part of the directorate. The four East Kent authorities Canterbury City Council, Dover District Council, Folkestone & Hythe District Council, and Thanet District Council formed the East Kent Audit Partnership (EKAP) to deliver a professional, cost effective, efficient, internal audit function. A key aim for the EKAP is to build a resilient internal audit service that provides opportunities to share best practice, acting as a catalyst for change and improvement as well as providing assurance on the risk, governance and control arrangements in place. The service delivers an agreed annual internal audit plan, undertakes special investigations and reports an annual opinion to the s151 Officer and also independently to the Governance Committee.

**EK Services**[1]

The Strategic Director of Corporate Resources, or officers responsible to him, act as the lead officers for the following services which are provided jointly for Dover, Thanet & Canterbury by East Kent Services (EKS) under a joint committee arrangement, the East Kent Services Committee (EKSC). The services are fully delegated to the EKSC who in turn have delegated the full responsibility for the services to the Head of Shared Services who is also responsible for the EKHR service in a different capacity, namely as the Head of Collaborative Services. EKS provides the following services to Dover District Council and the other partner councils in the shared arrangement (it should be noted that Revenues, Benefits and Customer Services are outsourced by the East Kent Councils to Civica and EKS acts as a joint strategic client on behalf of the three East Kent Councils).

Civica have notified the three Councils that they will not be active in the market when the current contract ends in 2025 and discussions are now underway between the three Councils and Civica as to whether the current contract should be (consensually) terminated early and how the service should be provided in the future. The stability and continuity of the service will be a key objective in these considerations.

**Revenues**

Council Tax has to be calculated, billed and collected for over 54,000 dwellings within the district. Council Tax includes monies billed and collected for Dover District Council, Kent County Council, The Police & Crime Commissioner for Kent, Kent and Medway Fire and Rescue and the district's town and parish councils. The service target is to collect 96.84% of Council Tax in the year.

Business Rates / Non Domestic Rates (NDR) also have to be calculated, billed and collected for around 4,200 businesses in the district. NDR is distributed by the council to the Government, KCC, Police, Fire and Rescue. The service target is to collect at least 98.20% of NDR by end of financial year.

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

**Benefits**

The service anticipates that it will pay out benefits and financial assistance to 1,700 council tenants, over 2,500 private tenants and more than 9,100 council tax payers.

Universal Credit has been in place in the district since 2017, and the service will work with the Department for Work and Pensions (DWP) to move those claiming housing benefit to UC between now and 2025.

**Customer Services**

Customer Services provides on-line, telephone, and face to face service delivery for all customers. The service is seeking to increase the level of electronic service provision and self-service by customers. Innovation around electronic service provision for the council as a whole, seeking to drive through efficiency and service transformation, will be integrated with coordination of the Local Land and Property Gazetteer. In addition, the service will continue to work with us to develop our website and further develop the system to enable increased self-service and reduced paper transactions

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

## ICT

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

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

## Corporate Resources

Budget 2022/2023

| | Costs controlled by Head of Service | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2021/22 Sub-total | Description | FTE | Employees | Other Costs | Income | 2022/23 Sub-total | Recharges and Other Adjustments | Total |
| **135,098** | STRATEGIC DIRECTOR - CORPORATE RESOURCES | 1.00 | 134,942 | 4,531 | - | **139,473** | ( 139,473) | **-** |
| **135,098** | **Total Strat Director Of Corporate Resources** | **1.00** | **134,942** | **4,531** | **-** | **139,473** | **( 139,473)** | **-** |
| **108,350** | HEAD OF FINANCE & INVESTMENT | 1.00 | 111,061 | 638 | - | 111,699 | ( 111,699) | - |
| **566,907** | ACCOUNTANCY TRADING ACCOUNT | 12.54 | 565,986 | 151,395 | - | 717,381 | ( 717,381) | - |
| **245,034** | PROCUREMENT, CREDITORS &INCOME | 8.30 | 307,313 | 25,115 | - | 332,428 | ( 332,428) | - |
| **126,852** | HOUSING DEVELOPMENT | 7.68 | 321,540 | 10,090 | - | 331,630 | ( 331,630) | - |
| **117,070** | SPECIAL FEES AND PAYMENTS | | - | 80,000 | ( 5,000) | 75,000 | 1,210 | 76,210 |
| **35,000** | TREASURY MANAGEMENT | | - | 35,004 | - | 35,004 | 20,633 | 55,637 |
| **1,908,550** | BACKFUNDING & OTHER PENSION COSTS | | - | 1,452,718 | ( 69,890) | 1,382,828 | ( 509,340) | 873,488 |
| **251,160** | GRANTS TO VOLUNTARY ORGS | | - | 240,680 | - | 240,680 | 11,680 | 252,360 |
| **-** | OFFICE TELEPHONES HLDG ACCOUNT | | - | 48,400 | ( 53,924) | ( 5,524) | - | ( 5,524) |
| **3,358,923** | **Total Finance and Investment** | **29.52** | **1,305,900** | **2,044,040** | **( 128,814)** | **3,221,126** | **( 1,968,955)** | **1,252,171** |
| **250** | AUDIT TRADING ACCOUNT | | - | 250 | - | 250 | ( 250) | - |
| **164,270** | CORPORATE INCOME COLLECTION | | - | 172,160 | - | 172,160 | ( 172,160) | - |
| **162,880** | DDC @ YOUR SERVICE | | - | 170,390 | - | 170,390 | ( 170,390) | - |
| **400,070** | COUNCIL TAX-COST OF COLLECTION | | - | 948,350 | ( 422,410) | 525,940 | 13,520 | 539,460 |
| **( 36,590)** | NNDR - COST OF COLLECTION | | - | 155,960 | ( 188,504) | ( 32,544) | 7,870 | ( 24,674) |
| **574,530** | BENEFITS & SUBSIDIES | | - | 23,183,270 | ( 22,580,910) | 602,360 | 17,880 | 620,240 |
| **1,265,410** | **Total Strategic Corporate Services** | **0.00** | **-** | **24,630,380** | **( 23,191,824)** | **1,438,556** | **( 303,530)** | **1,135,026** |

| 2021/22 Sub-total | Costs controlled by Head of Service<br>Description | FTE | Employees | Other Costs | Income | 2022/23 Sub-total | Recharges and Other Adjustments | Total |
|---|---|---|---|---|---|---|---|---|
| **127,224** | HEAD OF REGULATORY SERVICES | 1.00 | 111,061 | 8,056 | - | 119,117 | ( 119,117) | - |
| **173,486** | ENVIRONMENTAL CRIME TRADING ACCOUNT | 6.00 | 258,303 | 23,429 | - | 281,732 | ( 281,732) | - |
| **279,803** | ENVIRONMENTAL PROTECTION | 3.59 | 172,962 | 21,617 | - | 194,579 | ( 194,579) | - |
| **342,180** | PUBLIC PROTECTION | 8.84 | 466,119 | 14,620 | - | 480,739 | ( 480,739) | - |
| **311,445** | PLANNING ENFORCEMENT TRADING ACCOUNT | 6.65 | 304,497 | 15,969 | - | 320,466 | ( 320,466) | - |
| **186,743** | LICENSING ADMIN TRAD ACCOUNT | 4.00 | 178,800 | 11,771 | - | 190,571 | ( 190,571) | - |
| **454,986** | CORPORATE HEALTH & SAFETY | 1.00 | 55,130 | 20,424 | - | 75,554 | ( 75,554) | - |
| **100** | PEST CONTROL | | - | 680 | - | 680 | 26,410 | 27,090 |
| **16,545** | ENV PROTECTION ENFORCEMENT | | 3,000 | 28,875 | ( 21,440) | 10,435 | 256,542 | 266,977 |
| **9,800** | DOG CONTROL MEASURES | | - | 12,602 | ( 2,246) | 10,356 | 262,379 | 272,735 |
| **( 20,220)** | ENVIRONMENTAL CRIME | | - | 2,152 | ( 20,996) | ( 18,844) | 85,400 | 66,556 |
| **5,610** | PLANNING ENFORCEMENT | | - | 4,724 | - | 4,724 | 381,382 | 386,106 |
| **63,233** | FOOD SAFETY AND HYGIENE | | - | 10,800 | ( 525) | 10,275 | 171,449 | 181,724 |
| **-** | HEALTH AND SAFETY AT WORK | | - | - | - | - | 131,561 | 131,561 |
| **61,988** | PORT HEALTH | | 7,800 | 15,784 | ( 91,863) | ( 68,279) | 207,104 | 138,825 |
| **( 76,500)** | LICENSING | | - | 27,504 | ( 106,704) | ( 79,200) | 118,220 | 39,020 |
| **( 14,070)** | MISCELLANEOUS LICENSING | | - | 5,004 | ( 19,054) | ( 14,050) | 63,971 | 49,921 |
| **( 13,200)** | GAMBLING ACT 2005 | | - | - | ( 11,884) | ( 11,884) | 13,990 | 2,106 |
| **( 62,730)** | HACKNEY CAR & PRIVATE HIRE | | - | 12,372 | ( 75,206) | ( 62,834) | 99,858 | 37,024 |
| **1,602,150** | PRIVATE SECTOR HOUSING (incl. Renov'n Grants) | 6.81 | 337,710 | 1,298,966 | ( 42,140) | 1,594,536 | 72,470 | 1,667,006 |
| **-** | HEAD OF PORT HEALTH | 1.00 | 108,071 | 3,210 | | 111,281 | ( 111,281) | - |
| **-** | POLLUTION CONTROL | | - | 2,500 | - | 2,500 | - | 2,500 |
| **-** | PORT HEALTH AUTHORITY | 196.35 | 9,892,022 | 2,980,363 | ( 12,543,494) | 328,891 | 1,659,320 | 1,988,211 |
| **500** | CALL OUT PAYMENTS - NOISE POLLUTION | | 2,404 | 30 | - | 2,434 | - | 2,434 |
| **3,449,071** | **Total Regulatory Services** | **235.24** | **11,897,879** | **4,521,452** | **( 12,935,552)** | **3,483,779** | **1,776,017** | **5,259,796** |
| **98,873** | HEAD OF HOUSING | 1.00 | 105,080 | 4,708 | - | 109,788 | ( 109,788) | - |
| **561,234** | HOUSING NEEDS TRADING ACCOUNT | 16.83 | 656,728 | 16,769 | - | 673,497 | ( 673,497) | - |
| **( 14,130)** | KENT HOMECHOICE | 1.00 | 55,131 | 136,503 | ( 206,824) | ( 15,190) | 15,190 | - |
| **301,000** | HOMELESSNESS | | - | 1,061,842 | ( 935,374) | 126,468 | 516,957 | 643,425 |
| **-** | RENT DEPOSIT SCHEME | | - | 10,000 | ( 10,000) | - | - | - |
| **7,000** | HOUSING STRATEGY | | - | 7,000 | - | 7,000 | - | 7,000 |
| **28,550** | COMMUNITY HOUSING FUND | | - | 56,800 | - | 56,800 | 25,364 | 82,164 |
| **13,810** | CHOICE BASED LETTINGS | | - | 9,782 | - | 9,782 | - | 9,782 |
| **-** | HOUSING GENERAL NEEDS | 20.22 | 737,909 | 22,709 | - | 760,618 | ( 760,618) | - |
| **-** | HOUSING RENTS | 7.54 | 296,996 | 9,998 | - | 306,994 | ( 306,994) | - |
| **-** | ROUGH SLEEPING | | - | 300,000 | ( 250,000) | 50,000 | 8,840 | 58,840 |
| **996,337** | **Total Housing Services** | **46.59** | **1,851,844** | **1,636,111** | **( 1,402,198)** | **2,085,757** | **( 1,284,546)** | **801,211** |
| | | | | | | | | |
| **9,204,838** | **TOTAL CORPORATE RESOURCES** | **312.35** | **15,190,565** | **32,836,514** | **( 37,658,388)** | **10,368,691** | **( 1,920,487)** | **8,448,204** |

# STRATEGIC DIRECTOR OF OPERATIONS AND COMMERCIAL

The Strategic Director of Operations and Commercial is responsible for a number of service areas, the most significant of which are those summarised below:

## COMMERCIAL SERVICES

### Refuse and Recycling Collections

The Council introduced new service arrangements for refuse and recycling collections in 2021, which provide residents with:

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

The contract for the collection of refuse and recycling with Veolia Environmental Services (UK), which extends until January 2029, has been awarded in partnership with Folkestone & Hythe District Council and Kent County Council (as the disposal authority). Dover is the lead authority within this partnership who manages the client team, which comprises staff from both Dover and FHDC based at the Dover District Council offices and manage the contract and are also responsible for promoting waste reduction, re-use and recycling to residents across the district.

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

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

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

### Street Cleansing

The section is responsible for the cleansing of the highways and Council owned land, in accordance with the provisions of the Environmental Protection Act 1990 and subsequent Code of Practice on Litter and Refuse (2006). This is carried out in accordance with standards set by Government, which define how quickly the Council has to clear such land. It covers litter, detritus (grit in the gutter), dog

fouling, weeds and leaves. These items are collected either manually or by using mechanical sweepers. The section also arranges the emptying of litter and dog waste bins.

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

The service is provided as part of contract with Veolia Environmental Services, which extends until January 2029 and also forms part of the partnership working and joint contractual arrangement with Folkestone & Hythe District Council administered by the Waste Services Section.

**Parking Services**

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

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

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

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

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

**Parks & Open Spaces**

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

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

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

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

**White Cliffs Countryside Partnership**
The White Cliffs Countryside Partnership was set up 25 years ago to help conserve and enhance the special coast and countryside of Dover and Folkestone & Hythe districts, and make it accessible to all. It is a partnership between Dover District Council, Folkestone & Hythe District Council, Kent County Council, Eurotunnel, Natural England, Environment Agency, Kent Downs AONB Unit, Kent

Wildlife Trust, National Trust, British Energy, British Nuclear Group, Affinity Water, Network Rail with financial contributions from the European Regional Development Fund, the Big Lottery and the Heritage Lottery Fund.

**Up on the Downs Project - now completed**

**The Finest Dour Project**
A National Lottery Heritage Funded Project to raise awareness about the incredibly important River Dour in Dover, through schools, training and community engagement.
Our Finest Dour came about from the River Dour Partnership (RDP) group seeking White Cliffs Countryside Partnership's help in getting the river more recognised. RDP is a group of volunteers who champion the importance of this chalk stream to councils, the public and other organisations. WCCP look after chalk grassland/nature reserves in Dover and Folkestone Districts and have been doing litter picks in the river, monthly for over ten years. It was felt by RDP that more needed to be done so WCCP won a successful National Lottery Fund of £95,000 for the river for three years 2018 – 2021.

**Kearsney Parks for People - now completed**
In 2016 DDC submitted a successful £3.1m bid to the Heritage Lottery Fund/Big Lottery Fund 'Parks for People' programme for a major scheme of restoration and improvement works at Russell Gardens and Kearsney Abbey. Our project manager and team have now appointed contractors to carry out works on the buildings and Landscape contracts. The first phase of clearance work took place in Russell Gardens during the winter of 2017, with the main restoration and improvement work starting in autumn 2020. The project is due to end in June 2021.

## ASSETS & BUILDING CONTROL

This service is divided into a number of key areas:

### Asset Management

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

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

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

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

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

**Oil Pollution -** In accordance with the County of Kent Oil Pollution Response Scheme, the District Council has responsibility to deal with pollutions by oil on beaches and with the threat of oil to beaches and to sea up to a depth of 5.5 metres at low water mark of ordinary tides or to a distance

of one mile from the shore, whichever is less. Areas beyond this extent are dealt with by Kent County Council.

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

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

**Corporate Properties -** The Council operates from a number of buildings within the District including the offices at Whitfield and Dover Gateway. The assets team are responsible for the effective management of each of the premises in terms of activities such as caretaking, cleansing and routine maintenance.

**Facilities Management**

The service covers a number of properties;

- **Dover Town Hall (Maison Dieu), Dover -** The main facilities at Dover Town Hall are the Stone Hall, Connaught Hall and the Council Chamber. There are also other smaller areas available for hire. The facilities are used for a variety of functions including wedding receptions, dinners, parties, dances, concerts, theatre, exhibitions, seminars, elections etc. but have been closed due to Covid the lease with Your Lease is due to be terminated in spring 2021 in order to facilitate major renovations and restoration of Burgess decorations and features. The Council was successful in the stage 2 bid to the Heritage Lottery Fund in September 2020. Enabling work is being undertaken prior to commencement of the main NHLF project. which involves major renovations and improvements to the building.

- **Deal Pier -** The present Pier, the third on this site, was officially opened by the Duke of Edinburgh in 1957. It provides opportunities for walking and fishing and has an architectural award winning café at the seaward end, which has been operated very successfully by the new tenant Deal Pier Kitchen Ltd since January 2019. There are two small shops at the entrance. The Pier itself is managed directly by the Council. Substantial maintenance works including concrete repairs, replacement seating, resurfacing of the stem, refurbishment of the pier head buildings, reglazing the shelters on the stem were undertaken during 2018 & 2019. Together these improvements have transformed the appearance of the pier and visitor experience.

- **Leisure Centres -** The new Dover District Leisure Centre at Whitfield opened in February 2019 and Places Leisure have reported that both membership levels and visits to the asset are both significantly higher than projections. The centre has been warmly welcomed by the community. Tides Leisure and Indoor Tennis Centre provides a wide range of facilities including a beach effect leisure pool with waterslides, ancillary pools, and other features, a four-court sports hall, fitness/health suite and a cafeteria. The Indoor Tennis Centre is an LTA Beacon status site, recognising its high quality and affordable community tennis programmes. The impact of Covid has been very significant for the leisure industry and Tides and Dover Leisure Centre are no exception the long term impacts are not known at the time of providing this report.

## Building Control

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

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

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

## Housing Maintenance

The responsibility for the maintenance of the Council's housing stock, of just over 4300 dwellings, reverted to Dover District Council with effect from 1st October 2020.

The Assets & Building Control team inherited a service with fundamental flaws in most, if not all, aspects of the service from poor customer service to loss of control of information systems, contracts needing to be relet and weak supervision of contractors.

The first priority to regain full control of the various aspects of health and safety compliance matters, such as electrical safety, has been achieved following a huge amount of hard work from the whole team. The Regulator for Social Housing withdrew regulatory notice on 15th December 2021.

The team has now broadened its focus not only to all the actions needed to return the service to the quality tenants should expect but also to address the challenges of climate change and adapting the housing stock both to reduce carbon emissions and to adapt it to a changing climate. The tasks are immense and some will take years rather than weeks or months to deliver.

A pilot study involving the refurbishment of the external walls, windows, roof coverings and rainwater goods of houses in Aycliffe completed in 2021 and has been evaluated. The conclusions reached was that tenants were very pleased with results but there is potential for open tendering to deliver additional value for money.

## INVESTMENT, GROWTH AND TOURISM

The Investment, Growth & Tourism Service represents a place management and marketing organisation for Dover District, leading, co-ordinating, supporting, informing and delivering growth, regeneration, tourism and strategic major projects across White Cliffs Country – all focused upon transformational change and positioning the District as a great place to live, work, visit, learn and invest.

The service is responsible for attracting funding and private sector investment into the District to aid and support the growth, regeneration and tourism agenda identified in the Council's Corporate Plan, Tourism & Visitor Economy Strategy*,[1] Economic Growth Strategy (emerging) and Local Plan (emerging). In addition, the service is also leading and engaged on several of the Council's major

[1] Reflecting the priorities and aims of the UK Government's 'Industrial Strategy' and 'Tourism Sector Deal'.

projects and strategic ambitions, while also supporting the Council's role in numerous external regeneration partnerships, funding organisations and tourism associations.

The Investment, Growth & Tourism Service also provides assistance and insight to strategic placemaking, marketing, engagement, transportation and planning activities, while identifying and implementing opportunities to provide clear vision and direction for the district, creating a vibrant place that directly supports and maximises opportunities for District residents, businesses and visitors.

The service also runs, in partnership with the Dover Museum Service, the White Cliffs Country Visitor Information Centre & Dover Museum Front of House (based at Dover Museum), as well as the Visitor Welcome Desk for Kent's Cruise Partnership (based at Dover Cruise Port).

## MUSEUM & TOURISM SERVICES

### Dover Museum

Dover Museum is one of the oldest museums in the UK, founded in 1836. Its three floors of exhibitions on the history of Dover and its award winning Bronze Age Boat Gallery are open free to the public. It operates a successful schools programme and works with young people, traditionally a hard to reach group for museums, to make the museum more relevant to them, and a team of volunteers is implementing a new collections plan relating to the national museums accreditation scheme. The museum is currently undertaking a project to relocate its reserve collections from the Maison Dieu to a new store. Staff at the museum are working on the Dover Town Hall NLHF project and the Urban Archaeological Database.

### Tourism & Visitor Economy

This Dover District Council service is the destination management & marketing organisation for the Dover District (including the character towns of Deal, Dover, Sandwich and wider environs), welcoming 4.7 million visitors a year, championing the district's £302 million tourism industry and supporting more than 6,000 jobs under the 'White Cliffs Country' brand (and new supporting sub-brands, including 'Invest in White Cliffs Country', 'Produced in White Cliffs Country', 'Events in White Cliffs Country' etc). The Council recognises that tourism is a crucial driver for holistic regeneration (social, cultural, physical and economic), destination development and our economy.

Focused upon the five strategic pillars of ideas, people, place, business environment and infrastructure, White Cliffs Country targets domestic and international markets to raise the district's profile as a 'great place to visit, invest, live, work and learn', improving experience, engagement, quality and skills within the industry, and growing investment in tourism. White Cliffs Country works with local, county, regional and national partners and industry groups as well as supporting local businesses to grow their tourism and visitor offering.

Following Dover District Council's new 'Destination White Cliffs Country – Growth Strategy for Tourism and the Visitor Economy 2020 to 2030[2]', the Corporate Plan 2020-2024 (Corporate Objective 1: Regeneration – Tourism & Inward Investment) and emerging Local Plan 2020 to 2040, this function has specific responsibility to deliver a diverse range of promotional, engagement and placemaking projects, as well as to provide a clear vision and direction for the district, creating a vibrant destination where everyone is recognised as a visitor and where tourism is everyone's business.

[2] Reflecting the priorities and aims of the UK Government's 'Industrial Strategy' and 'Tourism Sector Deal'

The service also runs, in partnership with the Dover Museum service, the White Cliffs Country Visitor Information Centre & Dover Museum Front of House (based at Dover Museum), as well as the Visitor Welcome Desk for Kent's Cruise Partnership (based at Dover Cruise Port).

For more information regarding White Cliffs Country and the district's Tourism & Visitor Economy please visit:

- www.whitecliffscountry.org.uk (consumer);
- www.whitecliffscountry.org.uk/industry-hub (business);
- Facebook - https://www.facebook.com/WhiteCliffsCountry/;
- Twitter - https://twitter.com/VisitDover; or
- Instagram - https://www.instagram.com/visitdover/.

## PLANNING, REGENERATION AND DEVELOPMENT

### Development Management (Regeneration Projects)

Contribute to the realisation of major projects and other significant schemes, including resolution of any conflict between corporate aspirations and planning principles and policies, collaborative working and project management. Work closely with the Inward Investment Team.

### Development Management (General / Other)

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

- Processing of planning and other formal applications submitted under the Town and Country Planning Acts and making determinations in accordance with policies and other material considerations and taking account of performance indicators;
- Negotiations to resolve conflict and secure better quality developments;
- Reporting applications to Planning Committee in accordance with the provisions of the Constitution;
- Responding to requests for fee-earning pre-application advice and discussion;
- Responding to other informal letters, e-mails or telephone enquiries about a wide range of matters and land charge enquiries;
- Seek to protect and enhance our heritage and environment, including settlements, buildings, and landscapes;
- Managing change so that it both complements and underpins the long term viability of the district;
- Promoting good urban design throughout the District;
- Responding to appeals against the refusal of applications, the imposition of conditions or the failure to determine applications, including the preparation and giving of evidence at informal hearings and public inquiries; and
- Support the Local Plans, Infrastructure and Heritage team work on the Local Plans, Supplementary Planning Documents and other issues.

### Local Land Charges

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

**Local Plans, Infrastructure and Heritage**

This Section brings together the Development Plan work that sets out the future of the District. The primary focus for the team is to prepare a District Local Plan, which will cover the period up to 2040. This has involved undertaking an assessment of the areas of land that have come forward for development under the 'Call for sites', refreshing Dover Transportation Study, and updating a number of open space strategies and preparation of the rest of the detailed evidence base to support the plan. An Infrastructure Delivery Plan is also being prepared to support the implementation of the plan.

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

. Other work in the Section includes, monitoring the payments pursuant to S106 Agreements, processing Listed Buildings applications and the implementation of the District Council's Heritage Strategy by empowering local groups to prepare Conservation Area Character Appraisals.

The Section promotes the Council's interests and is deeply engaged in the District regeneration agenda. It is also heavily involved in supporting the Council's major regeneration projects and related research, strategies and corporate priorities that are carried out by other services.

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

**Landowner Projects**

The section also has responsibility for assisting with developing and promoting regeneration projects where the Council has a land interest. and helping to steer projects through either the Local Plan or planning application processes.

**Support Services**

This section provides general support to the department including the validation, registration and consultation of all types of applications, answering customer queries on planning matters generally.

## Operations and Commercial

Budget 2022/2023

| Costs controlled by Head of Service | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2021/22 Sub-total | Description | FTE | Employees | Other Costs | Income | 2022/23 Sub-total | Recharges and Other Adjustments | Total |
| **220,818** | STRAT DIRECTOR - OPS & COMM | 1.00 | 125,404 | 15,581 | - | **140,985** | ( 140,985) | - |
| **220,818** | **Total Strategic Director (Operations & Commercial)** | **1.00** | **125,404** | **15,581** | **-** | **140,985** | **( 140,985)** | **-** |
| **1,215,066** | PROPERTY SERVICES | 26.86 | 1,350,510 | 95,258 | ( 6,000) | **1,439,768** | ( 1,439,768) | - |
| **8,111** | ASSET MAINTENANCE TEAM | 6.00 | 172,413 | ( 155,771) | - | **16,642** | 43,730 | 60,372 |
| **442,342** | OFFICE ACCOMMODATION-WHITFIELD | 1.22 | 30,303 | 450,130 | ( 2,300) | **478,133** | ( 478,133) | - |
| **68,410** | THE DOVER GATEWAY (CASTLE ST) | | - | 73,357 | ( 5,000) | **68,357** | ( 68,357) | - |
| **7,440** | MAISON DIEU PREMISES | | - | 13,512 | ( 3,508) | **10,004** | ( 388) | 9,616 |
| **1,020,597** | PROPERTY SERVICES HRA | 19.00 | 880,281 | 26,540 | - | **906,821** | ( 906,821) | - |
| **6,880** | CIVIC CAR | | - | 6,930 | - | **6,930** | ( 1,040) | 5,890 |
| **77,699** | PUBLIC CONVENIENCES | | - | 176,128 | ( 105,000) | **71,128** | 58,930 | 130,058 |
| **( 25,620)** | COAST PROTECTION | | - | 190 | ( 23,300) | **( 23,110)** | 321,270 | 298,160 |
| **931** | SECTION 38 | | - | 650 | - | **650** | 1,290 | 1,940 |
| **63,000** | STREETLIGHTING AND NAMING | | - | 131,700 | ( 80,000) | **51,700** | 66,090 | 117,790 |
| **-** | COUNTRYSIDE AND WATERWAYS | | - | | - | **-** | 5,790 | 5,790 |
| **16,900** | BUS SHELTERS | | - | 11,480 | - | **11,480** | 6,700 | 18,180 |
| **771** | PRECINCTS-DEAL AND DOVER | | - | 23,990 | - | **23,990** | 17,330 | 41,320 |
| **-** | ENVIRONMENTAL IMPROVEMENTS (DEPRECIATION ONLY) | | - | | - | **-** | 4,360 | 4,360 |
| **( 358,050)** | GARAGES GF | | - | 57,960 | ( 416,000) | **( 358,040)** | 316,190 | ( 41,850) |
| **( 71,550)** | SHOPS & SHOWROOMS GF | | - | 2,543 | ( 74,500) | **( 71,957)** | 36,210 | ( 35,747) |
| **25,100** | 55-61 CASTLE STREET ( FORMER CO-OP) | | - | 19,451 | - | **19,451** | 30,410 | 49,861 |
| **( 292,673)** | WHITFIELD COURT | | - | 41,690 | ( 309,962) | **( 268,272)** | 44,810 | ( 223,462) |
| **( 1,056,840)** | B&Q RETAIL WAREHOUSE | | - | 14,862 | ( 1,067,974) | **( 1,053,112)** | 6,770 | ( 1,046,342) |
| **( 197,197)** | MISC PROPERTIES-GENERAL | | - | 181,553 | ( 422,000) | **( 240,447)** | 695,200 | 454,753 |
| **-** | RELOCATION OF TRAVELLERS | | - | 180 | - | **180** | 810 | 990 |
| **45,340** | HALLS-TOWN HALL DOVER | | - | 449,490 | ( 340,000) | **109,490** | 733,510 | 843,000 |
| **-** | TIMEBALL TOWER, DEAL | | - | 120 | ( 500) | **( 380)** | 8,900 | 8,520 |
| **345** | PUBLIC CLOCKS AND MEMORIALS | | - | 802 | - | **802** | 3,870 | 4,672 |
| **( 25,310)** | DOLPHIN HOUSE | | - | 66,365 | ( 97,885) | **( 31,520)** | 31,520 | - |
| **-** | ENERGY EFFICIENCY GRANTS | | - | - | - | **-** | 25,850 | 25,850 |
| **( 60,074)** | BEACHES AND FORESHORES | | - | 21,253 | ( 79,550) | **( 58,297)** | 53,030 | ( 5,267) |
| **111,404** | DEAL PIER | 1.58 | 62,574 | 88,986 | ( 76,335) | **75,225** | 520,970 | 596,195 |
| **( 8,717)** | SANDWICH QUAY | | - | 5,450 | ( 14,300) | **( 8,850)** | 19,040 | 10,190 |
| **( 16,000)** | PROPERTY SERVICES EVENTS | | - | 5,000 | ( 21,000) | **( 16,000)** | 23,300 | 7,300 |
| **17,065** | BUILDING CONTROL | 5.61 | 344,625 | 31,353 | ( 325,000) | **50,978** | 148,630 | 199,608 |
| **( 845,353)** | DOVER LEISURE CENTRE | | - | 46,627 | ( 750,000) | **( 703,373)** | 682,270 | ( 21,103) |
| **120,377** | DEAL LEISURE POOL-TIDES | | - | 135,536 | - | **135,536** | 569,300 | 704,836 |
| **2,230** | DEAL TENNIS CENTRE | | - | 699 | - | **699** | 86,020 | 86,719 |
| **500,900** | CORPORATE MAINTENANCE | | - | 570,710 | - | **570,710** | - | 570,710 |
| **793,524** | **Total Assets & Building Control** | **60.27** | **2,840,706** | **2,594,724** | **( 4,220,114)** | **1,215,316** | **1,667,593** | **2,882,909** |

| Costs controlled by Head of Service | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2021/22 Sub-total | Description | FTE | Employees | Other Costs | Income | 2022/23 Sub-total | Recharges and Other Adjustments | Total |
| **108,250** | HEAD OF COMMERCIAL SERVICES | 1.00 | 108,071 | 3,408 | - | **111,479** | ( 111,479) | - |
| **77,346** | TRANSPORT & PARKING MANAGER | 1.00 | 72,522 | 1,778 | - | **74,300** | ( 74,300) | - |
| **272,814** | PARKS & OPEN SPACES ADMIN | 4.81 | 231,766 | 7,664 | - | **239,430** | ( 239,430) | - |
| **( 147,795)** | GROUNDS MAINTENANCE TEAM | 26.01 | 797,364 | 203,927 | ( 1,116,771) | **( 115,480)** | 115,480 | - |
| **146,082** | PARKING SERVICE ADMINISTRATION | 2.62 | 98,338 | 33,481 | - | **131,819** | ( 131,819) | - |
| **491,303** | PARKING OPERATIONS & ENFORCEMT | 15.49 | 501,925 | 43,507 | - | **545,432** | ( 545,432) | - |
| **206,330** | WASTE SERVICES TRADING ACCOUNT | 4.86 | 239,236 | 18,659 | ( 62,000) | **195,895** | ( 195,895) | - |
| **34,031** | PARKS FOR PEOPLE-KEARSNEY | | - | - | - | **-** | - | - |
| **-** | A/C BODY RCHG-SRB,S/START,WCCP | | - | - | - | **-** | 48,780 | 48,780 |
| **( 5,090)** | WHITE CLIFFS COUNTRYSIDE PROJ | 5.50 | 188,136 | 95,674 | ( 284,010) | **( 200)** | 200 | - |
| **-** | WCCP-SAMPHIRE HOE | 3.50 | 92,333 | 32,060 | ( 124,393) | **-** | - | - |
| **-** | WCCP - ROMNEY MARSH PROJECT | 2.00 | 52,391 | 8,071 | ( 60,462) | **-** | - | - |
| **-** | WCCP-WILDLIFE/SITE SURVEY | 1.00 | 30,986 | 6,394 | ( 37,380) | **-** | - | - |
| **( 51,750)** | WCCP - OFFICE MANAGER AND ADMIN | 2.00 | 121,373 | ( 146,859) | ( 77,295) | **( 102,781)** | 102,781 | - |
| **-** | DOVER SITES MANAGEMENT | | - | 14,840 | ( 14,840) | **-** | - | - |
| **-** | SHEPWAY SITES MANAGEMENT | 0.50 | 13,966 | 29,343 | ( 43,309) | **-** | - | - |
| **-** | FOLKESTONE DOWNS | | - | 12,740 | ( 12,740) | **-** | - | - |
| **-** | RIVER DOUR | | - | 125 | ( 125) | **-** | - | - |
| **-** | DUNGENESS (EDF ENERGY) | 2.00 | 71,207 | 35,377 | ( 106,584) | **-** | - | - |
| **-** | FORT BURGOYNE | 2.31 | 55,049 | 31,596 | ( 86,645) | **-** | - | - |
| **-** | OUR FINEST DOUR PROJECT | 0.50 | 21,638 | 9,058 | ( 30,696) | **-** | - | - |
| **8,280** | DEPOTS | | - | 9,401 | ( 1,500) | **7,901** | 18,120 | 26,021 |
| **70,879** | CEMETERIES | | - | 130,258 | ( 125,000) | **5,258** | 120,140 | 125,398 |
| **52,396** | CLOSED CHURCHYARDS | | - | 32,660 | - | **32,660** | 33,820 | 66,480 |
| **564,530** | PARKS AND OPEN SPACES | | - | 622,884 | ( 37,807) | **585,077** | 228,560 | 813,637 |
| **-** | KEARSNEY PARKS | | - | 6,450 | - | **6,450** | 25,470 | 31,920 |
| **12,666** | CAR PARKS-SURFACE FREE | | - | 11,320 | - | **11,320** | 43,330 | 54,650 |
| **( 1,451,589)** | CAR PARKS - OFF STREET | | - | 353,102 | ( 1,822,250) | **( 1,469,148)** | 392,009 | ( 1,077,139) |
| **( 752,150)** | CAR PARKS - ON STREET | | - | 66,270 | ( 770,000) | **( 703,730)** | 522,405 | ( 181,325) |
| **1,743,220** | REFUSE COLLECTION | | - | 1,739,222 | ( 160,000) | **1,579,222** | 114,799 | 1,694,021 |
| **849,600** | RECYCLING | | - | 1,706,754 | ( 1,063,742) | **643,012** | 112,370 | 755,382 |
| **-** | FHDC WASTE CONTRIBUTION | | - | 4,647,819 | ( 4,647,819) | **-** | - | - |
| **-** | KCC WASTE CONTRIBUTION | | - | 999,996 | ( 999,996) | **-** | - | - |
| **-** | SOUTHERN WATER PROJECT | | - | - | - | **-** | 810 | 810 |
| **1,822,906** | STREET CLEANSING | | - | 1,755,080 | ( 50,004) | **1,705,076** | 99,636 | 1,804,712 |
| **( 17,200)** | KEARSNEY PARK CAFÉ | 13.67 | 383,347 | 80,146 | ( 463,493) | **-** | 42,150 | 42,150 |
| **4,035,059** | **Total Commercial Services** | **88.77** | **3,079,648** | **12,602,205** | **( 12,198,861)** | **3,482,992** | **722,505** | **4,205,497** |
| **256,481** | HEAD OF GROWTH & INVESTMENT | 1.00 | 102,091 | 3,268 | - | **105,359** | ( 105,359) | - |
| **34,660** | ECONOMIC DEVELOPMENT | 0.00 | - | 49,760 | - | **49,760** | 179,720 | 229,480 |
| **-** | ECONOMIC DEVELOPMENT TRADING ACCOUNT | 6.81 | 346,112 | 14,791 | | **360,903** | ( 360,903) | - |
| **291,141** | **Total Growth & Investment** | **7.81** | **448,203** | **67,819** | **-** | **516,022** | **- 286,542** | **229,480** |

| Costs controlled by Head of Service | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2021/22 Sub-total | Description | FTE | Employees | Other Costs | Income | 2022/23 Sub-total | Recharges and Other Adjustments | Total |
| **664,797** | REGENERATION DELIVERY TRADING | 11.97 | 674,789 | 41,464 | ( 6,900) | **709,353** | ( 709,353) | - |
| **965,956** | DEVELOPMENT MANAGEMENT TRADING | 24.53 | 1,187,493 | 51,273 | - | **1,238,766** | ( 1,238,766) | - |
| **( 767,460)** | DEVELOPMENT MANAGEMENT | | - | 78,622 | ( 1,005,200) | **( 926,578)** | 1,620,106 | 693,528 |
| **-** | FARTHINGLOE PROJECT | | - | - | - | **-** | 1,600 | 1,600 |
| **-** | AYLESHAM DEVELOPMENT | | - | 30,000 | ( 43,200) | **( 13,200)** | 13,200 | - |
| **3,000** | PLANNING DELIVERY GRANT | | - | 3,000 | - | **3,000** | 3,060 | 6,060 |
| **490** | CONSERVATION & HERITAGE | | - | 540 | - | **540** | 105,710 | 106,250 |
| **-** | BROWNFIELD REGISTER | | - | - | - | **-** | 860 | 860 |
| **4,000** | DOVER DISTRICT DEVELOPM'T PLAN | | - | 218,996 | - | **218,996** | 501,083 | 720,079 |
| **250** | OTHER REGENERATION PROJECTS | | - | 250 | - | **250** | 371,508 | 371,758 |
| **-** | WATERFRONT DEVELOPMENT | | - | - | - | **-** | - | - |
| **( 149,210)** | LOCAL LAND CHARGES | | - | 11,578 | ( 189,996) | **( 178,418)** | 152,710 | ( 25,708) |
| **3,500** | OPS & COMMERCIAL SPECIAL REVENUE PROJECTS | | - | - | - | **-** | 5,640 | 5,640 |
| **-** | HOUSEBUILDING REGISTER | | - | - | - | **-** | 430 | 430 |
| **725,323** | **Total Regeneration & Development** | **36.50** | **1,862,282** | **435,723** | **( 1,245,296)** | **1,052,709** | **827,788** | **1,880,497** |
| **253,276** | MUSEUM HERITAGE &TOURISM ADMIN | 9.60 | 434,835 | 9,590 | - | **444,425** | ( 444,425) | - |
| **279,955** | STRATEGIC TOURISM TRADING ACCOUNT | 5.83 | 289,045 | 10,048 | - | **299,093** | ( 299,093) | - |
| **140,273** | DOVER MUSEUM | | - | 225,519 | ( 58,452) | **167,067** | 655,085 | 822,152 |
| **17,260** | MUSEUMS-BRONZE AGE BOAT-EXHIBT | | - | 17,120 | ( 979) | **16,141** | 67,900 | 84,041 |
| **4,900** | DOVER MUSEUM SCHOOLS | | - | 22,896 | ( 18,996) | **3,900** | 53,510 | 57,410 |
| **1,690** | MUSEUM - BEQUEST WORK | | - | - | - | **-** | - | - |
| **280** | CHANNEL SWIMMING | | - | 500 | - | **500** | - | 500 |
| **123,158** | MUSEUM COLLECTION STORAGE | 1.00 | 16,491 | 77,012 | - | **93,503** | 2,050 | 95,553 |
| **1,577** | GRAND SHAFT-WESTERN HEIGHTS | | - | 4,398 | - | **4,398** | 7,340 | 11,738 |
| **90,030** | TOURISM DEVELOPMENT | | - | 96,630 | - | **96,630** | 266,019 | 362,649 |
| **20,330** | VIC GRANTS & HISTORIC PANELS | | - | 20,328 | - | **20,328** | 33,780 | 54,108 |
| **( 280)** | CRUISE WELCOME OPERATION | | - | 3,996 | ( 4,284) | **( 288)** | - | ( 288) |
| **17,670** | OPEN GOLF EVENT | | - | - | - | **-** | - | - |
| **950,120** | **Total Museum & Tourism** | **16.43** | **740,371** | **488,037** | **( 82,711)** | **1,145,697** | **342,166** | **1,487,863** |
| | | | | | | | | |
| **7,015,985** | | **210.78** | **9,096,614** | **16,204,089** | **( 17,746,982)** | **7,553,721** | **3,132,525** | **10,686,246** |

| Notes | Earmarked General Reserves (MTFP Forecast 2022/23 - 2025/26) | Balance 2020/21 £000 | Contrib- 2021/22 £000 | Application 2021/22 £000 | Balance 2021/22 £000 | Contrib- 2022/23 £000 | Application 2022/23 £000 | Balance 2022/23 £000 | Contrib- Future Years £000 | Application Future Years £000 | Balance Future Years £000 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **Special Projects & Events Reserve** | **(21,748)** | (1,272) | 4,370 | **(18,650)** | 325 | 12,040 | **(6,284)** | (3,060) | 7,050 | **(2,294)** |
| 2 | **Periodic Operations Reserve** | **(12,686)** | (245) | 7,119 | **(5,812)** | (223) | 1,979 | **(4,056)** | (290) | 2,854 | **(1,492)** |
| 3 | **Regeneration Reserve** | **(2,749)** | (186) | 1,044 | **(1,891)** | (360) | 595 | **(1,656)** | (255) | 450 | **(1,461)** |
| 4 | **Proposed Smoothing Reserve** | **0** | (4,000) | 0 | **(4,000)** | 0 | 0 | **(4,000)** | 0 | 0 | **(4,000)** |
| 5 | **ICT Equipment & Servers** | **(1,306)** | (115) | 644 | **(777)** | (615) | 838 | **(554)** | (345) | 675 | **(224)** |
| 6 | **Business Rates & Council Tax Support** | **(7,267)** | (555) | 5,903 | **(1,919)** | 0 | 290 | **(1,629)** | 0 | 1,629 | **0** |
| 7 | **Port Health Contingency Reserve** | **(2,000)** | 0 | 0 | **(2,000)** | 0 | 0 | **(2,000)** | 0 | 0 | **(2,000)** |
| 8 | **Port Health Operational Reserve** | **(1,702)** | (1,800) | 1,702 | **(1,800)** | 0 | 1,988 | **188** | 0 | 0 | **188** |
| | **Earmarked Reserves Total** | **(49,457)** | (8,174) | 20,783 | **(36,848)** | (873) | 17,730 | **(19,990)** | (3,950) | 12,658 | **(11,283)** |

## EARMARKED RESERVES

The following earmarked reserves are held:

1. Special Projects & Events Reserve

This reserve is set aside to continue to fund one-off General Fund projects as they arise and to support major events in the district. The contributions and applications from this reserve are detailed in the Special Projects summary (Annex 6C).

2. Periodic Operations Reserve

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

3. Regeneration Reserve

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

4. Proposed Smoothing Reserve

This reserve is to mitigate the risk and the volatility of the budget to enable the council to take a measured approach to the forecast pressures. This will enable the projections for future revenue budgets to be based on “mid case” assumptions and if subsequently an overspend is incurred due to unanticipated pressures, this will be met from the Smoothing Reserve and remedial action (including rebuilding of the Smoothing Reserve) will be planned for the following year.

5. Digital & ICT Equipment & Servers

The Digital & ICT Equipment & Servers reserve is held in order to support the requirements of the current and future digital strategies. The contributions and applications from this reserve are detailed in the Digital & ICT project summary (Annex 6D). Approval of expenditure from this reserve is delegated to the Head of Community & Digital Services and the Portfolio Holder responsible for Finance.

6. Business Rates & Council Tax Support Reserve

This reserve was set up to allow for the risk of unforeseen pressures from the Redistribution of Business Rates, the new Council Tax Support scheme and future changes for Universal Credit. The reserve is mainly used to smooth the impact of timing fluctuations associated with the complex accounting of NDR to prevent erratic impacts on the GF budget.

7. Port Health Contingency Reserve

This reserve is required to provide the flexibility to cope with areas of uncertainty including the volume of consignments requiring certification, the fee level per consignment and therefore the income stream, the cost base and any more significant structural changes that may arise from trade consolidation and from changes to the border control regime during and at the end of the initial 5 years.

8. Port Health Operational Reserve

This reserve has been established to hold the grant funding received from DEFRA to smooth across years until the service is intended to become self-funding through fee income.

**Housing Revenue Account - Draft Budget 2022/23 as at 07/01/22**

| | *2020/21 Actual* | *2021/22 Original Budget* | *2022/23 Proposed Budget* |
|---|---|---|---|
| | *£000* | *£000* | *£000* |
| **INCOME** | | | |
| Dwelling Rents | (19,109) | (19,594) | (20,483) |
| Non-dwelling Rents | (18) | (19) | (18) |
| Tenant Charges for Services and Facilities | (852) | (726) | (628) |
| Leaseholder Charges for Services and Facilities | (253) | (240) | (419) |
| **TOTAL INCOME** | **(20,232)** | **(20,579)** | **(21,549)** |
| | | | |
| **EXPENDITURE** | | | |
| Repairs and Maintenance | 3,332 | 3,982 | 4,450 |
| Supervision and Management | 5,660 | 4,848 | 4,992 |
| Rents, Rates, Taxes and Other Charges | 32 | 23 | 37 |
| Negative Subsidy Entitlement (Incl MRA) | 0 | 0 | 0 |
| Self Financing Settlement Determination | 0 | 0 | 0 |
| Depreciation of Fixed Assets | 2,145 | 2,147 | 2,694 |
| Impairment of Fixed Assets | 0 | 0 | 0 |
| Revaluation Gain - rev of pr yr loss | (42,649) | 0 | 0 |
| Debt Management Expenses | 42 | 39 | 15 |
| Bad Debt Provision | 95 | 250 | 185 |
| Rent Rebate Subsidy Limitation | 0 | 0 | 0 |
| **TOTAL EXPENDITURE** | **(31,343)** | **11,289** | **12,373** |
| | | | |
| **NET COST OF HRA SERVICES PER AUTHORITY INCOME AND EXPENDITURE ACCOUNT** | **(51,575)** | **(9,290)** | **(9,176)** |
| | | | |
| HRA Share of Corporate and Democratic Core | 1,298 | 908 | 1,068 |
| HRA share of other amounts not allocated to specific services | 23 | 0 | 342 |
| | | | |
| **NET COST OF HRA SERVICES** | **(50,254)** | **(8,382)** | **(7,766)** |
| | | | |
| (Gain)/Loss on Sales of HRA Fixed Assets | (577) | 0 | 0 |
| Interest Payable and Similar Charges | 2,532 | 2,869 | 2,523 |
| Amortisation of Premiums & Discounts | 0 | 0 | 0 |
| Interest and Investment Income | (19) | (14) | (18) |
| Pension Int Costs and expected return on pensions assets | 310 | 328 | 0 |
| | | | |
| **(SURPLUS)/DEFICIT FOR THE YEAR ON HRA SERVICES** | **(48,008)** | **(5,199)** | **(5,262)** |
| | | | |
| Amount required by statute to be credited to the HRA Balance for the year (as per the Note to the Statement of Movement below) ** | 48,704 | 6,004 | 7,240 |
| | | | |
| **Net (Increase)/Decrease in the Housing Revenue Account Balance before transfers to or from reserves** | ***696*** | ***805*** | **1,978** |
| | | | |
| Transfer (from) reserves | (690) | (775) | (1,980) |
| Transfer to reserves | 0 | | |
| | | | 0 |
| **(Increase)/decrease in year on the HRA balance** | ***7*** | ***30*** | ***(2)*** |
| | | | |
| **Impact of Deficit / (surplus) on balances** | | | |
| Housing Revenue Account surplus brought forward | (1,033) | (1,027) | (1,027) |
| **Housing Revenue Account surplus carried forward** | ***(1,027)*** | **(997)** | **(1,029)** |

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

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

| | *£000* | *£000* | *£000* |
|---|---|---|---|
| Difference between any other items of income and expenditure determined in accordance with the SORP and determined in accordance with statutory HRA requirements | 42,649 | 0 | 0 |
| Transfer of HRA Self Financing Determination to Capital | 0 | 0 | |
| Net Charges made for retirement benefits in accordance with IAS19 | 424 | 439 | 0 |
| (Gain)/loss on sale of HRA fixed asset | 577 | 0 | 0 |
| | **43,649** | **439** | **0** |
| **Items not included in the HRA Income and Expenditure Account but included in the movement on HRA Balance for the year** | | | |
| Transfer to/(from) the Major Repairs Reserve | 2,506 | 2,567 | 2,172 |
| Employer's contributions payable to the Pension Fund and retirements benefits payable direct to pensioners | (333) | (328) | 0 |
| Capital expenditure funded by the HRA | 2,882 | 3,325 | 5,068 |
| | **5,055** | **5,565** | **7,240** |
| **Net additional amount required by statute to be debited/(credited) to the HRA Balance for the year** | **48,704** | **6,004** | **7,240** |

## THREE YEAR REVENUE BUDGET FINANCIAL PROJECTION

| Notes | 2021/22 Projected Outturn | | 2022/23 Forecast | 2023/24 Forecast | 2024/25 Forecast | 2025/26 Forecast |
|---|---|---|---|---|---|---|
| | £000 | | £000 | £000 | £000 | £000 |
| 1 | (20,579) | **Income** | (21,549) | (21,549) | (21,549) | (21,549) |
| | | **Income Adjustments** | | | | |
| 2 | | Rent increases at CPI + 1% from 2020/21 | | (614) | (1,247) | (1,899) |
| 3 | | Impact of Right to Buy sales on rental income | | 28 | 56 | 86 |
| 4 | | Forecast rent from new stock | | (273) | (352) | (431) |
| 5 | | Inflation on leasehold & service charges | | (3) | (24) | (46) |
| | (20,579) | **Total** | (21,549) | (22,412) | (23,116) | (23,839) |
| 6 | 12,197 | **Expenditure** | 13,782 | 13,782 | 13,782 | 13,782 |
| | | **Expenditure Adjustments** | | | | |
| 7 | | Repairs and Maintenance (2% inflation & add properties) | | 139 | 281 | 425 |
| 8 | | Supervision and Management (2% inflation & add properties) | | 150 | 303 | 459 |
| 9 | | Other Misc expenditure inflation | | 33 | 66 | 100 |
| | 12,197 | **Total** | 13,782 | 14,104 | 14,432 | 14,766 |
| 10 | 9,186 | **Other Charges** | 9,745 | 9,745 | 9,745 | 9,745 |
| 11 | | Increase of capital spend on Works programme | | 529 | 231 | 261 |
| 12 | | Pension backfunding increase | | | | |
| 13 | | Annual borrowing allowance for capital projects | | 767 | 836 | 868 |
| | 9,186 | **Total** | 9,745 | 11,041 | 10,812 | 10,873 |
| 14 | (775) | Transfer from Housing Initiatives reserve | (1,980) | (2,740) | (2,130) | (1,800) |
| 15 | 0 | Transfer to Housing Initiatives reserve | 0 | 0 | 0 | 0 |
| 16 | 29 | **NET (SURPLUS) / DEFICIT** | (2) | (7) | (3) | (0) |
| | | Impact on Reserves :- | | | | |
| | | **Projected HRA Balance** | | | | |
| | (1,025) | Opening balance | (996) | (997) | (1,004) | (1,007) |
| 17 | (996) | **Closing Balance** | (997) | (1,004) | (1,007) | (1,007) |
| | | **Projected Housing Initiatives Reserve Balance** | | | | |
| | (12,748) | Opening balance | (11,973) | (9,993) | (7,253) | (5,123) |
| | 0 | Contribution to reserve | 0 | 0 | 0 | 0 |
| | 775 | Proposed application of reserve to projects | 1,980 | 2,740 | 2,130 | 1,800 |
| 18 | (11,973) | **Closing Balance** | (9,993) | (7,253) | (5,123) | (3,323) |

**THREE YEAR REVENUE BUDGET FINANCIAL PROJECTION**

**Notes**

**1** The gross income budget is taken from the 2022/23 budget at Annex 5.

**2** Following the rent reduction period the Government has advised that rent increases will return to levels of CPI plus 1%.

**3** Right to Buy sales have a negative impact on rent income. Based on current levels this has been assumed to reduce rent income by 0.2% per annum.

**4** Additional income forecast as a result of the proposed increases in stock from the Housing Initiatives projects.

**5** It is assumed that tenant service charges will increase in line with inflation.

**6** The gross expenditure budget is taken from the 2022/23 budget at Annex 5.

**7** It is assumed that repairs & maintenance expenditure will increase in line with inflation.

**8** It is assumed that supervision & management expenditure will increase in line with inflation.

**9** Inflationary increases on other expenditure areas.

**10** Other charges are taken from the 2022/23 budget at Annex 5. These include, capital works, interest payable & receivable & pension charges.

**11** The 2022/23 budget includes the Housing Initiatives capital projects based on the current programme. The current commitments result in a reduction in spend in future years, this will be reviewed and updated on an on-going basis.

**12** The HRA share of the Authority's pension deficit is assumed to increase by 5% per annum in line with the Actuary's forecasts.

**13** The current level of proposed budget for Housing Initiatives projects is above the forecast level of the HIR so there is borrowing of £29m over 40 years as of for projects included on Annex 5B

**14** The level of funding of projects from the Housing Initiatives reserves based on the current programme & forecasts.

**15** The annual transfer to the Housing Initiatives reserves to support future projects.

**16** Forecast (surplus) / deficit.

**17** Forecast HRA Balance.

**18** Forecast Housing Initiatives Reserve Balance.

ANNEX 5B

**HRA Housing Development Projects**

| | Total Project Cost £000 | Prior years spend £000 | Forecast 2021/22 £000 | Forecast 2022/23 £000 | Forecast 2023/24 £000 | Forecast 2024/25 £000 |
|---|---|---|---|---|---|---|
| Foxborough Close (2) | 472 | 68 | 30 | 374 | 0 | 0 |
| Property purchases (90) | 15,393 | 9,393 | 1,500 | 1,500 | 1,500 | 1,500 |
| Interim Housing - Kimberley Close (16) | 1,581 | 329 | 764 | 488 | 0 | 0 |
| Interim Housing - Stockdale Gardens (8) | 1,458 | 330 | 968 | 160 | 0 | 0 |
| Interim Housing - Barwick Road (24) | 4,663 | 120 | 1,460 | 2,083 | 1,000 | 0 |
| William Muge & Snelgrove (65) | 14,700 | 14,700 | 0 | 0 | 0 | 0 |
| 113 Folkestone Road Development (8) | 1,037 | 1,037 | 0 | 0 | 0 | 0 |
| Proposed Housing Developments (24) | 11,000 | 0 | 2,000 | 3,000 | 3,000 | 3,000 |
| Whitfield 1A - (26) | 4,660 | 0 | 2,850 | 1,800 | 10 | 0 |
| Salvatori Land (c12) | 750 | 0 | 0 | 750 | 0 | 0 |
| St Richards Road (6) | 1,063 | 0 | 1,063 | 0 | 0 | 0 |
| **Total Housing Projects** | **56,778** | **25,978** | **10,635** | **10,155** | **5,510** | **4,500** |
| Financed By: | | | | | | |
| Capital Receipts | 6,608 | 0 | 3,608 | 3,000 | 0 | 0 |
| Borrowing | 29,739 | 15,570 | 4,320 | 3,439 | 3,710 | 2,700 |
| Excess Right to Buy | 12,581 | 3,712 | 2,677 | 2,592 | 1,800 | 1,800 |
| Grant & S106 Funding | 1,032 | 628 | 30 | 374 | 0 | 0 |
| Housing Initiatives Reserve | 6,818 | 6,068 | 0 | 750 | 0 | 0 |
| **Sub total** | **56,778** | **25,978** | **10,635** | **10,155** | **5,510** | **4,500** |

| REVENUE WORKS PROGRAMME | ORIGINAL BUDGET 2021/22 £000's | AMENDED BUDGET 2021/22 £000's | PROPOSED BUDGET 2022/23 £000's |
|---|---|---|---|
| Term Maintenance | 1,250 | 1,250 | 1,250 |
| External Decorations | 450 | 200 | 675 |
| Drainage Works | 3 | 3 | 3 |
| Communal TV Aerials Works | 15 | 15 | 15 |
| Window Repairs | 200 | 100 | 200 |
| Elderly Persons Redecorations | 25 | 0 | 0 |
| Estates Paths, Pavings, Floor Resurfacing | 70 | 100 | 320 |
| Insurance Excess/Storm Damage | 7 | 7 | 7 |
| Vandalism | 4 | 4 | 4 |
| Electrical Safety Inspections & Works | 275 | 275 | 180 |
| Health and Safety Water Inspections & Works | 100 | 250 | 100 |
| Void Properties | 800 | 1,023 | 800 |
| Heating Servicing & Inspections | 540 | 540 | 540 |
| Lift Maintenance & Inspections | 20 | 20 | 20 |
| Disabled Hoists & Lifts | 10 | 20 | 10 |
| Fire Alarm Servicing & Inspections | 60 | 60 | 60 |
| Door Entry | 19 | 30 | 20 |
| Tenant Compensation | 15 | 15 | 15 |
| Tenants Compact - Dover / Deal / Sandwich & Rural | 50 | 0 | 50 |
| Environmental Improvements | 50 | 50 | 50 |
| **TOTAL REVENUE WORKS PROGRAMME** | **3,962** | **3,962** | **4,319** |

| CAPITAL WORKS PROGRAMME | ORIGINAL BUDGET 2021/22 £000's | AMENDED BUDGET 2021/22 £000's | PROPOSED BUDGET 2022/23 £000's |
|---|---|---|---|
| Reroofing | 500 | 500 | 1,560 |
| Replacement Doors and Windows | 250 | 250 | 715 |
| Door Entry System Installations | 50 | 50 | 5 |
| Fire Precaution Works | 200 | 600 | 75 |
| Heating Renewals | 735 | 800 | 1,320 |
| Thermal Insulation | 10 | 10 | - |
| Asbestos Inspection & Works Programme | 200 | 200 | - |
| Structural Repairs | 300 | 300 | 375 |
| Electrical Rewiring Programme | 25 | 25 | - |
| Kitchen Replacement Programme | 400 | 400 | 741 |
| Lift Refurbishment | 50 | - | - |
| Bathroom Replacement Programme | 350 | 350 | 699 |
| Adaptations for Disabled Persons | 350 | 350 | 350 |
| Restorative & Carbon Neutral Programme | 1,000 | 585 | 500 |
| Play areas | - | - | - |
| Proposed Capital ICT Projects | - | 23 | 150 |
| **Capital Works Programme Total** | **4,420** | **4,443** | **6,490** |
| **Financed By:** | | | |
| Major Repairs Reserve | 2,567 | 2,567 | 2,172 |
| Direct Revenue Financing (HRA) | 1,853 | 1,876 | 4,318 |
| **Total Financed By (Capital Works)** | **4,420** | **4,443** | **6,490** |
| **FULL PROGRAMME TOTAL** | **8,382** | **8,405** | **10,809** |

**2021/22 MEDIUM TERM CAPITAL PROGRAMME (GENERAL FUND) - DECEMBER 2021 OUTTURN (INCORPORATING 2022/23 NEW BIDS & CHANGES)**

| | SEPTEMBER 2021 POSITION | PROPOSED BUDGET | | | | | |
|---|---|---|---|---|---|---|---|
| **Projects included in the programme** | **Total £000** | **Previous years £000** | **Estimate 2021/22 £000** | **Estimate 2022/23 £000** | **Estimate 2023/24 £000** | **Future Years £000** | **Total £000** |
| **Committed General Fund Projects** | | | | | | | |
| **Dover Regeneration Projects** | | | | | | | |
| DTIZ - Waterfront | 1,038 | 975 | 0 | 0 | 0 | 0 | 975 |
| Dover Fastrack Project | 17,520 | 1,384 | 9,192 | 6,943 | 0 | 0 | 17,520 |
| Dover Market Square public realm improvements | 3,641 | 288 | 1,900 | 1,463 | 0 | 0 | 3,651 |
| Future High Streets Fund - Capital Works | 250 | 0 | 250 | 0 | 0 | 0 | 250 |
| Cable Car project | 35 | 24 | 11 | 0 | 0 | 0 | 35 |
| 15 Bench St - acquisition | 0 | 0 | 450 | 0 | 0 | 0 | 450 |
| DTIZ Growth Point - Unallocated Grant Funding | 87 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Sub total** | **22,572** | **2,672** | **11,803** | **8,406** | **0** | **0** | **22,882** |
| **Other Regeneration Projects** | | | | | | | |
| Aylesham Regeneration Project | 1,604 | 1,562 | 42 | 0 | 0 | 0 | 1,604 |
| Discovery Park - Grant no.2 (100% grant funded) | 2,722 | 0 | 2,722 | 0 | 0 | 0 | 2,722 |
| Building Foundations for Growth Grant - unallocated funding | 21 | 0 | 21 | 0 | 0 | 0 | 21 |
| **Sub total** | **4,347** | **1,562** | **2,785** | **0** | **0** | **0** | **4,347** |
| **ICT Projects** | | | | | | | |
| New Corporate Software & Hardware | 339 | 339 | 0 | 0 | 0 | 0 | 339 |
| **Sub total** | **339** | **339** | **0** | **0** | **0** | **0** | **339** |
| | | | | | | | |
| **Other projects** | | | | | | | |
| Whitfield Offices - Capital Works | 220 | 199 | 0 | 0 | 0 | 0 | 199 |
| Street-lighting works | 1,029 | 912 | 116 | 0 | 0 | 0 | 1,029 |
| Kearsney Café fit-out | 100 | 50 | 50 | 0 | 0 | 0 | 100 |
| Purchase of Refuse & Recycling Vehicles | 4,500 | 2,537 | 1,397 | 565 | 0 | 0 | 4,500 |
| Public Sector Decarbonisation Fund | 1,025 | 13 | 1,012 | 0 | 0 | 0 | 1,025 |
| DDC Community Bus purchase | 0 | 0 | 101 | 0 | 0 | 0 | 101 |
| Deal Pier - Capital Works | 1,363 | 1,127 | 5 | 230 | 0 | 0 | 1,363 |
| Tides LC refurbishment | 1,120 | 896 | 130 | 94 | 0 | 0 | 1,120 |
| Parks for People - Kearsney Abbey & Russell Gardens | 3,888 | 3,417 | 471 | 0 | 0 | 0 | 3,888 |
| Deal Beach Management 2015-20 (100% grant funded) | 1,429 | 1,234 | 195 | 0 | 0 | 0 | 1,429 |
| Old Dover Leisure Centre demolition | 600 | 426 | 174 | 0 | 0 | 0 | 600 |
| 55-61 Castle St - demolition | 250 | 0 | 250 | 0 | 0 | 0 | 250 |
| Dover Discovery Centre refurbishment | 700 | 0 | 0 | 275 | 425 | 0 | 700 |
| St Margarets Bay sea defences (100% grant funded) | 0 | 0 | 125 | 0 | 0 | 0 | 125 |
| Dover Town Hall-Urgent Repairs | 550 | 193 | 357 | 0 | 0 | 0 | 550 |
| Dover Museum & Bronze Age Boat - Essential Works | 276 | 51 | 225 | 0 | 0 | 0 | 276 |
| New museum storage facility | 830 | 38 | 771 | 21 | 0 | 0 | 830 |
| Maison Dieu major restoration works(Dover Town Hall) - Delivery Phase | 9,510 | 249 | 4,368 | 4,893 | 0 | 0 | 9,510 |
| Sandwich Guildhall Forecourt improvement works | 550 | 0 | 115 | 435 | 0 | 0 | 550 |
| Electric Vehicle Charging Bays | 299 | 54 | 245 | 0 | 0 | 0 | 299 |
| Disabled Facilities Grants:- | | | | | | | |
| Winter Warmth Grants | 50 | n/a | 50 | 0 | 0 | 0 | 50 |
| Mandatory Disabled Facilities Grants | 2,430 | n/a | 2,406 | 0 | 0 | 0 | 2,406 |
| Renovation Grants | 0 | n/a | 0 | 0 | 0 | 0 | 0 |
| Renovation/PSH Loans | 171 | n/a | 171 | 0 | 0 | 0 | 171 |
| Empty Homes Loans | 165 | n/a | 165 | 0 | 0 | 0 | 165 |
| | | | | | | | |
| **Sub total** | **31,053** | **11,396** | **12,901** | **6,513** | **425** | **0** | **31,234** |
| | | | | | | | |
| **Sub total of Committed General Fund Projects** | **58,311** | **15,968** | **27,489** | **14,919** | **425** | **0** | **58,802** |
| | | | | | | | |
| **General Fund Projects - Proposed Projects** | | | | | | | |
| Capital Contingency | 71 | 0 | 71 | 0 | 0 | 0 | 71 |
| Sandwich Guildhall Forecourt improvement works | 500 | 0 | 0 | 500 | 0 | 0 | 500 |
| St Margarets Bay coast protection works (grant funded) | 150 | 0 | 25 | 0 | 0 | 0 | 25 |
| Kearsney Abbey / Russell Gardens-play area/disabled facilities access | 60 | 0 | 0 | 0 | 0 | 0 | 0 |
| Street-lighting works | 107 | 0 | 0 | 0 | 0 | 107 | 107 |
| Public toilets refurbishment | 50 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dolphin House - balconies | 200 | 0 | 200 | 0 | 0 | 0 | 200 |
| Strategic Land Purchase - Dover | 700 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dover Market Square project | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Whitfield Offices - install PVs | 200 | 0 | 0 | 0 | 0 | 0 | 0 |
| Future High St bid match funding | 1,700 | 0 | 807 | 581 | 0 | 312 | 1,700 |
| Future High St grant funding | 2,946 | 0 | 447 | 1,859 | 640 | 0 | 2,946 |
| Town Centre Regeneration Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sandwich Quay | 150 | 0 | 150 | 0 | 0 | 0 | 150 |
| Cable Car project | 1,465 | 0 | 0 | 0 | 0 | 0 | 0 |
| Kearsney Café CCTV | 45 | 0 | 0 | 0 | 0 | 0 | 0 |
| Disabled Facilities Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tides Replacement | 0 | 0 | 0 | 5,000 | 0 | 0 | 5,000 |
| Town Centre Regeneration and Historic Buildings | 0 | 0 | 0 | 3,000 | 0 | 0 | 3,000 |
| Kearsney Café Extension | 0 | 0 | 0 | 550 | 0 | 0 | 550 |
| Park Lane Nursery | 0 | 0 | 0 | 125 | 0 | 0 | 125 |
| Tides Essential Works | 0 | 0 | 0 | 30 | 0 | 0 | 30 |
| Sandwich Guildhall Forecourt improvement works | 0 | 0 | 0 | 200 | 0 | 0 | 200 |
| Public Sector Decarbonisation Fund | 0 | 0 | 0 | 115 | 0 | 0 | 115 |
| Disabled Facilities Grants | 0 | 0 | 0 | 1,250 | 0 | 0 | 1,250 |
| | | | | | | | |
| **Sub total of General Fund Proposed Projects** | **8,344** | **0** | **1,700** | **13,210** | **640** | **419** | **15,969** |
| | | | | | | | |
| **General Fund Projects Total** | **66,655** | **15,968** | **29,189** | **28,129** | **1,065** | **419** | **74,771** |

**2021/22 MEDIUM TERM CAPITAL PROGRAMME (GENERAL FUND) - DECEMBER 2021 OUTTURN (INCORPORATING 2022/23 NEW BIDS & CHANGES)**

| | SEPTEMBER 2021 POSITION | PROPOSED BUDGET | | | | | |
|---|---|---|---|---|---|---|---|
| **Projects included in the programme** | **Total £000** | **Previous years £000** | **Estimate 2021/22 £000** | **Estimate 2022/23 £000** | **Estimate 2023/24 £000** | **Future Years £000** | **Total £000** |
| **Financed by:** | | | | | | | |
| Capital projects financed in previous financial years | 15,968 | 15,968 | | | | | 15,968 |
| Capital receipts - General Fund | 8,154 | n/a | 3,750 | 2,119 | 425 | 269 | 6,562 |
| Capital receipts - General Fund - 22/23 new bids | 0 | n/a | 0 | 705 | 0 | 0 | 705 |
| Capital receipts - General Fund (Dover Regeneration) | 250 | n/a | 0 | 250 | 0 | 0 | 250 |
| Capital receipts - DFG Grant Repayments | 192 | n/a | 192 | 0 | 0 | 0 | 192 |
| Capital receipts - PSH Loan receipts | 336 | n/a | 336 | 0 | 0 | 0 | 336 |
| | | | | | | | |
| Direct Revenue Financing:- | | | | | | | |
| General Fund | 1,270 | n/a | 370 | 1,011 | 0 | 0 | 1,381 |
| HRA | 0 | n/a | 0 | 0 | 0 | 0 | 0 |
| Heritage Lottery Fund Grant (Parks for People-Kearsney) | 250 | n/a | 250 | 0 | 0 | 0 | 250 |
| | | | | | | | |
| Grants:- | | | | | | | |
| Growth Point Grant Funding | 87 | n/a | 87 | 0 | 0 | 0 | 87 |
| KCC Better Care Fund (Disabled Facilities Grant) | 2,288 | n/a | 2,265 | 0 | 0 | 0 | 2,265 |
| KCC Better Care Fund (Disabled Facilities Grant) - 22/23 estimate | 0 | n/a | 0 | 1,250 | 0 | 0 | 1,250 |
| Coastal Communities Fund (Dover Market Sq proj) | 2,153 | n/a | 1,890 | 263 | 0 | 0 | 2,153 |
| Environment Agency (Deal Beach Management 2015-20) | 195 | n/a | 195 | 0 | 0 | 0 | 195 |
| Environment Agency (St Margarets Bay coast protection works) | 150 | n/a | 150 | 0 | 0 | 0 | 150 |
| MHCLG Building Foundations for Growth Grant (Discovery Park) | 2,743 | n/a | 2,743 | 0 | 0 | 0 | 2,743 |
| MHCLG Grant (Future High Streets Funding) | 3,196 | n/a | 697 | 1,859 | 640 | 0 | 3,196 |
| Homes England (BRT) | 14,811 | n/a | 8,306 | 6,504 | 0 | 0 | 14,811 |
| BEIS (Public Sector Decarbonisation Fund) | 830 | n/a | 830 | 0 | 0 | 0 | 830 |
| Grant funding (TBC) - Cable Car | 750 | n/a | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | |
| Other reserves:- | | | | | | | |
| - Special projects | 928 | n/a | 643 | 285 | 0 | 0 | 928 |
| - Special projects - 22/23 new bids | 0 | n/a | 0 | 8,315 | 0 | 0 | 8,315 |
| - District Regeneration & Economic Development | 3,651 | n/a | 1,733 | 1,918 | 0 | 0 | 3,651 |
| - SEEDA-Dover Regeneration | 150 | n/a | 0 | 0 | 0 | 150 | 150 |
| - Developer Agreement Receipt | 100 | n/a | 0 | 100 | 0 | 0 | 100 |
| - KCC & Dover Growth Fund | 600 | n/a | 550 | 350 | 0 | 0 | 900 |
| - Office for Zero Emmission Vehicles Grant | 170 | n/a | 170 | 0 | 0 | 0 | 170 |
| - National Lottery Heritage Funding (Maison Dieu-delivery) | 4,270 | n/a | 2,135 | 2,135 | 0 | 0 | 4,270 |
| | | | | | | | |
| PWLB borrowing - Property Acquisition | 0 | n/a | 0 | 0 | 0 | 0 | 0 |
| PWLB borrowing - other | 1,000 | n/a | 500 | 500 | 0 | 0 | 1,000 |
| PWLB borrowing - Refuse & Recycling Vehicles | 1,963 | n/a | 1,397 | 565 | 0 | 0 | 1,963 |
| Salix loan - Whitfield Offices-install PVs | 200 | n/a | 0 | 0 | 0 | 0 | 0 |
| Unsupported borrowing | 0 | n/a | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | |
| **Total** | **66,655** | **15,968** | **29,189** | **28,129** | **1,065** | **419** | **74,771** |

ANNEX 6B

**Capital Receipts Summary as at 31/12/21**

| Capital Receipt Category | 2020/21 Opening Balance £000 | Receipts in year £000 | Allocated to Projects £000 | 2021/22 Opening Balance £000 | Anticipated future income £000 | MTCP Project Funding £000 | New Bids 2022/23 MTFP £000 | Available funding £000 |
|---|---|---|---|---|---|---|---|---|
| Ring Fenced for 1:4:1 Affordable Housing | (4,150) | (612) | 1,224 | (3,538) | (1,200) | 3,538 | 1,200 | **0** |
| Ring fenced for Private Sector Housing | (157) | (171) | 229 | (99) | (100) | 199 | 0 | **0** |
| Ring fenced for Dover Regeneration | (250) | 0 | 0 | (250) | 0 | 250 | 0 | **0** |
| Ring fenced for Aylesham contractual commitments | (776) | (279) | 0 | (1,055) | 0 | 1,055 | 0 | **0** |
| Ring fenced for DFGs | (156) | (36) | 0 | (192) | (93) | (285) | 0 | **0** |
| Ring fenced for Shared Ownership | 0 | (143) | 143 | 0 | 0 | 0 | 0 | **0** |
| Un-ringfenced capital receipts | (11,316) | (427) | 944 | (10,799) | (300) | 8,154 | 705 | **(2,241)** |
| **Total** | **(16,805)** | **(1,668)** | **2,540** | **(15,933)** | **(1,693)** | **12,911** | **1,905** | **(2,241)** |

**SPECIAL REVENUE PROJECTS - 2021/22 OUTTURN (December 2021 position including 2022/23 New Funding Bids)**

| SPECIAL REVENUE PROJECTS | Capital / Revenue | Total Approved Budget £000 | Prior Years Exp £000 | Revised Estimate 2021/22 £000 | Estimate 2022/23 £000 | Estimate 2023/24 £000 | Future years £000 | Total Revised Budget £000 |
|---|---|---|---|---|---|---|---|---|
| **Committed Special Revenue Projects** | | | | | | | | |
| Corporate Property Maintenance | R | 146 | n/a | 146 | 0 | 0 | 0 | 146 |
| Parks - General Repairs (walls, fences, lakes, structures etc) | R | 166 | 114 | 52 | 0 | 0 | 0 | 166 |
| Dover District Transportation Study | R | 287 | 207 | 80 | 0 | 0 | 0 | 287 |
| Commonwealth War Memorial-Dover | R | 500 | 484 | 16 | 0 | 0 | 0 | 500 |
| Food Waste Promotion | R | 47 | 19 | 0 | 28 | 0 | 0 | 47 |
| LDF Plan | R | 291 | 277 | 14 | 0 | 0 | 0 | 291 |
| Property Strategy-external support | R | 200 | 99 | 50 | 51 | 0 | 0 | 200 |
| Resurfacing Car Parks & DDC owned access roads | R | 240 | 194 | 46 | 0 | 0 | 0 | 240 |
| Dover Regeneration - enabling costs | R | 301 | 175 | 126 | 0 | 0 | 0 | 301 |
| Butts - access bridge works | R | 30 | 1 | 29 | 0 | 0 | 0 | 30 |
| Contribution to Open Golf event | R | 166 | 133 | 32 | 0 | 0 | 0 | 166 |
| East Kent Waste 2021 | R | 200 | 144 | 56 | 0 | 0 | 0 | 200 |
| Property Renovations grant scheme | R | 300 | 144 | 123 | 33 | 0 | 0 | 300 |
| Beach Huts - refurbishments | R | 50 | 28 | 21 | 0 | 0 | 0 | 50 |
| Old St James Church works | R | 190 | 57 | 133 | 0 | 0 | 0 | 190 |
| Reopening High Streets Safely Fund (Welcome Back Funding) | R | 276 | 13 | 263 | 0 | 0 | 0 | 276 |
| Astor Theatre repair | R | 20 | 8 | 12 | 0 | 0 | 0 | 20 |
| Timeball Tower works | R | 80 | 12 | 68 | 0 | 0 | 0 | 80 |
| Deal Indoor Tennis Centre - Flood Protection Works | R | 40 | 0 | 40 | 0 | 0 | 0 | 40 |
| Victoria Park Deal - Tennis Courts Refurbishment | R | 39 | 31 | 14 | 0 | 0 | 0 | 44 |
| Dover District Leisure Centre - completion works | R | 100 | 0 | 100 | 0 | 0 | 0 | 100 |
| CAB alterations to co-locate Deal & Dover CABs | R | 30 | 0 | 30 | 0 | 0 | 0 | 30 |
| Levelling Up Fund Bid | R | 125 | 0 | 125 | 0 | 0 | 0 | 125 |
| Whitfield & Duke of York roundabout study | R | 40 | 0 | 40 | 0 | 0 | 0 | 40 |
| Sandwich Dredging & Desilting Works 2021 | R | 25 | 0 | 25 | 0 | 0 | 0 | 25 |
| Project feasibility costs | R | 50 | 1 | 49 | 0 | 0 | 0 | 50 |
| **Sub total - committed projects** | | **3,939** | **2,139** | **1,693** | **113** | **0** | **0** | **3,945** |
| **Capital projects in capital programme financed from reserve:** | | | | | | | | |
| Provision allocated to capital programme to finance capital projects | C | 928 | n/a | 643 | 285 | 0 | 0 | 928 |
| **Total committed projects** | | **4,867** | **2,139** | **2,335** | **398** | **0** | **0** | **4,872** |
| **Proposed Projects** | | | | | | | | |
| Special Revenue Contingency | R/C | 48 | 0 | 48 | 0 | 0 | 0 | 48 |
| Closed churchyard repairs | R | 50 | 0 | 50 | 0 | 0 | 0 | 50 |
| Corporate Property Maintenance | R | 50 | 0 | 0 | 0 | 0 | 50 | 50 |
| Museum Lighting Improvements | R | 69 | 0 | 69 | 0 | 0 | 0 | 69 |
| Dover Tourism signage | R | 30 | 0 | 30 | 0 | 0 | 0 | 30 |
| Aylesham Leisure allocation | R | 200 | 0 | 200 | 0 | 0 | 0 | 200 |
| Climate change initiatives | R | 205 | 0 | 205 | 0 | 0 | 0 | 205 |
| Support for organisational changes | R | 500 | 0 | 500 | 0 | 0 | 0 | 500 |
| Town Centre Regeneration | R | 518 | 0 | 219 | 0 | 0 | 0 | 219 |
| Public conveniences refurbishments | C/R | 50 | 0 | 50 | 0 | 0 | 0 | 50 |
| Maison Dieu - additional works | R | 0 | 0 | 0 | 700 | 0 | 0 | 700 |
| Project Feasibility Studies | R | 0 | 0 | 0 | 500 | 0 | 0 | 500 |
| Russell Gardens Pond Repairs | R | 0 | 0 | 0 | 200 | 0 | 0 | 200 |
| Community Grants | R | 0 | 0 | 0 | 200 | 0 | 0 | 200 |
| Burgoyne Heights Street Lighting | R | 0 | 0 | 0 | 140 | 0 | 0 | 140 |
| Property Renovation Scheme (Town Centre Grants) | R | 0 | 0 | 0 | 100 | 0 | 0 | 100 |
| Reimagining Whitfield Offices | R | 0 | 0 | 0 | 100 | 0 | 0 | 100 |
| Maison Dieu Artwork | R | 0 | 0 | 0 | 100 | 0 | 0 | 100 |
| Contingency | R | 0 | 0 | 0 | 100 | 0 | 0 | 100 |
| Queens Platinum Jubilee Celebrations | R | 0 | 0 | 0 | 50 | 0 | 0 | 50 |
| Place Plan | R | 0 | 0 | 0 | 50 | 0 | 0 | 50 |
| Dover Museum Roof | R | 0 | 0 | 0 | 50 | 0 | 0 | 50 |
| Street Scene | R | 0 | 0 | 0 | 50 | 0 | 0 | 50 |
| Deal Tennis Centre Flood Protection | R | 0 | 0 | 0 | 50 | 0 | 0 | 50 |
| Victoria Park MUGA | R | 0 | 0 | 0 | 40 | 0 | 0 | 40 |
| **Sub total - proposed projects** | | **1,720** | **0** | **1,371** | **2,430** | **0** | **50** | **3,851** |
| Proposed balance to transfer to capital projects | C | 0 | n/a | 0 | 8,315 | 0 | 0 | 8,315 |
| **Total proposed projects** | | **1,720** | **0** | **1,371** | **10,745** | **0** | **50** | **12,166** |
| **GRAND TOTAL** | | **6,587** | **2,139** | **3,706** | **11,143** | **0** | **50** | **17,038** |
| **Special Projects Financing** | | | | | | | | |
| Special Projects financed in previous years | | 2,139 | 2,139 | | | | | 2,139 |
| Special Project Reserve | | 3,037 | 0 | 2,590 | 398 | 0 | 50 | 3,037 |
| Special Project Reserve - 22/23 new bids | | 10,745 | 0 | 0 | 10,745 | 0 | 0 | 10,745 |
| SEEDA-Dover Regen Reserve | | 63 | 0 | 63 | 0 | 0 | 0 | 63 |
| HCA-Dover Regen Reserve | | 2 | 0 | 2 | 0 | 0 | 0 | 2 |
| Major Events Reserve | | 32 | 0 | 32 | 0 | 0 | 0 | 32 |
| KCC & Dover Growth Fund Reserve | | 286 | 0 | 286 | 0 | 0 | 0 | 286 |
| Deal Tennis Centre Equipment Reserve | | 40 | 0 | 40 | 0 | 0 | 0 | 40 |
| HM Treasury grant | | 16 | 0 | 16 | 0 | 0 | 0 | 16 |
| KCC Planning grant | | 17 | 0 | 17 | 0 | 0 | 0 | 17 |
| Levelling Up Fund grant | | 125 | 0 | 125 | 0 | 0 | 0 | 125 |
| Reopening High Streets Safely Fund | | 263 | 0 | 263 | 0 | 0 | 0 | 263 |
| Local Authority contributions | | 28 | 0 | 28 | 0 | 0 | 0 | 28 |
| S106 | | 208 | 0 | 208 | 0 | 0 | 0 | 208 |
| External contributions | | 36 | 0 | 36 | 0 | 0 | 0 | 36 |
| **TOTAL** | | **17,038** | **2,139** | **3,706** | **11,143** | **0** | **50** | **17,038** |

ANNEX 6D

## DIGITAL PROJECTS - 2021/22 OUTTURN

| DIGITAL REVENUE PROJECTS | Capital / Revenue | Total Approved Budget £000 | Prior Years Exp £000 | Estimate 2021/22 £000 | Estimate 2022/23 £000 | Estimate 2023/24 £000 | Future years £000 | Total Revised Budget £000 |
|---|---|---|---|---|---|---|---|---|
| **Digital Infrastructure Investment Projects** | | | | | | | | |
| Regulatory Services - purchase IDOX Uniform database | R | 65 | 26 | 39 | 0 | 0 | 0 | 65 |
| AIM upgrade | R | 11 | 6 | 5 | 0 | 0 | 0 | 11 |
| Website Accessibility Audit | R | 30 | 14 | 16 | 0 | 0 | 0 | 30 |
| Council Chamber IT Project | R | 80 | 0 | 80 | 0 | 0 | 0 | 80 |
| Wifi Project | R | 50 | 0 | 50 | 0 | 0 | 0 | 50 |
| DDC Firewall Support Project | R | 8 | 0 | 8 | 0 | 0 | 0 | 8 |
| IDOX Public Access Project | R | 7 | 0 | 7 | 0 | 0 | 0 | 7 |
| Collection Management - Museum | R | 18 | 0 | 18 | 0 | 0 | 0 | 18 |
| Jadu Upgrade | R | 6 | 0 | 6 | 0 | 0 | 0 | 6 |
| Corp Hardware & Software | R | 99 | 0 | 99 | 0 | 0 | 0 | 99 |
| Parking Cloud System | R | 26 | 0 | 26 | 0 | 0 | 0 | 26 |
| AIM Cloud Based Project | R | 20 | 0 | 20 | 0 | 0 | 0 | 20 |
| Mod.Gov Servers | R | 20 | 0 | 20 | 0 | 0 | 0 | 20 |
| ICT Reserve funded - small projects | R | 16 | 15 | 1 | 0 | 0 | 0 | 16 |
| **Total - committed projects** | | **456** | **61** | **395** | **0** | **0** | **0** | **456** |
| **Infrastructure Investment - Proposed Projects** | | | | | | | | |
| Corporate Digital Projects | R/C | 1,418 | 0 | 293 | 375 | 375 | 375 | 1,418 |
| Corporate Digital Projects 22/23 New Bid | R/C | 500 | | | 500 | | | 500 |
| Regulatory Services - handheld systems | R | 20 | 0 | 20 | 0 | 0 | 0 | 20 |
| **Total - proposed projects** | | **1,938** | **0** | **313** | **875** | **375** | **375** | **1,938** |
| | | | | | | | | |
| **GRAND TOTAL** | | **2,394** | **61** | **708** | **875** | **375** | **375** | **2,394** |
| | | | | | | | | |
| **Digital Projects Financing** | | | | | | | | |
| Projects financed in previous years | | 61 | 61 | 0 | 0 | 0 | 0 | 61 |
| Digital & ICT Reserve | | 2,157 | 0 | 644 | 838 | 338 | 337 | 2,157 |
| HRA Funding | | 176 | 0 | 64 | 38 | 37 | 37 | 176 |
| **TOTAL** | | **2,394** | **61** | **708** | **876** | **375** | **374** | **2,394** |

**GRANTS TO CONCESSIONARY RENTALS 2022-23**

| 2021/22 £ | 2022/23 £ | Change % | | |
|---|---|---|---|---|
| 50 | 50 | 0% | Sandwich Tennis Club | Lease Of Tennis Courts In Sandown Road, Sandwich |
| 75 | 75 | 0% | Aylesham Parish Council | Lease Of 1.82 Acres At Market Square, Aylesham |
| 225 | 225 | 0% | Dover Bowling Club | Lease Of Pavilion In Maison Dieu Gardens, Dover |
| 355 | 355 | 0% | Victoria Park Bowling Club | Rent Of Pavilion, Victoria Park, Deal |
| 150 | 0 | -100% | Aylesham Parish Council | Lease Of 7.7 Acres Adjoining Hill Crescent, Aylesham |
| 0 | 325 | NA | Deal & Walmer Angling Club | Lease Of Angling Cabin On Deal Pier - not in use |
| 450 | 450 | NA | Capel-Le-Ferne Parish Council | Lease Of Land In Lancaster Avenue For Use Of Playing Field no longer required |
| 1,225 | 1,225 | 0% | Dover Rugby Football Club | Rent Of Crabble Pavilion, River (Our Half Of The 7 Months @50% Of £4,200) |
| 1,750 | 1,750 | 0% | Dover Rugby Football Club | Rent Of Crabble Pavilion, River (We Pay The Remaining 5 Months @ 100% Of £4,200) |
| 2,500 | 2,500 | 0% | Dover Athletic Football Club | Orange Telephone Mast 50% Of Rental Fee (Dover Ath Keep All Income As Part Of Our Support For Them - Grant Reflects Payment To Code Instead Of Their Payment Of Our Half In Original Deal) |
| 8,000 | 8,000 | 0% | Dover Athletic Football Club | Lease Of Ground At Crabble Athletic, River |
| 10,000 | 11,800 | 18% | Dover Citizen's Advice Bureau | Rent Of 1st Floor Dover Area Office |
| 10,000 | 0 | -100% | Deal Citizen's Advice Bureau | Lease Of The Cedars, 26 Victoria Road, Deal |
| 3,250 | 3,250 | 0% | Cross Links | 9 Sheridan road |
| **38,030** | **30,005** | | In most cases, the above shows a 50% grant or more reduction in the rental charges for DDC properties or income generating sites | |

| 2021/22 £ | 2022/23 £ | Change % | | |
|---|---|---|---|---|
| 100,350 | 100,350 | 0% | Your Leisure | Budget agreed as £100,350 for Tides 2021/22 |
| 0 | 0 | 0% | Your Leisure | A grant of £5k to YL for Walmer Paddling Pool lease ends 31/3/21. |
| 1,500 | 1,500 | 0% | Pegasus Playscheme | Provision of a playscheme for children with disabilities |
| 1,500 | 1,500 | 0% | Age Concern | Provision of area office services. |
| 3,000 | 3,000 | 0% | Kent County Council | Contribution to Sports Partnership |
| 4,500 | 4,500 | 0% | Gazen Salts Nature Reserve | To assist in managing and maintaining the reserve |
| 16,000 | 16,000 | 0% | Sandwich Town Cricket Club | To assist the Club in defraying its expenditure in managing, maintaining and improving the Recreation Grounds at The Butts & Gazen Salts. |
| 10,000 | 10,000 | 0% | Dover Outreach Centre | Grant towards the Winter Shelter costs. |
| 12,000 | 12,600 | 5% | Dover Rugby Club | For ground maintenance at Crabble Athletic Ground, covered by saving made in the Landscape maintenance contract. |
| 1,000 | 1,000 | 0% | Victoria Bowls | Contribution to running expenses of the Club |
| 4,000 | 4,000 | 0% | Dover Bowling Club | Grant towards grounds maintenance at Dover Bowling Green. Covered by savings within the grounds maintenance budget. Reducing scale as per agreement letter dated 01 April 2017. |
| 102,000 | 102,000 | 0% | Dover Citizen's Advice Bureau | £97k CAB Core Funding grant inc £10k from HRA, plus £3,500 service charge contribution and £1,500 Other potential services. |
| 22,500 | 22,500 | 0% | Neighbourhood Forums | Grant to support voluntary and community organisations. *Any variances will most likely be caused by extra money avaliable due to money raised through the Dover Lotto |
| 0 | 0 | 0% | Home Improvement Agency | "Intouch" Housing Improvement Agency funding not required 21/22 |
| 5,000 | 5,000 | 0% | Deal Town Council | Astor Theatre grant |
| 3,500 | 3,500 | 0% | Actions with Communities in Rural Kent | Contribution to rural housing |
| **286,850** | **287,450** | | | |