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23 June 2023

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **CABINET** will be held at these offices (Council Chamber) on Monday 3 July 2023 at 6.00 pm when the following business will be transacted.

Members of the public who require further information are asked to contact Democratic Services on (01304) 872303 or by e-mail at democraticservices@dover.gov.uk.

Yours sincerely

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

Chief Executive

Cabinet Membership:

K Mills	Leader of the Council
J L Pout	Deputy Leader of the Council and Portfolio Holder for Transport, Licensing and Environmental Services
S H Beer	Portfolio Holder for Finance, Governance, Climate Change and Environment
E A Biggs	Portfolio Holder for Planning and Built Environment
P M Brivio	Portfolio Holder for Housing, Skills and Education
C D Zosseder	Portfolio Holder for Community and Corporate Property

AGENDA

1 **APOLOGIES**

To receive any apologies for absence.

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

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

3 **RECORD OF DECISIONS** (Pages 6-18)

The decisions of the meeting of the Cabinet held on 5 June 2023 numbered

CAB 1 to CAB 10 (inclusive) are attached.

ISSUES ARISING FROM OVERVIEW AND SCRUTINY OR OTHER COMMITTEES

To consider any issues arising from Overview and Scrutiny or other Committees not specifically detailed elsewhere on the agenda.

BUDGET AND POLICY FRAMEWORK - NON-KEY DECISIONS

4 UPDATE TO CORPORATE COMPLAINTS POLICY (Pages 19-33)

To consider the attached report of the Strategic Director (Corporate and Regulatory).

Responsibility: Portfolio Holder for Finance, Governance, Climate Change and Environment

EXECUTIVE - KEY DECISIONS

5 ADOPTION OF PROCUREMENT STRATEGY 2023-2026 (Pages 34-47)

To consider the attached report of the Procurement Manager.

Responsibility: Portfolio Holder for Finance, Governance, Climate Change and Environment

EXECUTIVE - NON-KEY DECISIONS

6 DOVER BEACON/BENCH STREET PROJECTS (Pages 48-61)

To consider the attached report of the Head of Place, Growth, Investment and Creative Services.

Responsibility: Leader of the Council

7 STRATEGIC PERFORMANCE DASHBOARD - FOURTH QUARTER 2022/23 (Pages 62-124)

To consider the attached report of the Strategic Director (Corporate and Regulatory).

Responsibility: Portfolio Holder for Finance, Governance, Climate Change and Environment

8 LOCAL PLAN PROJECT ADVISORY GROUP - CONSERVATIVE GROUP NOMINATION (Page 125)

To consider the attached recommendation of the Strategic Director (Corporate and Regulatory).

Responsibility: Portfolio Holder for Finance, Governance, Climate Change and

Environment

9 **EXCLUSION OF THE PRESS AND PUBLIC** (Page 126)

The recommendation is attached.

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

EXECUTIVE - KEY DECISIONS

10 **RESPONSIVE REPAIRS, VOIDS AND ASSOCIATED SERVICES CONTRACT 2011-2025** (Pages 127-131)

To consider the attached report of the Head of Property Assets.

Responsibility: Portfolio Holder for Housing, Skills and Education

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The meetings in which these cameras will be used include meetings of: (a) Council; (b) Cabinet; (c) Dover Joint Transportation Advisory Board; (d) General Purposes Committee; (e) Electoral Matters Committee; (f) Governance Committee; (g) Planning Committee; (h) General Purposes Committee and (i) Overview and Scrutiny Committee. Only agenda items open to the press and public to view will be broadcast.

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

Declarations of Interest

Disclosable Pecuniary Interest (DPI)

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

Other Significant Interest (OSI)

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

Voluntary Announcement of Other Interests (VAOI)

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

Note to the Code:

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



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Our ref: KBS/CABRCD
Your ref:
Date: 7 June 2023

TO: ALL MEMBERS OF THE COUNCIL

Dear Councillor

CABINET: RECORD OF DECISIONS

Please find attached the Record of Decisions of the Cabinet meeting held on Monday, 5 June 2023. Unless otherwise indicated within the schedule, these decisions may be called in for scrutiny, provided notice is given to me in writing by **10.00am on Tuesday, 13 June.**

The call-in procedures are set out at paragraph 18 of the Overview and Scrutiny Procedure Rules. Call-in may be activated by the Chairman of the Overview and Scrutiny Committee, the Controlling Group Spokesperson of the Overview and Scrutiny Committee or any three non-executive Members. The reasons for calling in an item must be given.

Yours sincerely

A handwritten signature in black ink that reads "Kate Batty-Smith". Below the signature is a short horizontal line.

Kate Batty-Smith
Democratic Services Officer

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Record of the decisions of the meeting of the **CABINET** held at the Council Offices, Whitfield on Monday, 5 June 2023 at 6.00 pm

Present:

Chairman: Councillor K Mills

Councillors: J L Pout
S H Beer
E A Biggs
P M Brivio
C D Zosseder

Also Present: Councillor T J Bartlett
Councillor M Bates
Councillor D R Friend
Councillor O C de R Richardson
Councillor C A Vinson

Officers: Chief Executive
Strategic Director (Corporate and Regulatory)
Strategic Director (Finance and Housing)
Strategic Director (Place and Environment)
Head of Finance and Investment
Community Services Manager
Licensing Manager
Strategic Housing Manager
Community Development Officer
Housing Development Officer
Democratic Services Officer

The formal decisions of the executive are detailed in the following schedule.

Record of Decisions: Executive Functions

Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 1 6.6.23 Open Key Decisions No Call-in to apply Yes Implementation Date 13 June 2023	<u>APOLOGIES</u> It was noted that there were no apologies for absence.	None.	To note any apologies for absence.	

Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 2 6.6.23 Open Key Decisions No Call-in to apply Yes Implementation Date	<u>DECLARATIONS OF INTEREST</u> Councillor K Mills declared a Disclosable Pecuniary Interest in Agenda Item 4 (Provision of Interim Housing and Support for Afghan Refugees via Afghan Relocations and Assistance Programme) by reason of his employment with the Home Office.	None.	To note any declarations of interest.	

13 June 2023				
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Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 3 6.6.23 Open Key Decisions No Call-in to apply Yes Implementation Date 13 June 2023	<u>RECORDS OF DECISIONS</u> It was agreed that the decisions of the meetings held on 3 April 2023, as detailed in decision numbers CAB 105 to CAB 117, be approved as correct records and signed by the Chairman.	None.	Cabinet is required to approve the Records of Decisions of the Cabinet meetings held on 3 April 2023.	

Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 4 6.6.23 Open Key Decisions Yes Call-in to apply Yes Implementation Date	<u>PROVISION OF INTERIM HOUSING AND SUPPORT FOR AFGHAN REFUGEES VIA AFGHAN RELOCATIONS AND ASSISTANCE PROGRAMME</u> It was agreed: (a) That a project to acquire the lease, refurbish and furnish fifteen Ministry of Defence properties (as affordable rent), under the terms of the Local Authority Housing Fund Programme, be approved. (b) That the delivery of a full support package by Dover District	None.	To provide housing and support for refugees from Afghanistan, the Government has allocated funding to local authorities charged with assisting them. Approval is sought to accept Home	Councillor K Mills declared a Disclosable Pecuniary Interest by reason of his employment with the Home Office and left the meeting during consideration of this item.

13 June 2023	<p>Council to the Afghan Relocations and Assistance Programme and any other resettlement schemes, and the acceptance of Home Office funding to deliver the schemes, be approved.</p> <p>(c) That it be noted that, if the project is approved, the Head of Paid Service will create the necessary structures and employment roles where applicable to deliver the programmes within the budgets available.</p> <p>(d) That the Strategic Director (Finance and Housing) be authorised, in consultation with the Portfolio Holder for Housing, Skills and Education, to take the necessary decisions and actions to progress the project, including (but not limited to) approving and entering into the lease and other legal agreements, appointing any necessary professional advisers, agreeing the budget and contract sum for any works required, awarding the works contract, approving variations to the project sum if required and, if circumstances warrant, cancelling the project.</p>		Office funding and to lease up to fifteen properties from the Ministry of Defence to accommodate refugees.	
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Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 5 6.6.23 Open Key Decisions Yes Call-in to apply Yes Implementation Date	<u>HACKNEY CARRIAGE NUMBERS - UNMET DEMAND SURVEY</u> It was agreed that an additional five Hackney Carriage Licences be issued to wheelchair-accessible vehicles.	None.	Hackney Carriage licences in the Dover district are currently limited to 69. Under the Town & Police Clauses Act 1847, a restriction on licences is permitted, provided the licensing authority is	

13 June 2023			<p>satisfied that there is no unmet demand, and a survey is conducted every three years.</p> <p>A recent survey has identified that there is an unmet demand for wheelchair-accessible vehicles.</p>	
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Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)								
<p>CAB 6 6.6.23 Open</p> <p>Key Decisions No</p> <p>Call-in to apply Yes</p> <p>Implementation Date 13 June 2023</p>	<p><u>APPOINTMENT OF MEMBERS TO OUTSIDE BODIES FOR 2023/24</u></p> <p>It was agreed:</p> <p>(a) That the following appointments to outside bodies for 2023/24 be approved (with appointments being for one year unless stated otherwise):</p> <table border="0" data-bbox="448 1117 1299 1390"> <tr> <td>Action with Communities in Rural Kent</td> <td>Cllr M Mamjan Cllr M Nee</td> </tr> <tr> <td>Aylesham & District Workshop Trust</td> <td>Cllr M Mamjan</td> </tr> <tr> <td>Deal Fairtrade Steering Group</td> <td>Cllr J Loffman</td> </tr> <tr> <td>Dover, Deal & District</td> <td>Cllr H Williams</td> </tr> </table>	Action with Communities in Rural Kent	Cllr M Mamjan Cllr M Nee	Aylesham & District Workshop Trust	Cllr M Mamjan	Deal Fairtrade Steering Group	Cllr J Loffman	Dover, Deal & District	Cllr H Williams	None.	Cabinet appoints Members (and occasionally non-Members) to outside bodies on an annual basis to represent the Council's interests or, in some cases, to act solely on behalf of the bodies (e.g. as a charity trustee).	
Action with Communities in Rural Kent	Cllr M Mamjan Cllr M Nee											
Aylesham & District Workshop Trust	Cllr M Mamjan											
Deal Fairtrade Steering Group	Cllr J Loffman											
Dover, Deal & District	Cllr H Williams											

	Citizens' Advice Bureau				
	Dover Fairtrade Steering Group		Cllr P Brivio		
	Dover Fastrack Advisory Board	Indefinite	Cllr J Pout		
	East Kent Spatial Development Co.		Cllr K Mills		
	Industrial Communities Alliance		Cllr E Biggs		
	JAC Kent Downs AONB Partnership		Cllr P Brivio		
	Kent County Playing Fields Association		Cllr S Blair		
	Kent Forum		Cllr K Mills		
	Kent Resource Partnership Members Board		Cllr E Biggs		
	Local Enterprise Partnership Board & Executive		Cllr K Mills		
	Local Government Association – General Assembly		Cllr K Mills		
	Local Government Association Coastal Special Interest Group		Cllr E Biggs		
	Manston Skills and Employment Board		Cllr S Beer		
	Municipal Charities of Dover	4 Years	Cllr S Hill Cllr L Wright		

	PATROL (formerly National Parking Adjudication Service)		Cllr J Pout		
	Police & Crime Panel for Kent		Cllr C Zosseder		
	River Dour Partnership		Cllr P Brivio		
	River Stour (Kent) Internal Drainage Board		Cllr M Moorhouse Cllr S Blair		
	Saint Edmund of Abingdon Memorial Trust	5 years	Cllr P Brivio		
	Sandwich & Pegwell Bay National Nature Reserve Management Committee		Cllr M Moorhouse		
	South-East England Councils (SEEC)		Cllr K Mills (sub: J Pout)		
	Tourism South-East		Cllr L Wright		
	(b) That the Leader of the Council be requested to nominate an alternative Member to substitute at meetings on an ad hoc basis when the appointed Member is not available (and where the constitution of the body allows this).				
	(c) That the appointment of the Chief Executive to the Kent Forum be approved.				

Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 7	<u>APPOINTMENTS TO PROJECT ADVISORY GROUPS FOR 2023/24</u>	None.	Cabinet is	

<p>6.6.23 Open</p> <p>Key Decisions No</p> <p>Call-in to apply Yes</p> <p>Implementation Date 13 June 2023</p>	<p>It was agreed:</p> <p>(a) That the membership of the Local Plan Project Advisory Group for the Council Year 2023/24 be approved as follows: Portfolio Holder for Planning and Built Environment (Chairman), Chairman of Planning Committee (Vice-Chairman), Chairman of Overview and Scrutiny Committee, and Councillors S B Blair, D G Beaney, N S Kenton, J P Loffman, D J Parks and H M Williams.</p> <p>(b) That the Dover Town Regeneration Advisory Board be renamed as the Dover Beacon and Dover Town Regeneration Project Advisory Group, and its revised Terms of Reference, as set out at Appendix G of the report, be approved.</p> <p>(c) That the membership of the Dover Beacon and Dover Town Regeneration Project Advisory Group for the Council Year 2023/24 be approved as follows: Leader of the Council (Chairman), Portfolio Holder for Community and Corporate Property (Vice-Chairman), Portfolio Holder for Finance, Governance, Climate Change and Environment, Mayor of Dover, Councillors T J Bartlett, M Bates, D G Beaney, E A Biggs, P M Brivio, G Cowan, S Hill and O C de R Richardson, and three tenant representatives (non-voting).</p> <p>(d) That the membership of the Tides Project Advisory Group for the Council Year 2023/24 be approved as follows: Portfolio Holder for Finance, Governance, Climate Change and Environment (Chairman), Portfolio Holder for Community and Corporate Property (Vice-Chairman), and Councillors S B Blair, J P Loffman and O C de R Richardson.</p> <p>(e) That the membership of the Climate Change Project Advisory Group for the Council Year 2023/24 be approved as follows: Portfolio Holder for Finance, Governance, Climate Change and</p>		<p>requested to review the Dover Town Regeneration Advisory Board and its terms of reference, and to determine the membership of the Council's Project Advisory Groups for the Council Year 2023/24.</p>	
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	<p>Environment (Chairman), and Councillors S B Blair, D R Friend, N S Kenton, K Mills, D J Parks, J L Pout, C A Vinson and H M Williams.</p> <p>(f) That the membership of the Homelessness Project Advisory Group for the Council Year 2023/24 be approved as follows: Portfolio Holder for Housing, Skills and Education (Chairman), and Councillors D R Friend, S C Manion, M J Nee and H M Williams.</p> <p>(g) That the membership of the Investment Advisory Group for the Council Year 2023/24 be approved as follows: Portfolio Holder for Finance, Governance, Climate Change and Environment (Chairman), Chairman of Governance Committee (Vice-Chairman), and Councillors T J Bartlett, E A Biggs and C A Vinson.</p>			
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Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
<p>CAB 8 6.6.23 Open</p> <p>Key Decisions No</p> <p>Call-in to apply Yes</p> <p>Implementation Date 13 June 2023</p>	<p><u>APPOINTMENT OF DOVER JOINT TRANSPORTATION ADVISORY BOARD VICE-CHAIRMAN FOR 2023/24</u></p> <p>It was agreed that Councillor E A Biggs be appointed as Vice-Chairman of the Dover Joint Transportation Advisory Board for 2023/24.</p>	<p>None.</p>	<p>Cabinet is required to appoint a Vice-Chairman to the Dover Joint Transportation Advisory Board for 2023/24 in order to comply with the terms of reference of the Board which require that the chairmanship and vice-chairmanship of the Board</p>	

			alternate annually between Kent County Council and Dover District Council.	
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Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 9 6.6.23 Open Key Decisions No Call-in to apply Yes Implementation Date Immediate	<u>EXCLUSION OF THE PRESS AND PUBLIC</u> That, in accordance with the provisions of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the press and the public be excluded during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972.	None.		

Decision Status	Record of Decision	Alternative options considered and rejected (if any)	Reasons for Decision	Conflicts of interest (if any) declared by decision maker(s) or consultees (if any)
CAB 10 6.6.23 Exempt Key Decisions Yes	<u>PURCHASE OF NEW SHARED OWNERSHIP HOUSING AT WILLOWBANK, SANDWICH</u> It was agreed: (a) That a project to acquire the freehold of 20 new-build affordable homes for shared ownership at Willowbank, Sandwich be	None.	Following an approach by the developer, approval is sought to purchase twenty new-build units of affordable housing	

<p>Call-in to apply Yes</p> <p>Implementation Date 13 June 2023</p>	<p>approved.</p> <p>(b) That the Head of Finance and Investment be authorised, in consultation with the Portfolio Holder for Housing, Skills and Education, to take the necessary decisions and actions to progress the project and purchase the properties including (but not limited to) agreeing the purchase price, approving the sale purchase agreements and appointing any necessary professional advisers.</p>		<p>under the second phase of development at Willowbank in Sandwich.</p>	
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The meeting ended at 6.16 pm.

Subject:	UPDATE TO CORPORATE COMPLAINTS POLICY
Meeting and Date:	Cabinet – 3 July 2023 Council – 19 July 2023
Report of:	Louise May, Strategic Director (Corporate and Regulatory)
Portfolio Holder:	Councillor Susan Beer, Portfolio Holder for Finance, Governance, Climate Change and Environment
Decision Type:	Non-Key Decision
Classification:	Unrestricted

Purpose of the report: To update the Council’s Corporate Complaints Policy.

Recommendation:

- Cabinet: That Cabinet adopts the amended Complaints Policy in respect of Executive functions and recommends to Council that the Complaints Policy be adopted for Council functions.
- Council: That Council adopts the amended Complaints Policy in respect of Council functions.
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1. Summary

- 1.1 The Cabinet and Council adopted a revised Complaints Policy in July 2022. As part of this it was highlighted that future amendments would be required to remove references to the third stage in the complaints process then in force for housing complaints due to changes contained within The Building Safety Act 2022 that had not yet come into force. Those provisions have subsequently come into effect and an amendment to the policy is required to remove references to it.
- 1.2 This also presents an opportunity to make an additional change to bring the policy into line with the Housing Ombudsman’s recommended practice for written acknowledgements of housing complaints.

2. Introduction and Background

3. There are three amendments proposed to the Council’s Complaints Policy.
4. The first amendment relates to the ‘designated person’ third stage of housing complaints. This was not unexpected as the Government had announced its intention to change the legislation at the time the Complaints Policy was last updated.
5. The removal of the third stage moves the processes for dealing with housing complaints into line with the rest of the Council’s complaints process which is for a robust two stage complaints process in line with recommended best practice.
6. The intention of the ‘designated person’ stage was to provide complainants with the option of having an impartial review of their complaint conducted by someone other than the Council’s complaints process. However, this stage was not compulsory and many complainants opted to complain to the Housing Ombudsman directly after the completion of the second stage review. This stage has now been repealed by The Building Safety Act 2022 and the policy has been updated accordingly to remove

references to it. All complaints will now undergo a two-stage process in line with recommendations from both Ombudsmen. After the completion of the second stage the complainant, if still not satisfied, will have the option of complaining to the relevant Ombudsman.

7. The second amendment relates to guidance issued by the Housing Ombudsman which the Council had not previously included within its Complaints Policy but commonly happens as a matter of practice. The Housing Ombudsman guidance includes a provision that Stage 1 complaints should always receive a written response (either by letter or email). The Council's current policy permits for first stage complaints to be resolved verbally where the complaint was of a nature where that would be appropriate.
8. It is proposed that an amendment be made to the Complaints Policy as follows:

“As a Stage 1 complaint is a formal complaint it should be responded to in writing, even if it is to confirm what has been advised/agreed verbally to the complainant as part of the investigative process. A written response for this purpose can be considered to be an email or a letter.”
9. This amendment would apply to all complaints received, not just housing complaints.
10. Finally, a small change has been made to set a limit as to the duration of an extension on a Stage 1 complaint's timescale for a response. All Stage 1 complaints have a 10-working day timescale to respond to the complainant with the potential to extend this if required. However, the length of the extension is not set in the current policy.
11. It is therefore proposed that any extension should not exceed a further 10 working days without a good reason. A good reason would be considered to be, but is not limited to, where additional time is required to obtain information from third parties, where a matter is particularly complex, or where more time is required to complete an investigation. This acknowledges that some complaints may require more time than others to investigate while still setting a clear expectation as to the longest someone should normally expect to wait for a response to a first stage complaint.
12. **Identification of Options**
 - 12.1 Option 1: To adopt the revised Complaints Policy.
 - 12.2 Option 2: To not adopt the revised Complaints Policy.
13. **Evaluation of Options**
 - 13.1 Option 1 is the recommended option as this brings the Council's Complaints process into line with the Housing Ombudsman's recommended guidance for the handling of complaints, as requested by the Housing Ombudsman, and changes to legislation.
 - 13.2 Option 2 is not the recommended option as it does not meet the Housing Ombudsman's guidance requirements.
14. **Resource Implications**
 - 14.1 There are no resource implications in the amendments to the Complaints Policy.
15. **Climate Change and Environmental Implications**
 - 15.1 There are no climate or environmental implications arising from this report.
16. **Corporate Implications**
 - 16.1 Comment from the Director of Finance (linked to the MTFP): Accountancy has been consulted and has no further comments. (JS)

- 16.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make.
- 16.3 Comment from the Equalities Officer: This report regarding an update to the Council's Corporate Complaints Policy 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>.
17. **Appendices**
Appendix 1 – Revised Complaints Policy
18. **Background Papers**
Complaints Policy

Contact Officer: Rebecca Brough, Democratic and Corporate Services Manager



Complaints Policy

FINAL V.4 (SEPTEMBER 2022)

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Introduction

Dover District Council aims to continually improve customer services and the effectiveness of the way we interact. Staff are empowered to deliver services to the public without constant reference to a line management structure.

The Council has a complaint procedure, which is set out in this document, and staff are encouraged to take ownership of complaints and be equipped to resolve them at the earliest possible opportunity.

Complaints and compliments should be viewed as valuable feedback and, as a 'learning organisation' the Council should endeavour to use the lessons learnt from this feedback to improve the services we provide.

What is a request for service?

This is separate from a complaint and is defined by the Council as:

"A request from a member of the public that initiates a service action which has been agreed as part of service delivery. Service requests are not used in response to a failure or degradation of service."

For requests for service there will be a process in place to deal with an issue. This could be an online or telephone reporting process to register the issue or a contact number to arrange for a service provider to visit to rectify the issue.

For example, in the event of a missed waste collection there is a reporting method to register the missed collection and enable the service to arrange for the missed bin to be collected. For general household or communal repairs there is an email address and telephone number to arrange with the council's contractor for works to be undertaken.

However, if the resident has used the reporting method and the matter was not satisfactorily resolved then it would be a potential failure or degradation of service and therefore would be dealt with as a complaint.

What is a complaint?

The Council's definition of a complaint is:

"An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents"

As mentioned earlier, this will most commonly take the form of a complaint relating to a failure or degradation of service provision.

Matters Falling Outside the Scope of the Complaints Procedure

The Council must accept a complaint unless there is a valid reason not to do so. Matters falling outside the scope of the complaint's procedure are set out below:

- Something that the complainant has known about for more than 6 months unless there is good reason for the delay or if there are safeguarding or health and safety issues.

- Something that can be appealed about to a tribunal (such as the Housing Benefit Appeals Service) or go to court about, unless there is a good reason the complainant should not be expected to do so.
- Where legal proceedings have already started by a Claim Form or Particulars of Claim have been filed at Court.
- Something affecting all or most of the people living in the district, such as a complaint regarding the setting of council tax.
- Something that has already been considered under the complaints policy.
- The Council's main housing repairs contractor has its own complaints process so where a tenant's complaint relates to a repairs issue dealt with by that contractor, the tenant will receive a response direct from the company in the first instance. If the tenant remains dissatisfied following the response it can be considered through the Council's complaints process.
- Allegations that a Councillor has failed to comply with the Code of Conduct for Members (Please see page 10).

If the Council takes the decision not to accept a complaint, a detailed explanation will be provided to the complainant setting out the reasons why the matter is not suitable for the complaints process and the right to take the decision to the appropriate Ombudsman. Where the Ombudsman does not agree the Council may be instructed to accept the complaint.

Handling Complaints

- An officer of the council is expected to manage the customer's expectations and be clear as to whether the desired outcome is unreasonable or unrealistic.
- A complaint should be resolved at the earliest possible opportunity, having assessed what evidence is needed to fully consider the issues, what outcome would resolve the matter for the customer and whether there are any urgent actions required.
- The officer dealing with the complaint must seek clarification from the customer if any aspect of the complaint is unclear
- The Council will deal with the customer's representative provided the customer provides their authority that the representative can act on their behalf.
- Customers will be kept informed on the progress of their enquiry/complaint.
- A clear explanation will be provided as to why decisions have been made and should include any legal obligations where applicable.
- The response to the complaint must address all points raised in the complaint and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.
- Where a problem is a recurring issue, the officer should consider any older reports as part of the background to the complaint if this will help to resolve the issue for the customer.

- Where the customer raises additional issues during the investigation, these should be incorporated into the investigation and response if they are relevant, and the response has not yet been finalised/issued. Where the response has been issued, or it would unreasonably delay the response, the complaint should be logged as a new complaint.
- At completion of each stage, the officer must confirm the following in writing to the customer:
 - Details of any remedies
 - Details of any outstanding actions
 - Details of how to escalate the complaint if the customer is not satisfied with the answer

The Complaints Procedure

When a customer contacts the Council the member of staff should do all they can to resolve the issue and if this is not possible refer the matter to their Line Manager. If further enquiries are needed to resolve the matter, or if the resident requests it, the issue must be logged as a complaint.

Complaints are divided into three types:

- Complaint regarding service delivery
- Complaint regarding a member of staff
- Complaint regarding a Councillor (complaints that a councillor has failed to comply with the Code of Conduct for Members are outside the scope of this Complaints Policy and are subject to separate arrangements. Please see page 10).

Complaints can be made:

- in writing (letter or email),
- using the on-line complaint form
http://www.dover.gov.uk/customer_services/comments_complaints.aspx
- Using the Council's Complaint leaflets (these are available at the Whitfield Reception or can be posted to the resident)
- Via the telephone
- In person by appointment.

Procedure for dealing with a complaint regarding service delivery

(See also attached flowchart – Annex A)

The Council has a two-stage complaints procedure. There is a third stage for complaints relating to housing management and maintenance if the tenant/lessee wishes to use it (note the procedure below).

A. Stage 1

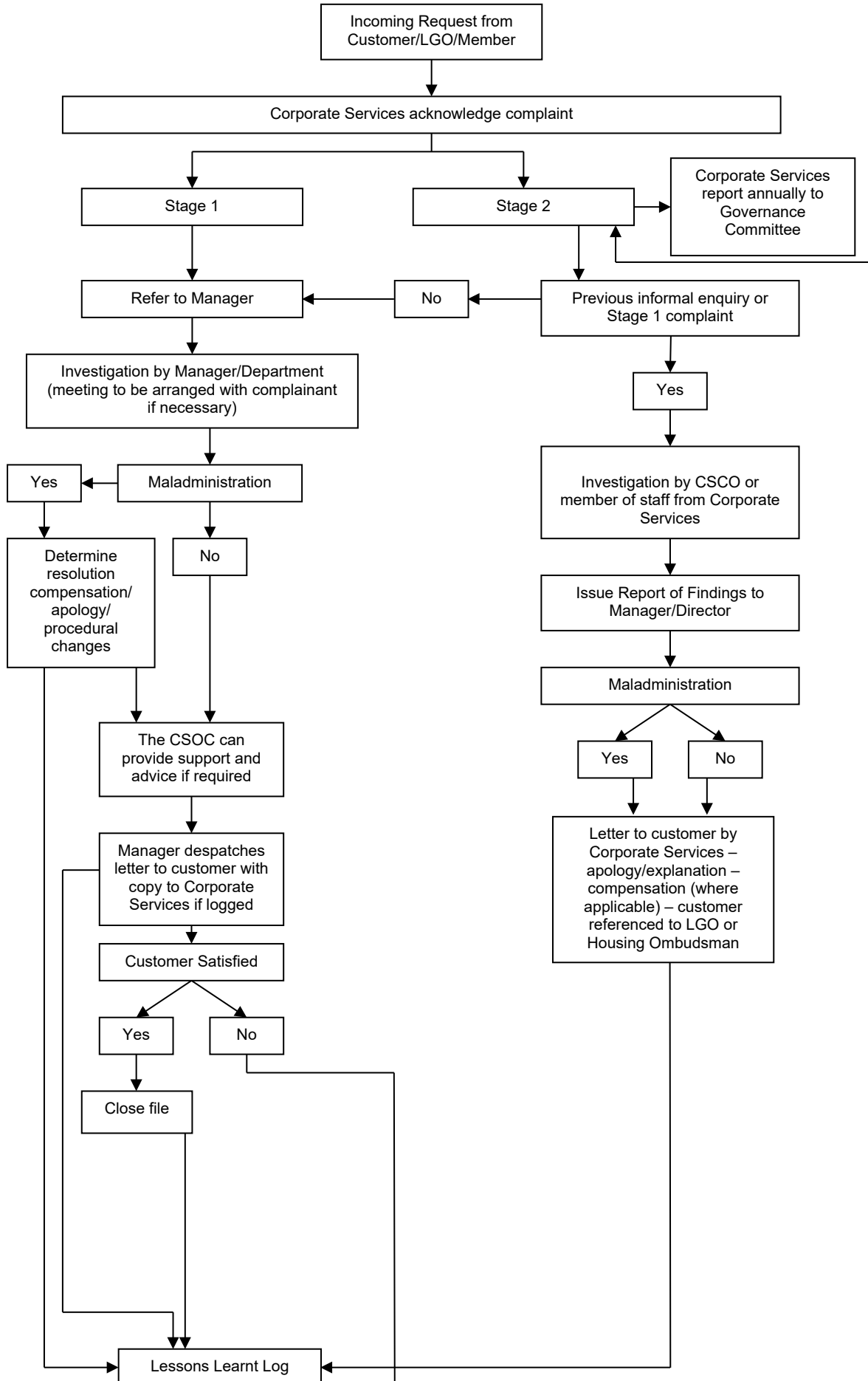
- When a complaint is received by the Corporate Services Team it is acknowledged within 5 working days maximum, usually within 2 working days, and the complainant is advised of the process involved.

- The complaint is referred to the Service Manager, or a member of their team, who has **10 working days** in which to respond to the customer. Where extra time is required, the customer will be kept informed. **This should not exceed a further 10 working days without good reason.**
- **A good reason in this situation could include, but is not limited to, where information is required from third parties, where a matter is particularly complex, or where further time is required to complete the investigation.**
- The complaint handler must:
 - Deal with complaints on their merits.
 - Act independently and have an open mind.
 - Take measures to address any actual or perceived conflict of interest.
 - Consider all information and evidence carefully.
 - Keep the complaint confidential as far as possible, with information only disclosed if necessary to properly investigate the matter.
- **As a Stage 1 complaint is a formal complaint it should be responded to in writing, even if it is to confirm what has been advised/agreed verbally to the complainant as part of the investigative process. A written response for this purpose can be considered to be an email or a letter.**

B. Stage 2

- If the complainant wishes to escalate their complaint to stage 2, the request should be received within 20 working days (or such timescale to be agreed with the complainant).
- If a complainant requests that their complaint be investigated further or if a complaint comes to Corporate Services that has already been considered by the Service Manager as a stage 1 complaint, it will be dealt with at stage 2 of the complaint's procedure.
- The complainant will be provided with a timescale of how long the investigation will take. This would normally be up to **20 working days**, but the complainant should be kept advised of progress.
- The complaint will be considered by a member of staff from Corporate Services team.
- The Corporate Services Officer will write to the complainant with the findings and appropriate resolution. The response must include details of how to contact the Local Government and Social Care Ombudsman or Housing Ombudsman, whichever is applicable.

Complaint About Service Delivery

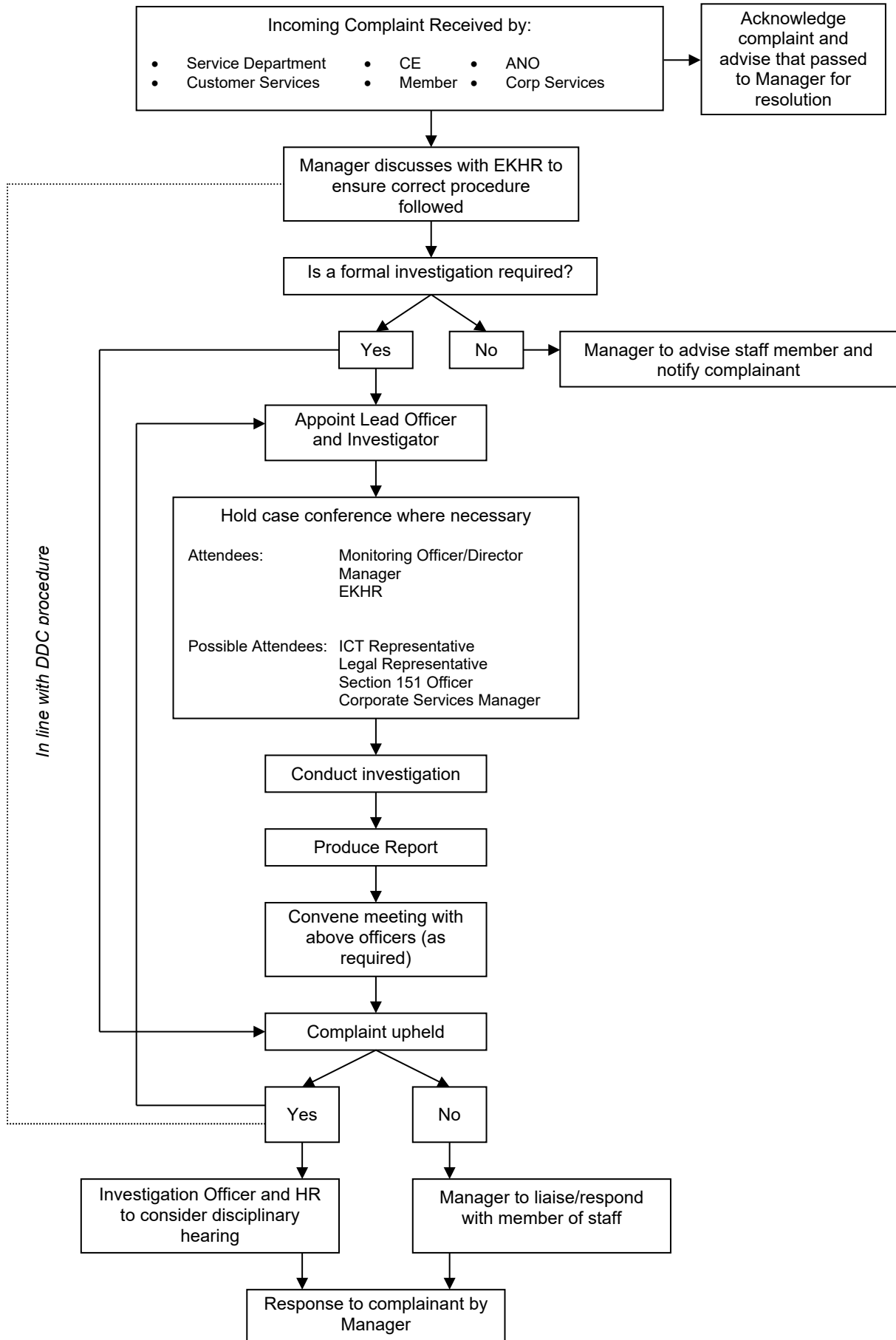


Procedure for dealing with a complaint against Member of Staff

(See also attached flowchart – Annex B)

- Where a serious complaint is made concerning a member of staff this will be referred to their Line Manager.
- Listed below are examples of a serious complaint although this list is not exhaustive:
 - Fraud
 - Rude/disrespectful
 - Theft
 - Corruption
 - Offences of dishonesty
 - Incitement to or acts of discrimination
 - Fighting
 - Physical assault
 - Drunkenness or being under the influence of illegal drugs at work.
- The Manager will investigate the allegation (seeking advice from HR where appropriate).
- If the matter can be easily resolved e.g., there is a satisfactory explanation for the member of staff's actions or the evidence is available and clearly demonstrates that the complaint is not upheld, the Manager will liaise with the member of staff and respond immediately to the complainant.
- If the matter requires investigation a Lead Officer and Investigator will be appointed. (The Investigator would normally be the Line Manager). At this stage the Monitoring Officer or Director will advise the member of staff and, subject to HR advice, the officer concerned may be suspended.
- Once the investigation is complete a report will be produced, and the Monitoring Officer or Director will convene a case conference meeting. If the complaint is upheld the Investigating Officer, taking appropriate advice from EKHR will consider the required course of action, which may include disciplinary measures.
- If the complaint is not upheld the Monitoring Officer or Director will immediately liaise with the member of staff.

Serious External Complaint Against Member of Staff



Procedure for dealing with an alleged breach of the Member Code of Conduct

Section 28 (6) Localism Act requires the Council to have in place arrangements under which allegations that a district, town or parish councillor has failed to comply with the Code of Conduct for Members can be investigated and under which decisions on allegations can be made. The Council has such arrangements in place.

The Localism Act provides that a failure to comply with an authority's code of conduct is not to be dealt with otherwise than in accordance with the arrangements.

Those arrangements are separate from and outside the scope of this Complaints Policy and can be viewed here

http://www.dover.gov.uk/council_democracy/councillors_decisions_meeti/councillors/councillor_complaints.aspx

Remedies Guidance and Complaint Resolution

This guidance sets out the Council's approach to remedies, the types of remedies available and how to resolve a complaint.

A remedy is the means by which we put things right for the complainant. Where an officer identifies that the Council has done something wrong, or not done something it should have done, officers need to consider each complaint on a case-by-case basis and respond as follows

- acknowledge what has gone wrong
- set out the proposed actions or actions already taken to put things right and the timescale in which they will be done
- any remedy must reflect the extent of any service failure and the level of detriment caused to the customer as a result
- consideration should be given to the impact of the action or behaviour of the customer as well as the actions of the Council
- the Council must not promise anything that cannot be delivered or would cause unfairness to other residents
- what lessons need to be learnt or service improvements to prevent it happening again; and

Putting things right

The Council aims to put the complainant back into the position they would have been had the error not occurred.

A remedy must set out the measure(s) that will correct the error or service failure. There are various options that can be considered depending upon the type or nature of the complaint and severity of the mistake.

Types of remedy

This needs to be tailored to the circumstances of the complaint. Below are some of the options available:

Apology

In some circumstances an apology is all that is required. An apology can be made in person but ideally should be in writing, so the Council has a record of how the matter was dealt with. An apology should:

- acknowledge the error or service failure
- accept responsibility for it
- explain clearly why it happened
- express sincere regret

Specific action

Is there some practical action which would provide all, or part of a suitable remedy?

For example, can the Council:

- perform or not perform any of the contractual or other obligations existing between the Council and the complainant
- exercise or not exercise any of the rights existing between the Council and the complainant
- undertake or refrain from undertaking works for example to repair a property
- take such other reasonable steps to put things right as are within the Council's legal powers, for example review or change a decision on the service given to the complainant or do something else to make things better for the complainant.

The Council's policies and procedures

Remedial action may include improvements to the Council's policies or procedures. For example:

- Revising published material
- Revising procedures to prevent the same thing happening again
- Providing additional training for staff on the relevant process.

Financial Compensation

There may be occasion when an apology and actions do not fully remedy the complaint. If a complainant requests financial compensation or the officer believes that this is appropriate, consideration must be given to:

- Actual quantifiable financial loss sustained as a direct result of the error or service failure identified; and/or
- Any statutory payments which may be due for example under the Right to Repair scheme
- Other financial redress, for example in recognition of avoidable inconvenience or other unfair impact of the error or service failure which has been identified.

Our compensation calculations are always based on what the Council considers to be fair depending on the particular circumstances of the case being considered.

Subject:	ADOPTION OF PROCUREMENT STRATEGY 2023-2026
Meeting and Date:	Cabinet – 3 July 2023
Report of:	Dean Coulls, Procurement Manager
Portfolio Holder:	Councillor Susan Beer, Portfolio Holder for Finance, Governance, Climate Change and Environment
Decision Type:	Executive Key Decision
Classification:	Unrestricted

Purpose of the report:	To seek approval of the Procurement Strategy 2023/2026 attached at Appendix 1.
Recommendation:	To approve and adopt the Procurement Strategy 2023/2026 attached at Appendix 1.

1. Summary

1.1 The proposed Procurement Strategy 2023-2026 aims to set the overall context for procurement across the Council over the next three years incorporating the latest government procurement legislation and initiatives alongside the Council's priorities, aims and objectives.

2. Introduction and Background

2.1 Dover District Council spends more than £30 million a year on goods, services, and works and therefore how it conducts its procurement activity is fundamental to delivering successful projects, service improvement and ensuring any expenditure represents value for money for the residents of Dover.

2.2 Working alongside the Council's Contract Standing Orders (approved by Council in January 2023), the Strategy establishes how the Council will conduct its procurement activity in an ethical, efficient, economic, and effective manner that reflects national/local and policies/priorities and where appropriate, in a manner that offers opportunities to local suppliers, particularly small and medium sized enterprises.

2.3 The Procurement Strategy is aligned with delivering the objectives and recommendations of the National Procurement Strategy for Local Government in England 2022 (NPS) and seeks to ensure the Council continues to develop and improve its approach to procurement.

2.4 The Procurement Strategy will be reviewed periodically to reflect any changes in the Council's needs, legislation, best practice, and audit recommendations.

3. Identification of Options

3.1 Option 1: to approve and adopt the Procurement Strategy 2023-2026 attached at Appendix 1.

3.2 Option 2: Not to approve or adopt the Procurement Strategy 2023-2026

attached at Appendix 1.

4. Evaluation of Options

- 4.1 Option 1 is the recommended option as it will ensure the Council conducts its procurement in an ethical, efficient, economic, and effective manner incorporating the latest changes in legislation and initiatives alongside the Council's priorities, aims and objectives.
- 4.2 Option B is not recommended as it will leave the Council without any strategy or action plan as to how it conducts/improves its procurement activity.

5. Resource Implications

- 5.1 The adoption of the Procurement Strategy 2023-2026 will be carried out with existing officer resource.

6. Climate Change and Environmental Implications

- 6.1 The adoption and implementation of the Procurement Strategy 2023-2026 will contribute to and support the Council's Climate Change Strategy.

7. Corporate Implications

- 7.1 Comment from the Section 151 Officer: The Strategic Director (Finance and Housing) has been consulted and has no additional comments to make.
- 7.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make.
- 7.3 Comment from the Equalities Officer: This report regarding the adoption of the Procurement Strategy 2023-2026 does not specifically highlight any equality implications, however in discharging their duties members are required to comply with the public sector equality duty as set out in Section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/section/149>.
- 7.4 Other Officers (as appropriate):

8 Appendices

Appendix 1 – Procurement Strategy 2023-2026

9 Background Papers

National Procurement Strategy for Local Government in England 2022 (NPS)

Contact Officer: Dean Coulls, Procurement Manager - extn 42424

Dover District Council

Procurement Strategy

2023 – 2026

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Introduction

Dover District Council spends more than £30 million a year on goods, services, and works and therefore how it conducts its procurement activity is fundamental to delivering successful projects, service improvement and ensuring any expenditure represents value for money for the residents of Dover.

Procurement can be defined as: -

'The acquisition of goods, services or works, covering the full life cycle from the identification of the business need through to the end of a contract or the end of the useful life of an asset or service end.'

Procurement, however, is more than just 'buying' and looks to play an increasing role in the way we deliver projects and services across the district. By challenging historic purchasing trends and existing service delivery methods for example, it can also help identify and deliver further efficiencies, savings and improved service delivery.

Aims

The Strategy applies to the Council as a whole and aims to set the overall context for procurement across the Council over the next three years incorporating the latest government procurement legislation and initiatives alongside the Council's priorities, aims and objectives.

The Strategy establishes how the Council will conduct its procurement activity in an ethical, efficient, economic, and effective procurement manner that will reflect both national and local policies/priorities by:

- meeting the Council's operational requirements
- delivering value for money
- supporting the Council's Corporate Plan and other adopted Council Strategies & Plans
- aligning with the National Procurement Strategy (NPS) for Local Government in England 2022

The implementation and adoption of this Strategy will ensure procurement plays a key role in delivering the above and seeks to ensure a path of continuous improvement for the Council across its procurement activity.

Background

Launched at a time of both opportunities and pressures on procurement given the backdrop of budget restrictions, increased costs within the supply market, greater demand on services and imminent new procurement legislation - the importance the Council attaches to how it conducts its procurement activity has never been greater.

This importance is acknowledged by the commitment which Members and Officers have made in supporting this Strategy which sets the overall context for procurement within the Council over the next three years. This Strategy is aligned with delivering the objectives of both the National Procurement Strategy for Local Government in England 2022 (NPS) and the Council's Corporate Plan highlighted below.

The National Procurement Strategy for Local Government in England 2022 (NPS) sets out the ambition of the sector and focuses on three key themes which councils have identified as the sectors priorities:

Showing Leadership – engaging with senior managers, councillor’s, strategic suppliers and partners in relation to procurement and commercial matters

Behaving Commercially - the importance of creating commercial opportunities and income generation, managing risk, existing contracts and relationships

Achieving Community Benefits - creating social value through procurement and engaging with SMEs and micro businesses

The NPS also outlines the key “enablers” which have been identified to assist local authorities in meeting these priorities. These include adding value, developing talent, exploiting digital technology, enabling innovation and embedding change.

The Councils Corporate Plan provides the overarching strategic direction for the Council and sets out a clear direction for all services delivered by the Council. A common requirement throughout the Plan is for the Council to provide high quality, value for money services to the district while supporting the Councils sustainability objectives, working in partnership and developing the local economy. The Council recognises that good procurement practices have a significant part to play in supporting the achievement of these objectives: -

- Regeneration-Tourism & Inward Investment
- Housing & Community
- Climate Change, Environment & Assets

Common throughout these themes is the requirement for the Council to provide high quality, value for money services to the district while supporting the Councils sustainability objectives, working in partnership and developing the local economy. The Council recognises that good procurement practices have a significant part to play in supporting the achievement of these objectives.

Responsibilities & Roles

The National Procurement Strategy recommends that local authorities demonstrate political and senior officer leadership of procurement. To align with this approach the following roles and responsibilities shall apply in respect of procurement within the Council: -

Council

- Council’s Constitution including Finance Procedure Rules and Contract Standing Orders

Cabinet

- Approval of this Procurement Strategy
- Making key decisions in the procurement process for high risk/value projects
- Approving a new service or a substantial variation in service delivery

Overview and Scrutiny Committee

- Reviewing key decisions in the procurement process for high risk/value projects

Corporate Management Team (CMT)

- Reviewing progress of this Procurement Strategy on its strategic aims
- Ensuring this Procurement Strategy aligns with the Council’s corporate objectives

Procurement Manager/Team

- Development of this Procurement Strategy
- Providing professional advice and guidance, development of corporate procurement systems, policies, processes and procedures
- Overseeing all the Council's procurement activity including undertaking Invitations to Quote (ITQ), Invitation to Tender (ITT) (where above Contract Standing Orders thresholds)

Directors, Heads of Service and Responsible Officers

- Each Director shall have overall responsibility for the purchasing undertaken by his/her Directorate
- Each Head of Service shall be responsible for the purchasing undertaken by his or her Service and shall appoint their Responsible Officer(s) to conduct procurement
- Responsible Officers purchase the goods, services or works on behalf of the Council (and contract manage those contracts established in their respective service area) in consultation with the Procurement Team and compliance with Council's Contract Standing Orders (CSO's) and this Strategy.

For specific, high value or high-risk contracts, Project Teams will be established to ensure that the relevant technical, procurement, legal and commercial issues are considered and managed by the appropriate Officers (and Members) where applicable.

Procurement Structure

Procurement is structured into defined areas within the Council, with both central and devolved procurement functions. Low value/low risk purchasing activity shall be conducted locally amongst service areas, with the responsibility for professional advice, corporate systems, procedures, and overall procurement responsibility residing with the Procurement Team.

This mixed approach to procurement seeks to ensure the benefits of local knowledge and service delivery expertise are complemented by centrally established controls, processes and procedures that are consistent and proportionate in their approach. Whilst the devolved budget enables responsible officers the remit to determine whether they wish to purchase goods, services or works, having made that decision they will follow any established procurement policies, procedures, and guidance to support this Strategy.

Procurement Regulations & Best Practice

The Council's procurement activity operates in a highly regulated environment that is governed by legislation and policies set nationally through statute such as the Public Contract Regulations 2015 and locally by the Council's Constitution and Contract Standing Orders.

The Public Contract Regulations have operated in conjunction with the previous EU Procurement Regulations since 2015 and superseded them when the UK left the EU in 2020. The Regulations provide detailed instructions on how public procurement over applicable thresholds should be completed. This legislation is being reviewed under the government's 'Transforming Public Procurement' agenda and following a period of consultation, it is expected that these regulations will come into force in 2024.

The Council's Contract Standing Orders (part of the Constitution) set out the structure for which procurement decisions are made and the minimum requirements of any Officers undertaking procurement activity on behalf of the Council, ensuring compliance with the Public Contract Regulations (and any other applicable legislation). Any such changes necessary to its Contract Standing Orders will be approved by the Council and communicated to all Officers as appropriate to ensure compliance with the Regulations.

Aligned with the above, the Procurement Team will publish and maintain a detailed Procurement Guide that provides simplistic and practical advice and guidance on their application. The Guide will incorporate and share best practice advice and guidance for undertaking any devolved procurement activity within the Council.

The Council's Contract Standing Orders and Procurement Guide will be reviewed periodically to ensure they remain fit for purpose, reflect proportionate controls and changes in best practice or legislation (for example, the forthcoming Transforming Public Procurement Legislation early 2024).

Procurement Policy

In making decisions about procurement and carrying out its procurement function's, the Council will:

- **Take a long-term strategic view of procurement**
including market engagement, opportunities for joint working/collaboration and maximising e-commerce.
- **Apply the principles of best value to all procurement decisions**
to achieve efficiency, effectiveness and value for money and continuously challenge current provision arrangements by comparison with best practice.
- **Operate legally and to the highest ethical standards**
having regard to UK law, the Council's Contract Standing Orders, and professional codes of conduct - Members and Officers will preserve the highest standards of honesty, integrity, impartiality, and objectivity.
- **Achieve a reputation for fair and open competition**
through openness and transparency in our evaluation, decision-making and award of contracts including the publication of our award criteria and providing open and meaningful feedback to suppliers.
- **Strive for continuous improvement**
continuing to review best practice disseminated by government, professional bodies, and other local authorities, incorporating such improvements into the Council's procurement policies and procedures.
- **Test our effectiveness**
benchmarking our approach and performance using Government Tool Kits (such as the NPS Strategy & Social Value Maturity Index) and regional benchmarking exercises.
- **Encourage environmentally advantageous products and services**
working with suppliers (where possible) to minimise the environmental and social impacts associated with any goods, services and works procured, referencing the Council's environmental and sustainability objectives.
- **Develop procedures**
which guides the procurement; and provides transparency of decision making and support staff in the process of identifying and realising their procurement needs.
- **Develop and improve procurement skills**
ensuring that the Council's procurement activities are undertaken by staff with the appropriate skills and by providing training and professional support to all Officers with responsibility for making procurement decisions and/or purchasing goods, services and works.

Procurement Delivery & Contract Options

Prior to any procurement, the Council will consider 'demand management' principles to ensure that the Council's needs are being appropriately met whilst negating any unnecessary resource or expenditure. Demand Management in procurement can challenge the original rationale, quantity or specification of the potential purchase with three basic questions:

- **Eliminate** – is the requirement really needed? What is the outcome/risk if we stop doing something or don't purchase?
- **Replace** – can we use a lower cost or alternative option? Do we need a 'gold plated' service?
- **Reduce** - can we buy fewer items/reduce usage? Can we reduce service levels previously required- balancing risk/impact?

The Council will also consider and review (once the requirement has been established), the range of delivery options available for the goods, services, or works to be procured. Delivery options will consider not only the value of the goods, services, or works but also their strategic importance and any potential risks associated with them (as per examples below):

- **Routine** - low risk/low value (e.g., stationary) suitable for GPC cards and 'on-line' platforms
- **Leverage** – low risk/higher value (e.g., mobile phones) suitable for centrally established Council wide contracts using approved frameworks etc.
- **Bottleneck** – low value/high risk (e.g., laptops) critical for service delivery, may include use of multiple suppliers, secondary contracts
- **Strategic** – high value/high risk – (e.g., refuse collection) require careful project management, and in certain cases strategic partnerships/joint working

In considering how best to procure goods, services and works, Directors, Heads of Service and/or Responsible Officers will consult with the Procurement Team to consider wider contractual delivery opportunities and purchasing methods including:

- market testing the goods, services or works to be procured
- reviewing established routes such as frameworks (both regional and national)
- reviewing collaboration or joint working opportunities

Whilst there is a general presumption in favour of competition, where direct awards are used, they will follow the Public Contract Regulations and the Councils Contract Standing Orders in their justification for use, recorded and published (where applicable).

Supplier Engagement & Contract Management

The Council recognises that money spent locally can have a positive impact on the local economy, particularly for small and medium-sized businesses (SME's). Whilst procurement legislation limits the Councils' ability to favour local businesses, there are legitimate ways it can encourage and help such businesses access the Council's procurement opportunities by ensuring our processes don't present any unnecessary barriers to participate including:

- Considering and packaging contracts in a manner that does not preclude local companies, small and medium sized enterprises (SME's) or newly formed businesses from tendering
- Providing clear advice and guidance about 'how to do business' with the Council (outlining the procurement process and what the Council is looking for from potential suppliers, providers and contractors etc.)

- Publishing information about forthcoming activity via the Council's website and Procurement Portal as early as possible
- Ensuring any procurement documentation published is proportionate to the value or level of risk associated with the Councils requirement
- Recommending our major contractors use local suppliers in their supply chain where appropriate
- Ensuring prompt payment of suppliers managed in accordance with the prompt payment legislation (within 30 days of invoice) or sooner

It is also as important to maintain a diverse and competitive supply market and therefore the Council will ensure our contract opportunities are widely advertised in accordance with the requirements of the latest Public Contracts Regulations and in line with the thresholds set by its Contract Standing Orders.

Such publications will include both local and national platforms/websites such as: -

www.find-tender.service.gov.uk

www.contractsfinder.service.gov.uk

www.kentbusinessportal.org.uk

www.dover.gov.uk

In letting contracts, the Council will ensure that ongoing management and monitoring of our contracts is structured into our approach from pre-contract commencement to contract close with a view to:

- achieving completion of the service, works or supply on time
- within budget
- to the appropriate standards of quality

We will endeavour to ensure that all contracts are properly managed and monitored in a manner that is appropriate to the complexity, risk and value of the procurement.

The Council will:

- Publish all contracts (and their key details) on the Councils Contract Register in compliance with the Transparency Code
- Identify and appoint a Contract Manager to manage the contract throughout its lifecycle
- Ensure issues of non-compliance are acted upon and escalated for resolution within the terms of the contract
- Record any agreed contract changes as part of a change control process and approve in writing in accordance with the contract
- Review such contracts to ensure any 'lessons learnt' are incorporated into future service provision

Corporate Social Responsibilities/Sustainability

There are already mechanisms in place to increase and deliver economic, social, and environmental outcomes from procurement through legislation such as the Public Services Social Value Act 2012, the UK Climate Change Act, Equality Act, Modern Slavery Act, and others. This Strategy seeks to ensure that the delivery of any economic, social, and environmental outcomes is achieved by the Council embedding appropriate processes and procedures within the Councils procurement activity.

Social Value

The Public Services (Social Value) Act 2012 places a statutory duty on authorities to consider in their procurement processes:

- a) how the services we procure might improve the economic, social, and environmental well-being of the relevant area, and
- b) how, in conducting the process of procurement, it might act with a view to securing that improvement

In doing this, the Act aims to give the Council the freedom to determine what kind of additional social or environmental value best serves the needs of the district as well as giving suppliers the opportunity to innovate.

Whilst the Act does not mandate contracts for goods, works (or services under the Public Contract Regulation threshold) to consider social value, this does not mean that the Council will not apply social value to these contracts where appropriate.

Social value outcomes will be:

- considered at the pre procurement stage of a tender
- relevant and proportional to the contract in question
- equally accessible for all suppliers

Whilst social value criteria cannot be used to discriminate based on the location of a supplier, it can be used to identify local (district) public benefits that can be delivered through the contract such as the examples below (this is not an exhaustive list):

- Recruitment - apprenticeships, trainee placements etc.
- Funding contributions to local (district) activities or charitable donations
- Educational initiatives e.g., School visits
- Supporting community or environmental initiatives that may be going on in the district

The Council will ensure that such opportunities are considered at the outset of any tender activity as part of its Procurement Initiation Process (PIP). As a minimum, Officers will be expected to demonstrate that such considerations have been explored (including through any early supplier engagement etc.) and either incorporated into the Specification/Requirement and/or included in the evaluation criteria.

Sustainable Procurement

Sustainable procurement is whereby organisations like the Council, meet their needs for goods, services, works or utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the local economy, whilst minimising damage to the environment.

In January 2020 the council declared a climate change emergency and set about developing a strategy and action plan to address climate change and to become a net zero carbon emitter by 2030 at the latest. Procurement can contribute to supporting the Councils Climate Change Strategy by ensuring that any goods, services, works or utilities procured across the Council are environmentally and socially responsible where possible.

The Council will:

- ensure that sustainability is considered at the outset of any tender activity as part of its Procurement Initiation Process (PIP). As a minimum, Officers will be expected to demonstrate that such considerations have been explored (including through any early supplier engagement etc.)
- where appropriate, encourage sustainable procurement by incorporating social and environmental factors into the contract within the Specification
- consider environmental factors in its supplier selection and tender evaluation criteria published
- Include appropriate standards, requirements from its suppliers/contractors (and their sub-contractors)

Collaboration

The Council will, where appropriate, adopt the use of collaborative arrangements at local, regional and national levels as a route to market where it can maximize its purchasing power and/or widen its experience/knowledge.

Such arrangements may be sought through our local network of public sector bodies, local authorities, or other Government Agencies. In addition to the economies of scale, these collaboration opportunities can help to identify and promote the dissemination of best practice, training/development opportunities and increased market awareness.

The adoption of such collaborative arrangements shall only be conducted following appropriate consultation and liaison with internal stakeholders, in addition to robust and transparent comparison and evaluation to ensure best value is being sought.

Strategy Action Plan

The Plan attached as Appendix A sets out the themes and actions for the Council to deliver this Strategy including the measures and responsibilities. The Procurement Manager will be responsible for overseeing and implementing this Plan while the Corporate Management Team (CMT) will be responsible for reviewing its progress and ensuring it remains aligned to both national and local objectives.

Implementation

This Procurement Strategy will be the responsibility of the Procurement Manager who will ensure its communication with all appropriate staff and stakeholders in addition to ensuring its availability to external suppliers, agencies, and members of the public.

Review

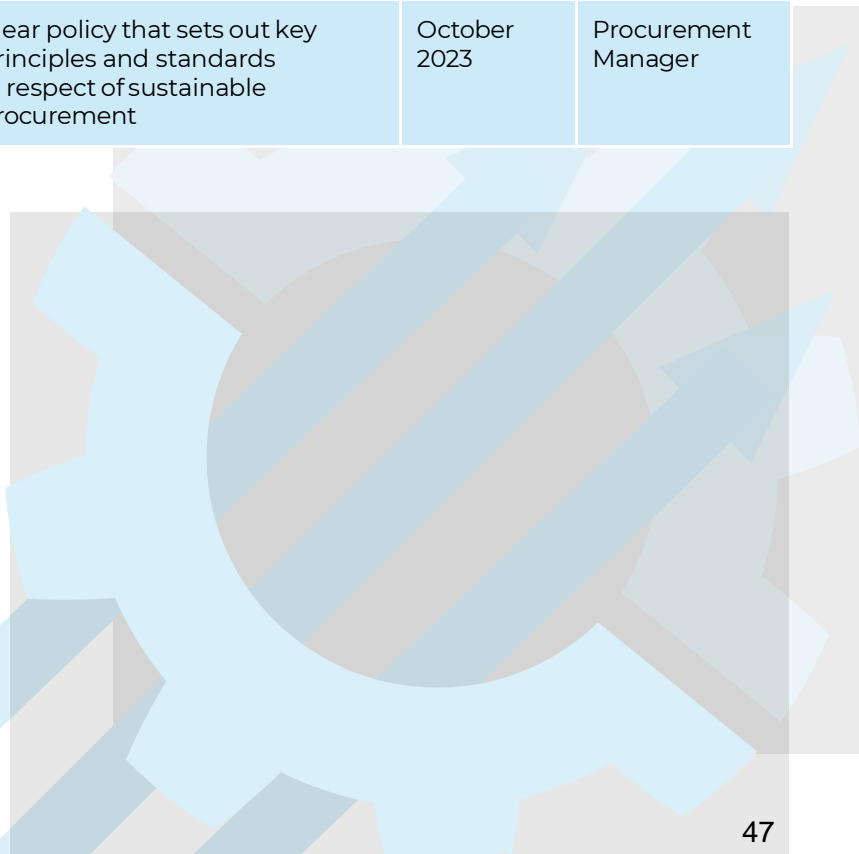
This Procurement Strategy will be reviewed periodically to reflect any changes in the Council's needs, legislation, best practice and audit recommendations.

NPS Theme – Showing Leadership				
Action	Description	Outcome	Timescale	Responsibility
1.	Involve Heads of Service Team (HoS), Corporate Management Team (CMT) & Portfolio Holder in the development of the new Procurement Strategy	HoS, CMT and Portfolio Holder support for new Procurement Strategy	June 2023	Procurement Manager
2.	Approval of new Procurement Strategy	Member support and context set for procurement across the Council for the next three years	July 2023	Cabinet
3.	Develop performance indicators for procurement and appropriate monitoring mechanisms	Appropriate indicators introduced to enable effective monitoring of the progress towards achieving the aims and objectives of this strategy	August 2023	Procurement Manager
4.	Review and deliver staff training following implementation of Transforming Public Procurement Legislation late 2023 (Procurement Bill)	Implications of new legislation are understood and adopted	TBC 2023	Procurement Manager
5.	Undertake annual review of the Action Plan	Actions are managed and monitored accordingly	July 2024	CMT

NPS Theme – Behaving Commercially				
Action	Description	Outcome	Timescale	Responsibility
6.	Revise and publish the Councils Contract Standing Orders on the Councils intranet & website	Up-to date Contract Standing Orders available to Officers & Suppliers	February 2023	Procurement Manager
7.	Revise and re-publish the Councils Procurement Guide on the Intranet	Up-to date advice and guidance for Officers undertaking procurement available	August 2023	Procurement Manager
8.	Continue to develop the Procurement Intranet and Website	All the information needed to deliver this strategy is in one place for ease of use	Ongoing	Procurement Team
9.	Continue to maintain and publish Contracts Register, Government Procurement Card transactions and all expenditure over £500	Ensure transparency and accountability as per requirements of Local Government Transparency Code 2015	Ongoing	Procurement Team
10.	Complete annual spend analysis	Expenditure is within regulations, contracts are in place where applicable, and any efficiency opportunities are identified	April 2024	Procurement Team

NPS Theme – Achieving Community Benefits

Action	Description	Outcome	Timescale	Responsibility
11.	Procurement Team members to undertake Chartered Institute of Procurement & Supply (CIPS) Ethical Procurement & Supply eLearning and assessment annually	Enables individuals to hone their skills and knowledge, and ultimately to demonstrate their commitment to ethical procurement and sustainable supply chains	July 2023 & Ongoing	Procurement Manager
12	Complete the local government National Procurement Strategy self-assessment www.local.gov.uk/publications/national-procurement-strategy-local-government-england-2022-toolkit	Maturity of the procurement function and activity within the Council is understood and goals set for future position	September 2023	Procurement Manager/CMT
13.	Complete Social Value Maturity Index (Social Value Portal) www.socialvalueportal.com	Current position of the Councils social maturity in procurement is established and range of steps for improvement identified	October 2023	Procurement Manager/CMT
14.	Review the National Themes, Outcomes & measures (TOMS) framework for measuring and reporting social value www.socialvalueportal.com/solutions/national-toms	Ability to measure social value impact through tested KPI's	October 2023	Procurement Manager/CMT
15.	Produce and publish a 'How to do business with the Council' Guide on the Councils website	Clear advice and guidance about how to do business with the Council made available	September 2023	Procurement Manager
16.	Embed social value & sustainability in Invitation to Quote & Invitation to Tender templates	Continuity of approach and consideration for social value and sustainability in the Councils quotation & tender documentation	November 2023	Procurement Team
17.	Develop a sustainable procurement policy	Clear policy that sets out key principles and standards in respect of sustainable procurement	October 2023	Procurement Manager



Subject:	DOVER BEACON/BENCH STREET PROJECTS
Meeting and Date:	Cabinet - 3 July 2023
Report of:	Christopher Townend, Head of Place, Growth, Investment, and Creative Services
Portfolio Holder:	Councillor Kevin Mills, Leader of the Council
Decision Type:	Executive Non-Key Decision
Classification:	Unrestricted

Purpose of the report: To seek further approval for the actions needed to progress the Dover Beacon (Bench Street) Projects, which utilise Levelling Up Fund (LUF) Round 2 and Future High Streets Fund (FHSF) grants (creating a combined regeneration project of £25.4m), to the point where the construction contract(s) have been tendered, tender sums received, and submissions evaluated.

Recommendation:

- 1) To delegate to the Strategic Director (Place and Environment), in consultation with the Leader of the Council, authority to take all decisions and actions necessary to progress the project to the point where the construction contract(s) tender sums have been evaluated, subject to all actions being in accordance with the memorandums of understanding with the Department of Levelling Up, Housing and Communities and the agreed budget and, where appropriate, subject to the oversight of the Dover Beacon and Dover Town Regeneration Project Advisory Group.

- 2) To approve the combining of the LUF Round 2 funded project with the FHSF project in all respects, except for the monitoring and evaluation requirements of the funders.

1. Summary

1.1 The current phases of the Dover Beacon project comprise:

- a 2000 m² further education (Digital & Creative) campus building (LUF),
- a 700 m² business centre that supports business start-ups and business growth (LUF),
- 800 m² outside public park & open space (LUF),
- 450 m² of car parking (LUF),
- provision of six hubs to expand the current Dover Cycle Hire (Click to Cycle) scheme, (delivered in conjunction with Dover Town Council) (LUF),
- a 680m² creative centre (FHSF),
- improvements to the underpass (FHSF),
- signage to improve the links between the town and the waterfront (FHSF).

- Additionally, the land assembly, site preparation and demolition works relate to the Bench Street (West) site as well as Bench Street (East) to enable early future development of the site to complement the current phases of the Dover Beacon project and reinforce regeneration within the town centre (LUF).
- 1.2 The project is developing at pace. The lead design consultant was appointed at the start of June. The contract for the demolition of the buildings on the site was awarded at the end of May and contractors took possession of the site on 19th June. The governance to give members oversight of the project through the Dover Town & Beacon Project Advisory Group was put in place at the cabinet meeting of 3rd June 2023 (CAB 7 refers). Progress is being made with respect to the securing of tenants.
 - 1.3 The success of the LUF bid opens the opportunity of combining the design and construction phases with those of the Future High Street Fund project. Redevelopment of the entire site gives greater flexibility about the precise location of the buildings so that the outside space can be improved, creating places where people want to meet and spend time, and to enhance connectivity in this part of Dover, both now and for the future. Other advantages include reduction of construction costs on both projects and de-risking the construction phase of the project.
 - 1.4 It is essential that regular formalised financial scrutiny takes place with the requisite member oversight and in this project such scrutiny occurs primarily in two ways. Dover Town & Beacon Project Advisory Group will scrutinise spending and cashflow against financial projections. It will also scrutinise the sign-off reports at the end of each RIBA project stage with support from the Council's audit team.
 - 1.5 The project program is very ambitious. Effective and timely decision making by the Council is a key component of delivering the project in accordance with the program agreed by the funders. Approving recommendation 1 provides the Council with the effectiveness and flexibility of decision making that the project requires.
 - 1.6 As crucial to the success of a project as the actual delivery is the perception of stakeholders that the project is successful. A plan to manage information flows, consultation and engagement is being worked up and will be implemented at the earliest opportunity.

2. Introduction and Background

- 2.1 The current phases of the Dover Beacon project comprise the land assembly, site clearance, site preparations, demolitions, and redevelopment of the DDC owned site on the east side of Bench Street and north side of Town Wall Street, (A20). They also include the enhancement of the underpass beneath the A20 and an extension to the existing Dover Cycle Hire (Click to Cycle) scheme.
- 2.2 The first element of the project consists of the provision of a 680m² creative centre, improvements to the underpass and signage to improve the links between the town and the harbour. This is a £4.9m element, funded by a Future High Streets Fund grant of £3.2m and £1.7m provided by Dover District Council (35% contribution).
- 2.3 The second element of the project consists of the provision of a 2000 m² further education campus building, a 700 m² business centre that supports business start-ups and business growth, 800 m² of outside public space, 450 m² of car parking and, to be delivered in conjunction with Dover Town Council, provision of six hubs to expand the current Dover Cycle Hire Click to Cycle scheme. This £20.5m element is funded by a

Levelling Up Fund round 2 grant of £18.1m, £600k funding from others and £1.8m match funding provided by Dover District Council (9% contribution).

2.4 Additionally, the land assembly, site preparations and demolition works relate to the Bench Street (West) site as well as Bench Street (East) to enable future development of the site to complement the current phases of the Dover Beacon project and reinforce the regeneration within the town centre

2.5 The new buildings will be let to suitable tenants, capable of delivering the bid outputs, at market rent on full repairing and insuring leases, which means that Dover District Council will not have any on-going maintenance or other operational liabilities unless, despite the measures being taken in appointing tenants, they fail and cannot be replaced.

3. Update/Current status of project

3.1 The project is developing at pace following the formal notification and acceptance of the Levelling Up Fund grant award of £18.1m on 28th April 2023 and receipt of the first payment from Department for Levelling Up housing and Community on 24th May 2023. The lead design consultant was appointed at the start of June and has already revised the programme to account for the delays in awarding the LUF grant. Revised costings were undertaken in June and indicate, based on current known information, that the project is on budget. The contract for the demolition of the buildings on the site was awarded at the end of May and contractors took possession of the site on 19th June.

3.2 The governance to give members oversight of the project through the Dover Town & Beacon Project Advisory Group was put in place at the cabinet meeting of 3rd June 2023 (CAB 7 refers)

3.3 Progress is being made with respect to the securing of tenants. The opportunity to lease each of the buildings is currently being marketed through the Kent Business portal. Expressions of interest are being sought. As well as requiring the potential tenant to submit a rental income, the Council have included requirements for potential tenants to submit evidence to justify the viability of the proposals, to demonstrate compatibility with the requirements of the grant and to show their financial robustness and track record as an organisation. The choice of tenant is delegated to the Strategic Director (Place & Environment), in consultation with the Leader of the Council, in accordance with the cabinet decision of 3rd April 2023 (CAB114).

3.4 In accordance with the approved procurement strategy the lead design consultant and the Council are pursuing a two-stage design and build procurement of the main contractor, which will see the preferred contractor being engaged initially in an advisory role to the design team. This method, which sees the contractor engaged in early September, not only means the contractor is fully aware of the project when putting together the tender submission but also allows the contractor to feed in solutions that enhance buildability and improve cost effectiveness.

4. Combining LUF funded and FHSF funded elements of the project.

4.1 The creative centre element of the project sited at the corner of Bench St and Fishmongers Lane, which is grant aided through the Future High Streets Fund, began before the successful Levelling Up Fund Round 2 bid was submitted. The success of the LUF bid opens the opportunity of combining the design and construction of both

elements to maximise the opportunities of the whole site, which were not available to the stand-alone Future High Streets Fund creative centre project.

- 4.2 Redevelopment of the whole site gives greater flexibility about the precise location of the buildings so that the outside space can be improved, creating spaces where people want to meet and spend time, and to enhance connectivity in this part of Dover both now and for the future.
- 4.3 The combining of the two elements of the project, except for the monitoring and evaluation reports for the funders which must remain separate, will reduce construction costs of both projects. Examples include one set of site offices instead of two, one tower crane, greater efficiencies in the design of services, greater potential for efficient sequencing of works and phased completions.
- 4.4 Combining both elements also de-risks the construction phase of the project, mitigating risks such as one element of the project requiring a road closure, which means that there is no access for deliveries to the other element. The consequences arising from such situations are abortive work, delays and the associated costs. If there is one main contractor, the responsibility and liability for any such delays rests with that contractor as do the associated costs.
- 4.5 One impact will be that the FHSF creative centre element, which currently has progressed further, will need to be aligned with the LUF element timelines, inducing a pause that extends the creative centre delivery date beyond the current deadline imposed by the FHSF funder. Informal discussions with the funder have indicated that there is scope to extend the deadline because of the benefits outlined above. However, until this is confirmed formally, the risk remains. Members are therefore asked to consider the risk when coming to a decision about recommendation two. Procurement of the lead consultant has included provision for combining the design and construction phases of both elements of the project should members adopt recommendation two.

5. **Financial Controls**

- 5.1 As Cabinet will be aware, delegated authority is a mechanism that aims to ensure that the Council can take the necessary decisions swiftly and without delaying the project. Any delays will add avoidable costs. Such costs can be considerable, particularly in the construction phase where for a project of this size costs can be in the region of £30k-£50k a week. Nevertheless, it is essential that regular formalised financial scrutiny takes place with the requisite member oversight and in this project such scrutiny occurs in a number of ways.
- 5.2 Financial scrutiny is one of the topics that will be considered quarterly by the Dover Town & Beacon Project Advisory Group, supported by the Dover Beacon Discussion Forum (meeting monthly). Cashflow against financial projections is a key focus of this oversight, as is progress against project programme because of the potential cost implications of project over-run. The recommendations of the project advisory group must be considered by the decision makers.
- 5.3 In addition to the quarterly meetings the project advisory group are tasked with reviewing the sign-off reports at the end of each RIBA project stage. Dover District Council's internal audit team will also look at the sign-off reports to inform the Project Advisory Group to help them make fully informed recommendations to decision makers.

- 5.4 The funding requirements provide further safeguards and scrutiny in that the section 151 officer needs to sign off the six-monthly reports to the funders, which are the mechanism to draw down tranches of funding.
- 5.5 The above measures taken as whole provide robust assurance to members regarding sound financial management and are consistent with the Council's project manuals.

6. Project Programme and Effective Decision-Making

- 6.1 The current project programme, which has recently been reviewed by the lead consultant is attached at appendix 1. The anticipated key dates are:

Submission of Planning application	11 th December 2023
Expected date for planning consent	22 nd April 2024
Expected start on- site date	16 th September 2024

- 6.2 The project programme is very ambitious. Effective and timely decision making by the Council is a key component of delivering the project in accordance with the programme agreed by the funders. Delays not only have inherent costs but also increase the risk of the project overrunning and the potential for the funder to withdraw some of the grant, as a consequence. Approving recommendation 1 provides the Council with the effectiveness and flexibility of decision making that the project requires, whilst the financial safeguards and member oversight described elsewhere in this report demonstrates good governance.

- 6.3 As the project progresses there will inevitably be circumstances that dictate changes to matters such as design and operational arrangements, which require decisions from the Council. Should those decisions increase the costs of one element of the project, the project team will, if at all possible, identify commensurate savings or funding elsewhere in the project. Only after those avenues have been exhausted would there be a request to extend the budget envelope. Such a request would need to identify a suitable funding stream and would require the prior approval of the section 151 officer.

7. Stakeholder Management Plan (Communications and Engagement)

- 7.1 As crucial to the success of a project as the actual delivery is the perception of stakeholders that the project is successful. The management of relationships so that people feel informed, and their views valued even if their ideas are not taken forward is critical. A plan to manage information flows, consultation and engagement is being worked up. As soon as the plan is ready it needs to be implemented to avoid an information vacuum. Hence the adoption of the plan is recommended to be a delegated decision.

8. Identification of Options

- 8.1 **Option 1:** Approve recommendations 1 and 2, delegating authority to the Strategic Director (Place & Environment), in conjunction with the Leader of the Council, to make the necessary decisions to keep the project moving forward on programme and combining the LUF Round 2 and FHSF funded projects into two elements of the same project in all respects except monitoring and evaluation, which need to be kept separate to satisfy funding requirements.
- 8.2 **Option 2:** Approve recommendation 1 but reject recommendation 2, delegating authority to the Strategic Director (Place & Environment), in conjunction with the

Leader of the Council, to make the necessary decisions to keep the project moving forward on programme.

8.3 **Option 3:** Reject both recommendations 1 and 2.

8.4 **Option 4:** Terminate project.

9. **Evaluation of Options**

9.1. **Option 1:** This is the preferred option because it embeds effective and flexible decision-making that not only puts in place measures to significantly reduce the risks of delays and avoidable costs but also brings cost savings to both projects. This option also removes the significant risk that separate simultaneous FHSF and LUF Round 2 funded construction projects pose for each other, given the very restricted site. Finally, it provides a more realistic delivery programme for the FHSF project.

9.2. **Option 2:** This option addresses the issue of effective governance and flexible decision-making that puts in place measures to significantly reduce the risks of delays and avoidable costs. However, it foregoes the potential to deliver economies on both projects, something that is important given the challenging budget constraints and increases the chances of delays to both projects, which would be difficult to accommodate in the ambitious project programmes. It is therefore not recommended.

9.3. **Option 3:** This option is not recommended because, whilst it is possible to progress both projects independently without seeking to minimise delays through effective and flexible governance, the risks of increased costs and delays that would be likely to extend the completion dates are considered to be unacceptable.

9.4. **Option 4:** This option is not recommended because it would halt a project that is a catalyst for regeneration of the town centre, it would forego government funding of £21.3m, it would undermine belief in central government that Dover District Council can deliver government funded projects, and it would send out a message to other potential investors in Dover that regeneration is paused.

10. **Resource Implications**

10.1. Whilst the recommendations of this report seek to reduce costs and delays, which can lead to additional costs, and are likely to reduce the management resources that the Council will need to expend, delivery of both projects does come with risk. The Council is currently engaged in three major capital projects Dover Beacon/Bench Street, Maison Dieu and Dover Fast-track. Such projects typically pose risks in terms of timetable, project creep and overspend. Given the Council's limited and finite capital resources it is critical that the project remains on budget.

10.2. Whilst all the decisions, with financial implications for the project, that will be made under authority delegated at recommendation 1 are not yet known, it is anticipated that expenditure emanating from those decisions will be in the range of £100k to £175k. This expenditure is accounted for within the existing project budget envelope.

10.3. The key strategic risks to the budget at this stage of the project are detailed within the top-level risk register at appendix 1 together with options for mitigation measures.

11. **Climate Change Implications**

11.1 The body and recommendations of this report are primarily concerned with delivering effective governance and decision making. Whilst such issues have only a marginal beneficial impact on climate change through matters such as minimising the use of energy and materials in the governance process, the delivery of the project does have significant implications for climate change, as do all construction projects. The regeneration benefits to Dover town justify the costs in terms of carbon emissions however the project brief deliberately sets out to reduce carbon emissions as much as possible from all aspects of the project.

12. Corporate Implications

12.1 Comment from the Section 151 Officer: Proceeding with the project to the next stage is only expected to cost £100k - £175k. This is a significant sum, but it is modest in the context of the total project cost. However, Members should bear in mind that proceeding represents a significant level of confidence that the project will progress to completion and therefore the risks associated with the entire project should be taken into account at this stage.

12.2 Appendix 1 contains a risk register for the project. The original risks and their mitigations are defined as “acceptable”, “tolerable” and “unacceptable”. These definitions are helpful. They are also subjective and therefore do depend on Members’ risk appetite in the first place.

12.3 However, it is important that Members appreciate that in a project of this scale and potential complexity, even when all risks have been mitigated, there remains a significant chance that at least one risk will materialise and that if this happens it has the potential to increase the overall costs of the project. As pointed out above, the Council is also involved in other large scale and complex projects including Maison Dieu and Dover Fast Track.

12.4 If the overall project costs of this project (or any other large project) do increase the Council will, at that point, have 4 main options to consider depending on the stage the project has reached and the consequences of the option at that time:

- (a) abort the project;
- (b) amend the project (possibly reducing scale or costs) to get back within the overall budget while seeking to still maintain / deliver funders’ requirements;
- (c) seek additional external funding;
- (d) apply additional council resources – probably through the cancellation or postponement of other projects in the capital programme.

12.5 Members are also reminded that the Council’s resources are under significant pressure from revenue budgets and limited capital finances and therefore applying additional resources to the project may be a difficult decision (MD).

12.6 Comment from the Solicitor to the Council: The Strategic Director (Corporate & Regulatory) has been consulted during the preparation of this report and has no further comment to make.

12.7 Comment from the Equalities Officer: ‘This report relating to the Dover Beacon Project does not specifically highlight any equality implications, however in discharging their duties members are required to comply with the public sector equality duty as set out

in Section 149 of the Equality Act 2010
<http://www.legislation.gov.uk/ukpga/2010/15/section/149>' (KM)

13. **Appendices**

13.1. Appendix 1 - Strategic Project Risk Register

14. **Background Papers**

Cabinet report of 3rd April 2023 CAB 114
LUF Dover Beacon project bid submission documents.
FHSF – creative centre, project bid submission documents
Revised Indicative Project(s) programme
Land Assembly Location Plan

Contact Officer:

Martin Leggatt, Regeneration Delivery Manager, DDC Place & Growth Service

Dover Beacon Project (Bench Street East) Strategic Risk Register

This document is compiled by assimilating data from the project granular level risk register to give a simplified overview of the main risks to the project budget. It should be noted that there is no such thing as a risk-free project but proper planning includes managing the inherent risks down to acceptable levels.

The risks and residual risks are represented as red, amber or green. Green indicates a risk level that is 'acceptable'. Amber indicates a tolerable risk - where the risks associated with the mitigations are of similar magnitude to those of the inherent risk it is sometimes better to simply acknowledge the risk. Red indicates an intolerable risk that **MUST** be mitigated.

Methodology: the two risk factors, likelihood and consequence are given scores between 1 and 5, the risk score is calculated by multiplying the likelihood score and consequence score. The exercise is repeated once the mitigations have been implemented. The definition of the likelihood and consequence scores are listed below:

Score	'Likelihood' score definitions	'Consequence' score definitions
1	Rare – unlikely to happen and/or have minor or negligible consequences.	Insignificant – requires no adjustments to project program to achieve milestones and does not affect completion. Associated costs can be accommodated within existing budget envelope.
2	Unlikely – possible to happen and/or to have moderate consequences.	Minor – requires adjustment to project program milestones but will be unlikely to affect completion date. Any cost increases can be wholly offset through value engineering.
3	Moderate – likely to happen and/or to have serious consequences.	Significant – requires adjustment to project program milestones but will be unlikely affect completion. Any cost increases can be wholly offset through value engineering.
4	Likely – almost sure to happen and/or to have major consequences.	Major – project will overrun but extent of overrun could potentially be accommodated by renegotiating completion date with funders and/or there is a cost overrun but one that is likely be accommodated by client risk contingency.

5	Almost certain – sure to happen and/or have major consequences	Severe – implications for project program, budget envelope or both are likely to be fatal to the project.
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Risk level	Risk score
acceptable	1 - 12
tolerable	13 - 19
unacceptable	20 - 25

risk title	description	likelihood	consequence	Risk score	mitigations	Residual likelihood	Residual consequence	Residual risk score
program	Delays to design and construction programmes resulting in milestones being missed. Delays have inherent costs such as prelims and overheads.	4	4	16	Stream-lined decision making at DDC and clear governance. Realistic up to date project program Choice of procurement route Roles, responsibilities, deadlines, dependencies, fully understood by whole project team – summarised in project execution plan	2	4	8
Costs/Robustness of estimating data	The process of estimating is far more difficult when market conditions are volatile as is the case currently. Predictions on inflation, materials and labour costs,	4	4	16	Look to create client risk contingency.	3	3	9

	indexation, and the financial implications of delays are all more difficult.				<p>QS appointed as lead consultant – will be good at driving costs out of project.</p> <p>Strategic level value engineering</p> <p>Procurement route: 2 stage Design & Build (D&B) chosen to utilise contractors supply chain for reliable cost-effective delivery. Builds relationship and establishes early on that good contractor is onboard.</p> <p>Framework chosen because it contains a number of Kent based contractors who have good track records.</p>			
Project brief inadequate	Poor description of objectives and deliverables, particularly omissions have potential to generate later changes that are costly	3	4	12	Secured external support to draft project brief. Adopting collaborative approach – engenders shared motivation to identify/raise concerns early and find solutions rather than apportion blame	2	3	6
Securing Tenants	Tenant does not deliver project outputs. Tenant defaults	3	5	15	Although securing a tenant is not procurement a	2	2	4

					'marketing exercise' using procurement principles is to be conducted. Evaluation criteria include track record of organisation bidding and robustness of business plan.			
Site encumbrances	Utilities/UXO's/contamination/obstructions etc	5	3	15	Early desk-top and intrusive surveys, many of which are already commissioned, results to feed into most cost-effective way of mitigating risks through design	5	2	10
Archaeology	Significant archaeology found in project critical locations.	4	5	20	Identify potential areas through desktop and exploratory intrusive surveys. Potentially locate buildings to avoid significant archaeology	4	4	16
Governance / decision making	Delays caused through	4	4	16	Streamlined but effective governance. Planned oversight by relevant stakeholders (PAG & s151) with date aligning to project program.	1	2	2
Statutory undertakers	Utilities companies operate to their own delivery timelines this can seriously affect timelines	4	5	20	Early engagement with utilities to get planned programme from them.	4	4	16

					Where possible direct engagement with the people delivering the utility connections			
Securing Planning	Planning refusal is fatal to the project.	3	5	15	Engagement with community, some of which happened as part of bid to reduce intensity of objections. Further engagement to feed into Community involvement Statement Early engagement with LPA Planning consultant appointed as part of design team	2	5	10
Site assembly	Land assembly Bench Street	5	3	10	Main risks already mitigated – site is in DDC ownership except for (a) Thornton Lane (to be stopped up) and short unregistered footpath leading from Thornton Lane to rear of No.14 bench St – actions to seek adverse possession underway. Location of footpath could also be in public realm, in which case	2	2	4

					ownership is of little consequence.			
Project creep	Project creep leads to additional works and costs and therefore needs to be tightly controlled.	4	4	16	Project brief produced which defines project and can be used as reference point. Tenants sign up to 'agreement to lease'. Stakeholder management plan created and implemented	1	2	2

Subject:	STRATEGIC PERFORMANCE DASHBOARD: QUARTER FOUR 2022-23
Meeting and Date:	Cabinet – 3 July 2023 Overview and Scrutiny Committee – 10 July 2023
Report of:	Louise May, Strategic Director (Corporate and Regulatory)
Portfolio Holder:	Councillor Sue Beer, Portfolio Holder for Finance, Governance, Climate Change and Environment
Decision Type:	Non-Key Decision
Classification:	Unrestricted

Purpose of the report:	To provide a summary of progress, using trends, against key performance indicators for the period January to March 2023 (unless otherwise stated and shown in detail at Appendix 1).
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Recommendation:	To note the Council's Strategic Performance Dashboard.
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1. Summary

- 1.1 The Quarter Four 2022/23 Strategic Performance Dashboard, detailed at Appendix 1, covers the period January to March 2023. It aims to provide staff, Members and residents with an overview of how the Council, and East Kent Services, are performing against several key performance indicators (KPIs). It incorporates comments from Heads of Service on their service area's performance and an overall summary of performance during the quarter/year.
- 1.2 This is a new presentation of the performance data, starting from the start of 2022/23. As such, for a 12-month period, the dashboard is a work in progress, which we will review and amend as required, to become a more strategic, rather than operational, report. Moving to a more strategic platform acknowledges operational performance continues to be reported at service level to Portfolio Holders. The Council's Transformation Programme will also play a role in developing this reporting tool over the next 12 months.
- 1.3 Should Members wish to receive more detail regarding any of the KPIs, we ask that they contact Leadership Support in advance of the committee meeting so that the relevant Heads of Service can provide a full briefing.

2. Introduction and Background

- 2.1 Effective performance management supports the delivery of the Council's aims and objectives.
- 2.2 On 6 June 2022, Cabinet approved a new Strategic Performance Dashboard to replace the existing quarterly Performance Report. The new Strategic Performance Dashboard is being trialled for 12 months and kept under review during this period. This report is therefore a work-in-progress, and we will update as necessary to reflect any agreed reporting requirements.

- 2.3 The aim of the new Strategic Performance Dashboard is to provide clearer strategic information, better insight as to key issues and trends, and inform problem-solving discussions, where necessary.
- 2.4 The Strategic Performance Dashboard, at Appendix 1, provides a summary of the Council's key performance figures for the three months from January to March 2023 (Quarter Four 2022/23).
- 2.5 We include a section to show performance within East Kent Services Partnership (EK Services) against key indicators. We monitor a more comprehensive set of indicators for EK Services, including Civica, through the monitoring structures established by the Agreements under which those services are delivered. Any areas of significant concern are capable of escalation into this quarterly monitoring report, if required.
- 2.6 With regards specific performance reported, overall, this is relatively steady, with specific areas of note, below:
- 2.6.1 We have added 46 homes to our residential housing stock this quarter, taking the total for the year to 65 (31 temporary accommodation, 32 general needs, and two shared ownership).
- 2.6.2 Dampness and mould: The council takes a zero-tolerance and proactive approach to damp and mould interventions. We have dedicated resources to encourage residents to report issues to us and ensure that we can act promptly. To date, over 350 damp and mould cases have been reported, each of which will receive a minimum of three inspections (first initial diagnosis, second post-inspection of work complete, and a third follow-up to ensure remedial work has been effective). Thus, the current damp and mould caseload will result in over 1,050 inspections. Our new approach to damp and mould has considerably impacted officer time, with planned works surveyors and maintenance inspectors being diverted from their routine tasks to assist. We have also experienced difficulties recruiting inspectors, which has also impacted on the performance of the Property Assets service.
- 2.6.3 There has been a significant decline in performance for the average days to re-let empty properties (from tenancy termination to new tenancy start date) including time spent on major works (HOM018) over the quarter, increasing from 42.20 days to 81.68 days. When the time spent on major works is excluded (HOM019), voids re-let times have increased from 23.39 days to 37.57 days.
- 2.6.4 The percentage of properties let in the quarter and requiring major work (HOM022) has increased from 43.48% in Quarter Three to 56.58% in Quarter Four. Consequently, the average days to re-let properties (from tenancy termination to new tenancy start date) requiring major work increased from 56.77 days to 99.21 days.
- 2.6.5 The level of homelessness in the district and the pressures it generates continue to be an issue at local, regional, and national level. Homelessness approaches have risen significantly, from 360 in Quarter Three to 492 in Quarter Four (+36.7%) although this is not unusual following the Christmas period. The number of households going on to make a homeless application have also increased over the quarter, from 94 in Quarter Three to 124 in Quarter Four (+31.9%).
- 2.6.6 Community Safety Unit performance for resolving Anti-Social Behaviour (ASB) cases within 30-days has declined over the quarter, falling from 80.49% to 62.12%. However, it is important to note that ASB is becoming more complex, especially

neighbour disputes, and some challenges cannot be resolved within this arbitrary period.

- 2.6.7 We continue to see an overall increase in our Port Health work. There is continuing uncertainty from DEFRA over the border controls, use of Bastion Point, the operating model to be operated and the funding and staffing requirements at Dover (and all other ports).
- 2.6.8 Civica (EK Services) has achieved all targets for the year, including council tax and business rates collection. We will continue to closely monitor Business Rates for signs of further deterioration as there remains obvious concern about collecting debts against a deteriorating economic outlook.
- 2.7 The Council's Performance Management Framework sets out the overall high-level approach that the Council will take in managing its performance. The aim of the Performance Management Framework is to provide a basis for consistency in the way that we manage performance and connect across the Council – a 'one council' approach which will encourage members, officers, and partners to work together to deliver priorities. At the end of the pilot year, we will review the Performance Management Framework and any changes brought to Cabinet for approval.

3 Identification of Options

- 3.1 Not applicable.

4 Evaluation of Options

- 4.1 Not applicable.

5 Resource Implications

- 5.1 There are no direct financial implications arising from this report. However, if performance is not at the expected or desired level then we may need to review or redirect resources to improve performance.

6 Legal Implications

- 6.1 There are no direct legal implications arising from this report. However, if performance is not at satisfactory levels, the risk of legal challenge arising increases.

7 Climate Change and Environmental Implications

- 7.1 There are no direct climate change implications arising from this report. However, some individual supporting projects reflect specific elements of the Council's climate change agenda. There is also a new KPI to monitor the 'Reduction in Dover District Council's Greenhouse Gas Emissions.'

8 Corporate Implications

- 8.1 Comment from the Section 151 Officer (linked to the MTFP): The Head of Finance and Investment has been consulted on this report and has no further comments to add (HL).
- 8.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted during the preparation of this report and has no further comment to make (HR).
- 8.3 Comment from the Equalities Officer: This report detailing the Strategic Performance Dashboard Quarter Four 2022/23 does not specifically highlight any equality implications, however in discharging their duties members are required to comply

with the public sector equality duty as set out in Section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/section/149> (KM).

9 Appendices

Appendix 1 – Strategic Performance Dashboard Quarter Four 2022/23.

10 Background Papers

None.

Contact Officer: Caroline Hargreaves, Leadership Support Officer

Dover District Council

Strategic Performance Dashboard

QUARTER FOUR 2022/23 (JANUARY TO MARCH 2023)



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A. INTRODUCTION

Effective performance management supports the delivery of the Council's aims and objectives set out in our [Corporate Plan](#).

Dover District Council collects data on a wide range of performance to provide a high-level overview of the Council's overall performance. The Key Performance Indicators (KPIs) reported within this Strategic Performance Dashboard provide key insights into effective service delivery across the Council's functions and provide a focus for strategic and operational improvement and decision-making.

Through service plans the Council carries out wider work to measure performance and quality. This report is intended to provide an overview of the contribution that the Council makes across all its activities towards achieving our vision to be "a district of ambition, inspiration, and good living – a destination of choice".

Summary / Headline Achievements or Concerns

- As noted in the accompanying Cabinet report, the Strategic Performance Dashboard is being trialled for 12-months. During the 2022/23 trial year, we expect to make further amendments to the dashboard, to reflect progress, not only in a refreshed performance management framework, but also to ensure clear links to the Transformation Programme, digital developments, and corporate planning.
- At the end of the pilot year, we will review the performance management framework and any changes will be brought to Cabinet for approval.
- There are some new Key Performance Indicators (KPIs) introduced during 2022/23 and it will take several quarters reporting to see any developing trends and clearer performance direction.
- We have introduced Corporate Project Progress Updates for significant projects in Quarters' Two and Four of each year.
- The Strategic Performance Dashboard includes residual high risks from the Corporate Risk Register. These are risks that have been identified as high likelihood and high impact, and the risk remains high with mitigation actions. Providing this information means members can be clear on the actions we are taking to reduce those risks, wherever possible.
- A new Senior Management structure is now in place and the services have been rearranged in this dashboard to fit in under the new directorates. From Quarter Three, this includes the Joint Housing Services performance indicators, which now fall within the responsibility of three Heads of Service (Housing, Property Assets, and Finance and Investment).
- With regards specific performance reported, overall, this appears to be steady, with a few specific areas of note, below:
 - We have added 46 homes to our residential housing stock this quarter, taking the total for the year to 65 (31 temporary accommodation, 32 general needs, and two shared ownership).
 - Dampness and mould: The council takes a zero-tolerance and proactive approach to damp and mould interventions. We have dedicated resources to encourage residents to report issues to us and ensure that we can act promptly. To date, over 350 damp and mould cases have been reported, each of which will receive a minimum of three inspections (first initial diagnosis, second post-inspection of work complete, and a third follow-up to ensure remedial work has been effective). Thus, the current damp and mould caseload will result in over 1,050 inspections. Our new approach to damp and mould has considerably impacted officer time, with planned works surveyors and maintenance inspectors being diverted from their routine tasks to assist. We have also experienced difficulties recruiting inspectors, which has also impacted on the performance of the Property Assets service.
 - There has been a significant decline in performance for the average days to re-let empty properties (from tenancy termination to new tenancy start date) including time spent on major works (HOM018) over the

quarter, increasing from 42.20 days to 81.68 days. When the time spent on major works is excluded (HOM019), voids re-let times have increased from 23.39 days to 37.57 days.

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- Community Safety Unit performance for resolving Anti-Social Behaviour (ASB) cases within 30-days has declined over the quarter, following from 80.49% to 62.12%. However, it is important to note that ASB is becoming more complex, especially neighbour disputes, and some challenges cannot be resolved within this arbitrary period.
- We continue to see an overall increase in our Port Health work. There is continuing uncertainty from DEFRA over the border controls, use of Bastion Point, the operating model to be operated and the funding and staffing requirements at Dover (and all other ports).
- Civica (EK Services) has achieved all targets for the year, including council tax and business rates collection. We will continue to closely monitor Business Rates for signs of further deterioration as there remains obvious concern about collecting debts against a deteriorating economic outlook.

B. FINANCIAL SUMMARY: QUARTER FOUR 2022/23

General Fund Budget Update

- On 1st March 2023, Council approved the Budget and Medium-Term Financial Plan (MTFP) for 2023/24 to 2026/27. The MTFP included a revised forecast for the General Fund of £1.1m deficit for 2022/23, recognising the pressures on services and income streams in the recovery from the Covid-19 pandemic and the inflationary pressures being faced across the economy.
- The MTFP also recognised the budget uncertainties due to the economic recovery from the pandemic, the ongoing impact on the UK from the war in Ukraine, together with higher inflation, higher interest rates, uncertain government policy, and a deteriorating economic outlook. The MTFP also recognised the longer-term uncertainties from the future of local authority funding including the Fair Funding review, New Homes Bonus, Business Rates Retention and Levelling Up.
- Work is underway to calculate the year-end position as part of the annual Statement of Accounts process. As approved in the 2022/23 MTFP, a Smoothing Reserve has been created to support the General Fund revenue budget and to enable the Council to cope with significant financial shocks (such as the Covid-19 lockdown), without the need to immediately recast the budget, and to cope with late financial pressures during the budget process without requiring major changes.
- Initial figures indicate that due to a range of factors, including pro-active management of vacancies and one-off contract savings, the final deficit is likely to be lower than the £1.1m forecast at Quarter Three. When the closure of the accounts is complete, including any known changes arising from the outstanding audits for 2020/21 and 2021/22, the final value of any deficit will be funded from the Smoothing reserve.

C. OFFICE OF THE CHIEF EXECUTIVE

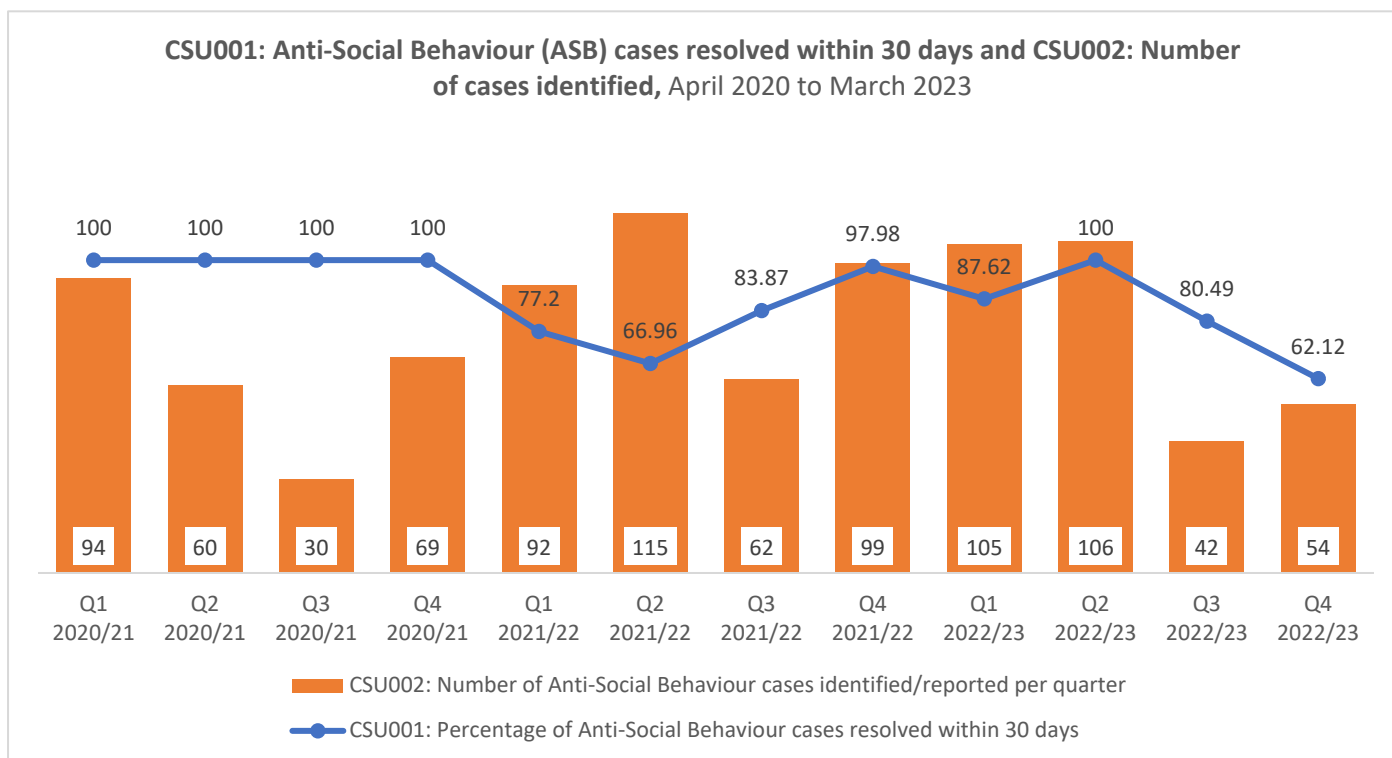
1. TRANSFORMATION

COMMUNITY SERVICES: ANTI-SOCIAL BEHAVIOUR - DISTRICT

CSU001: Percentage of Anti-Social Behaviour (ASB) cases resolved within 30 days.

CSU002: Number of cases identified.

CSU001: A high value is good; CSU002 A low value is good.



Successes and Areas of Concern – Quarter Four 2022/23

Brinley Hill, Head of Transformation

- Anti-Social Behaviour (ASB) cases reported to the Community Safety Unit (CSU) increased from 42 in Quarter Three to 54 in Quarter Four (+28.6%). The chart above shows that the number of ASB cases fluctuates each quarter. Although cases reported are up this quarter, they are still below the numbers received in previous quarters (for example, 99 cases reported for the same period in 2021/22).
- Regarding the target for the percentage of ASB cases resolved within 30 days, it is necessary to provide some context to the figures, which show a fall from 80.49% in Quarter Three to 62.12% in Quarter Four. As mentioned in previous performance reports, Anti-Social Behaviour cases are becoming more complex, especially regarding neighbour disputes, and some ASB challenges cannot be resolved within 30 days.
- Eleven ASB cases identified during the quarter do not have a target of 30 days owing to the complexities involved. These are as follows: Community Trigger (one), Neighbour Disputes (six), and Vulnerable (four).
- Of the ASB cases completed outside of the 30-day target, we provide a summary below:
 - Business Waste and ASB: The case had been ongoing for years, following enforcement action, the complainant is now extremely satisfied and has noticed a significant improvement.
 - ASB - Opened for a general residential neighbourhood: The CSU team has worked with housing colleagues and those responsible were issued with Acceptable Behaviour Agreements.

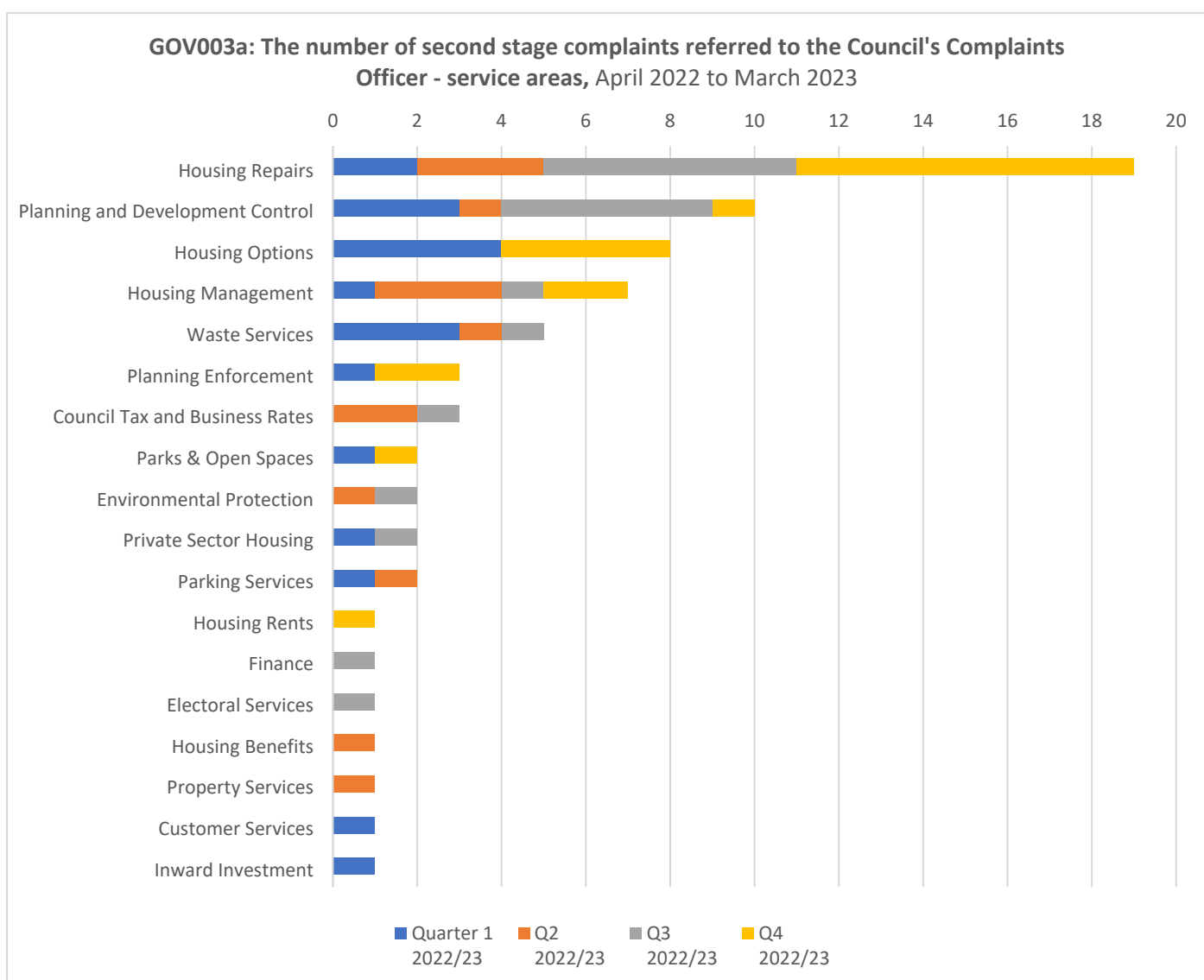
- ASB - Group causing issues: Community Protection Warnings were issued, and we left the case open to monitor for improvements.
 - Drugs and Noise: The complainant did not engage correctly with agencies and refused to listen or provide evidence despite attempts made to engage.
 - Targeted ASB: Criminal investigation ensued, and following providing DDC CCTV evidence, the Youth Offending Team became involved with the offender.
 - Off-Road Bikes: The caller became annoyed because he kept calling 999 for off-road bikes in the area, which was not a suitable method of reporting. He chose not to engage despite being provided with correct reporting methods. We did however work with Kent Police, who have stepped up patrols.
 - ASB - Youths in Demolition Site: It took some time to identify the correct contractor responsible for the site. A youth location referral was completed, and youth teams visited at key times.
 - A homeless person in a vehicle: Worked with outreach services to locate and speak to the male. He is now in the hospital receiving care, and services are working on suitable shelter placement upon discharge.
 - ASB - Block of Flats: Insecurities to the building – enforcement action taken against developing agent to rectify the problem.
 - Fire Setting Concern: We referred this case to Kent Fire and Rescue and had to keep chasing a response.
 - Graffiti and Exposure: Following a referral to youth outreach, the group responsible was eventually identified and issued with Acceptable Behaviour Agreements.
 - Ongoing regular fly-tipping: Long-term project between Community Services and Enviro Crime.
 - Youths frightening residents: There was a delay in identifying the group responsible. Once we had made identifications, letters were sent to the parents and the behaviour has since ceased.
- The Community and Parking Services Team is responsible for developing and managing relationships between the council, the community, residents, and various external stakeholders. To build strong and resilient communities and increase social capacity in the district. The team brings together professionals in Emergency Planning, Community Safety, Community Development, Transport and Parking, CCTV, Events, Business Continuity, Out-of-Hours corporate response and safeguarding.
 - Recent highlights include:
 - The launch of the Community Roots van serving communities across the district on a variety of themes and support.
 - Successful implementation and delivery of the 24/7 Dover Welcome Point and Homes for Ukraine Scheme.
 - Delivery of the Inspire 2 Change project supporting families and young people with complex needs.
 - Delivery of several rounds of Household Support funding totalling almost one million pounds to families and residents impacted by the cost-of-living crisis.
 - Plus coming in mid-June, the delivery of the IMPACT road show to over 1500 local young people to empower them to make positive choices and early summer commences the Roots to Work programme to improve employment options for the over 50s funded by DWP.
 - The Digital Team are now the Digital and Technology Team with our shared service ICT staff coming back in house, and newly recruited technology posts. The Digital and Technology Manager is co-ordinating the disaggregation of the shared infrastructure, which is an ongoing project until 2024. We are moving our systems and shared infrastructure into the cloud.
 - We are also in the progress of implementing a new cloud system 'Tascomi' into Regulatory Services, Public Protections and Anti-Social Behaviour Unit – this will be going live in 2024.

D. CORPORATE AND REGULATORY DIRECTORATE

2. DEMOCRATIC AND CORPORATE SERVICES

GOV003: The number of second stage complaints referred to the Complaints Officer

A low value is good.



Successes and Areas of Concern – Quarter Four 2022/23

Louise May, Strategic Director, Corporate and Regulatory

- The number of stage two complaints has increased by one, from 18 in Quarter Three to 19 in Quarter Four (+5.6%). There has been a change in the distribution of complaints amongst service areas over the quarter. However, housing repairs still received the highest number of complaints in Quarter Four, with eight complaints. Housing Options received the second-highest complaints in Quarter Four, with four complaints. Housing Management and Planning Enforcement both received two complaints. Planning, Parks and Open Spaces, and Housing Rents each received one complaint.
- Over this financial year, our complaints officer has dealt with 70 stage two complaints, from 51 in 2020/21 to 60 in 2021/22.
- The highest number of stage two complaints investigated in 2022/23 were for the Housing Repairs Service (nineteen), Planning and Development Control (ten), Housing Options (eight), Housing Management (seven), and Waste Services (five).

Housing Repairs Service (Property Assets)

- The Housing Repairs service has experienced a significant increase in the number of second stage complaints over the year, from four in 2021/22 to nineteen in 2022/23. However, for a service that provides to approximately 4,375 properties and 7,000 residents (tenants and leaseholders), we do not consider the number of stage two complaints received this year excessive.
- The reasons for the stage two complaints received during 2022/23 are varied but include dampness and mould (eight), length of time to complete work (five), and the standard of condition of property following void (four).
- It is also important to note that the number complaints recorded in 2021/22 were artificially low, as many 'reports/complaints' were classed as 'requests for service', as the service had not long returned to the council (from East Kent Housing) and our complaints officer was working closely with the team during this transition period to resolve any issues.
- Since taking the service back in-house, we have been encouraging tenants to come forward and report housing matters so that they can be resolved and have seen a steady decrease in the number of 'service requests' received during 2022/23. For information, a 'service request' is defined by the Council's complaints policy as "a request from a member of the public that initiates a service action which has been agreed as part of service delivery. Service requests are not used in response to a failure or degradation of service." Commonly service requests are matters that should be more correctly reported through the responsive repairs service to receive a quick resolution than through the formal complaints process.
- Dampness and mould: Our tenants have the right to live in a safe environment, and we take all reports of dampness and mould seriously. Our Property Assets Team has dedicated resources to encourage tenants to report issues to us so that we can promptly identify and address any underlying issues in their homes.
- While most of these issues have been addressed satisfactorily at the initial point of contact, tenants can complain to the Council if they feel that this work has not been undertaken effectively. Our complaints officer will liaise with the tenant and Property Assets Team to try to reach a quick and successful resolution in such cases. If a tenant remains unhappy with our response, they can refer their complaint to the Housing Ombudsman.
- As a result of high-profile media attention, tenants in the district are being contacted, directly or indirectly, by legal firms or claims farm workers¹ to make disrepair claims² against the council. In some cases, the tenants have yet to report any dampness or mould concerns to our Property Assets Team.

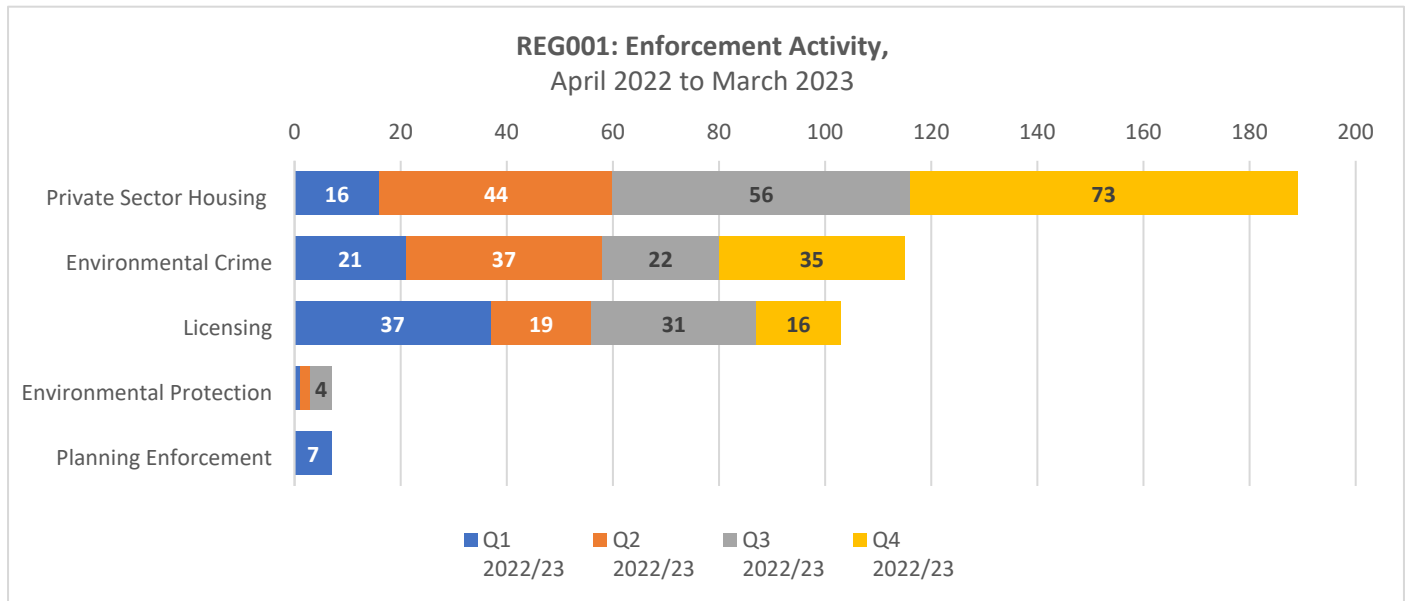
¹ A claims farmer encourages people to make compensation claims and then sells them to legal firms for their own gain.

² A housing disrepair claim is when a tenant takes legal action against a landlord (council / housing association) for failing to make their property fit for human habitation. Damp and mould are prevalent causes of housing disrepair claims.

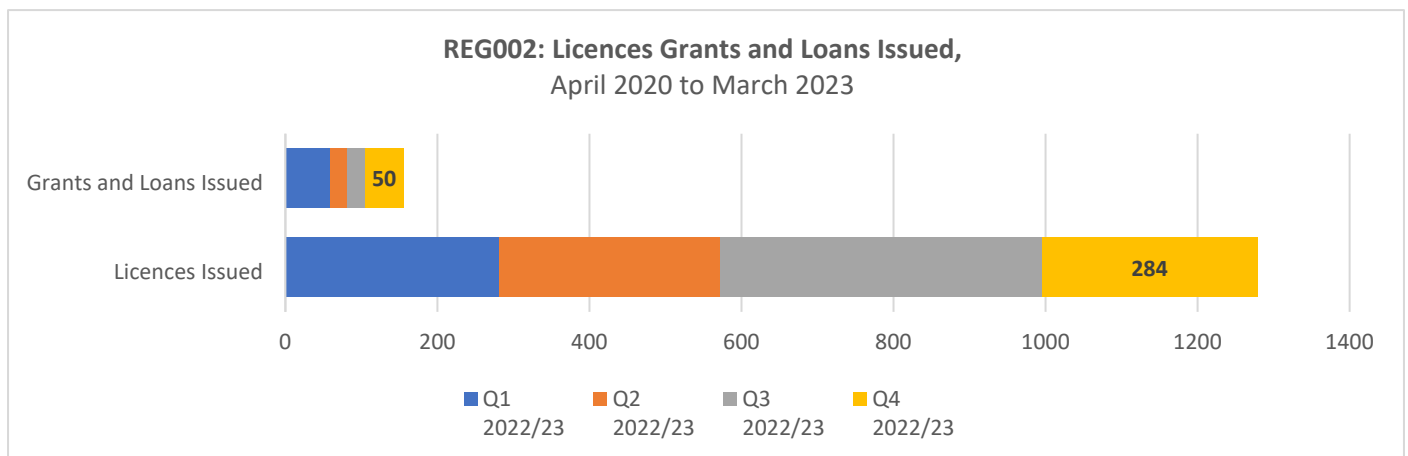
- Legal firms make huge profits from these claims if successful. However, even if a tenant's claim is successful, they will likely be left with only a small percentage of money paid in damages. In cases where the Council successfully defends the disrepair claim, tenants can be left with legal costs.
- We, therefore, encourage any tenant considering making a disrepair claim to go through our complaints process. This saves the Council legal costs (which can be used for improvements in our tenants' homes) and resolves the issue far more quickly for the tenant than if left to legal action.
- All eight damp and mould stage two complaints received during 2022/23 were initially disrepair claims being dealt with by our legal team before being reclassified as stage two complaints once the threat of legal action was withdrawn.
- Please see the Property Assets section for further information on key performance indicators, dampness, and mould.

3. REGULATORY SERVICES

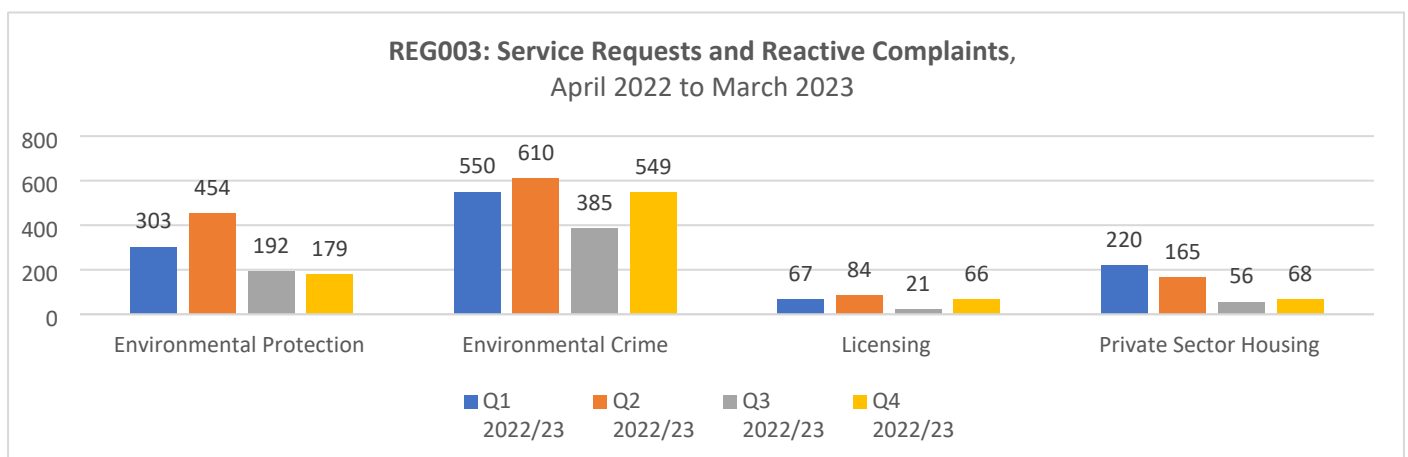
REG001: Enforcement Activity



REG002: Licences Grants and Loans Issued



REG003: Service Requests and Reactive Complaints



Successes and Areas of Concern – Quarter Four 2022/23

Louise May, Strategic Director, Corporate and Regulatory

Regulatory Services covers a wide range of activities:

Environmental Crime

- The Environmental Crime Team responds to issues including fly-tipping, commercial waste, waste accumulations, litter, dog fouling, dog control, stray dog service and unlicensed waste collectors.
- In Quarter Four, most complaints dealt with by the team concerned fly-tipping reports on public and private land (226 complaints or 41.2%), as in previous quarters. Followed by dog fouling (86 complaints or 15.7) and litter complaints (78 reports or 14.2%).
- Enforcement activity during Quarter Four included seventeen Fixed Penalty Notices, ten enforcement notices, four civil penalties (litter from a vehicle), three prosecutions, and one simple caution.
- In one prosecution, a Dover business was convicted of failing to produce waste documentation and ordered to pay £810. In a separate prosecution, the court ordered a dog owner to pay £683 after having his dog off the lead on Barton Footpath contrary to the council's Public Spaces Protection Order.
- The team also delivered several engagement events, including a rural crime prevention event and educational talks at Dover Technical College regarding litter and fly-tipping.
- We also supported Keep Britain Tidy's Great British Spring Clean Campaign, with litter-picking tours across the district over a two-week period. This campaign resulted in collecting over 650 bags of litter by over 600 participants.

Environmental Protection

- The Environmental Protection Team deals with various issues, including statutory nuisances (noise, dust, odour, light, premises nuisance, smoke) and Public Health Act nuisances.
- In Quarter Four, the team dealt with most complaints about noise nuisance (116 complaints or 64.8%), as was the case in the previous quarters. This is followed by animal nuisance complaints (26 or 14.5%) and smoke complaints (22 or 12.3%).

Licensing

- The Licensing Team issued 284 licenses in Quarter Four, down from 423 in Quarter Three (-32.9%), with the highest number being under the Licensing Act (192), followed by Hackney Carriage and Private Hire (79).
- Enforcement activity included eleven driver interviews, three drivers receiving penalty points, one written warning to drivers, and one review of a premise licence.

Private Sector Housing

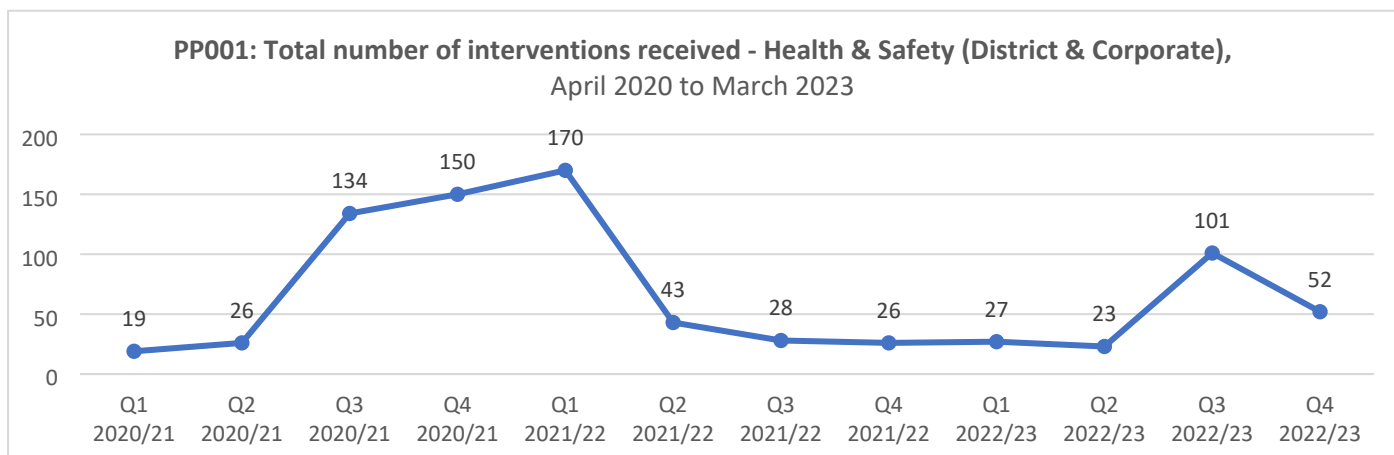
- The Private Sector Housing Team responds to issues including Houses of Multiple Occupancy, caravan sites, and complaints about private housing.
- Enforcement activity during Quarter Four included serving 71 Housing Act notices, up from 56 in Quarter Three (+26.8%), one Penalty Charge Notice, and one appeal. The team also processed 50 grants and loans to households.
- Due to current system limitations, it is difficult to break down the notice types served. Following recent government and press interest, we have seen an increase in the number of complaints relating to dampness and mould. However, any single complaint received may, and often does, cover several defects in the home.
- Over the 2022-23 financial year, we enabled 155 Disabled Facilities Grant adaptations and 15 other grants/loans. The total Disabled Facilities Grant/Better Care Fund spend for the year was £1,711,546. We have also spent an additional £40,459 on the winter warmth project, which assisted with installing heating/replacement boilers for eligible applicants.

Planning Enforcement

- Planning Enforcement moved to Planning and Development during the year. Therefore, only figures for Quarter One are included in this section (seven enforcement actions).

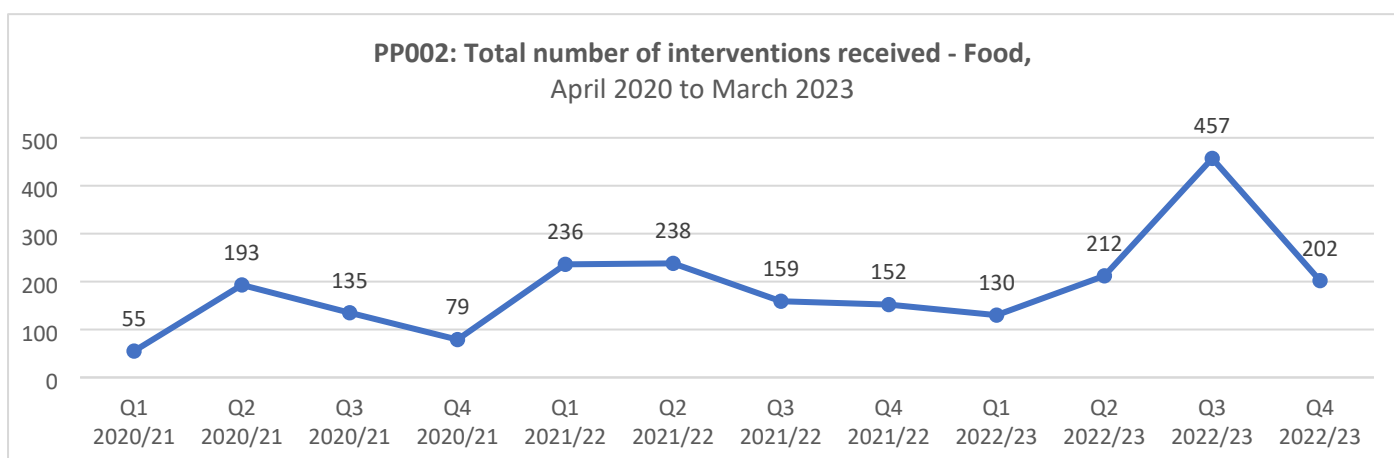
4. PORT HEALTH AND PUBLIC PROTECTION

PP001: Health and Safety (District and Corporate) - Total number of interventions received.



- Interventions displayed in this chart relate to our Health and Safety work and includes accidents, complaints and visit activities. Note the increase in interventions between Quarter Two 2020/21 to Quarter Two 2021/22, relates directly to our COVID-19 response work. During this period, the team responded to a sharp increase in complaint work and queries from the public and businesses regarding COVID-19 and the new regulations and guidance. This in turn resulted in a significant increase in visits to investigate alleged COVID-19 breaches and to provide guidance. In addition to this the team supported Kent County Council in the delivery of the COVID-19 non-responders, Track and Trace service between Quarter Three 2020/21 to Quarter Three 2021/22. These involved officers visiting homes of positive cases who were not responding to contacts made by the NHS.
- During Quarter Four 2022/23, fewer Events and Temporary Event notifications were received than the previous quarter (down from 101 to 52). This is a result of us receiving a large number of Temporary Event Notices (TENs) and Strategic Advisory Group (SAGs) in Quarter Three for Fireworks and Christmas events (extension to licensing hours etc).

PP002: Food - Total number of interventions received.

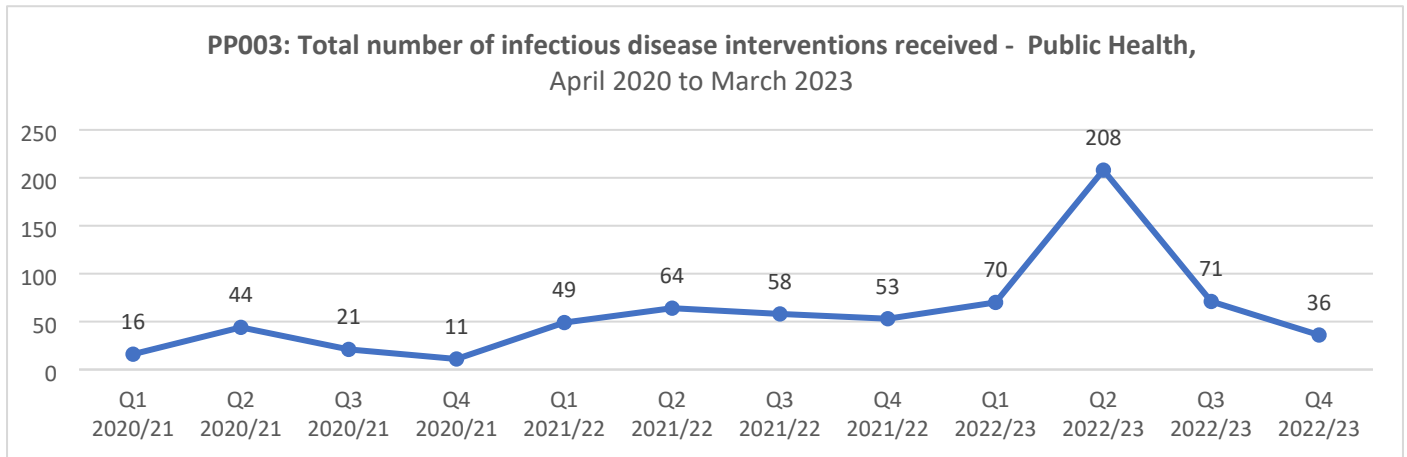


- Interventions displayed in this chart relate to our Food Safety work and includes food inspections, complaints and visit activities. Note dips in chart are indicative of COVID-19 restrictions during that period (i.e., food premises prohibited from trading and then restrictions applied when operational - like takeaway only, no access to vulnerable settings etc.). Once restrictions were relaxed, the Food Standards Agency directed what and when

inspections should be carried out, this is when we see an increase in activity, as we are able to access businesses more easily.

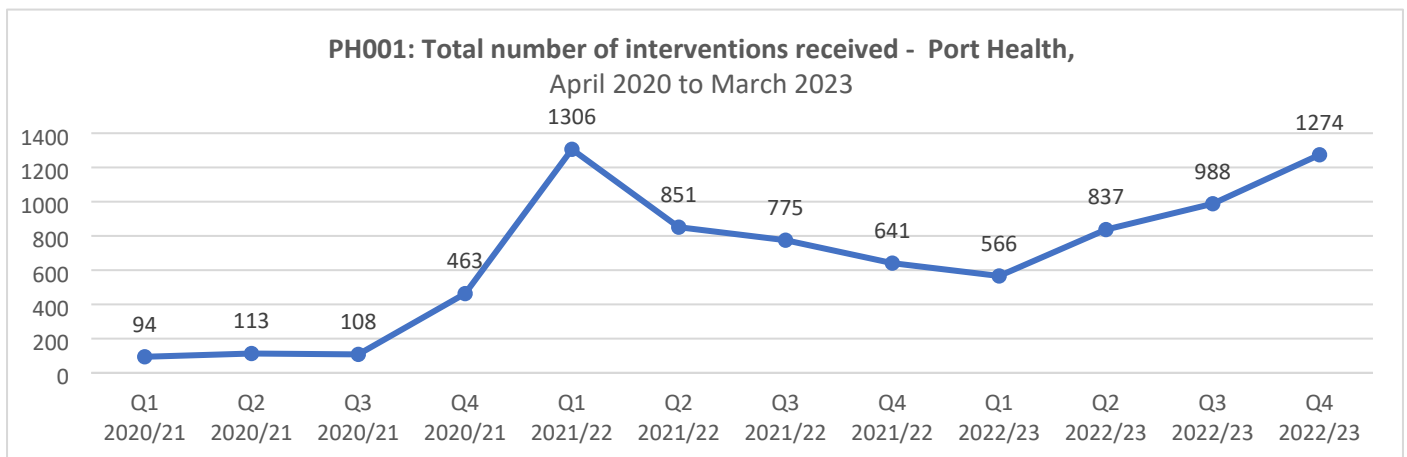
- Numbers for Quarter Four 2022/23 are higher than previous years due to an increase in Food Registrations. This is due to new food businesses/change of hands etc, these figures fluctuate throughout the year and are directly impacted by cost of living etc.

PP003: Public Health - Total number of infectious disease interventions received.



- Interventions displayed in this chart relate to our Infectious Disease work and includes salmonella, legionella, and Norovirus activities. Note spike in Quarter Two 2022/2023, which was due to a substantial Norovirus outbreak within the district. Infectious disease work fluctuates throughout the year in line with weather and environmental conditions, excessive heat, flooding etc., and activities such as BBQ’s, large scale events i.e., weddings, funerals etc.

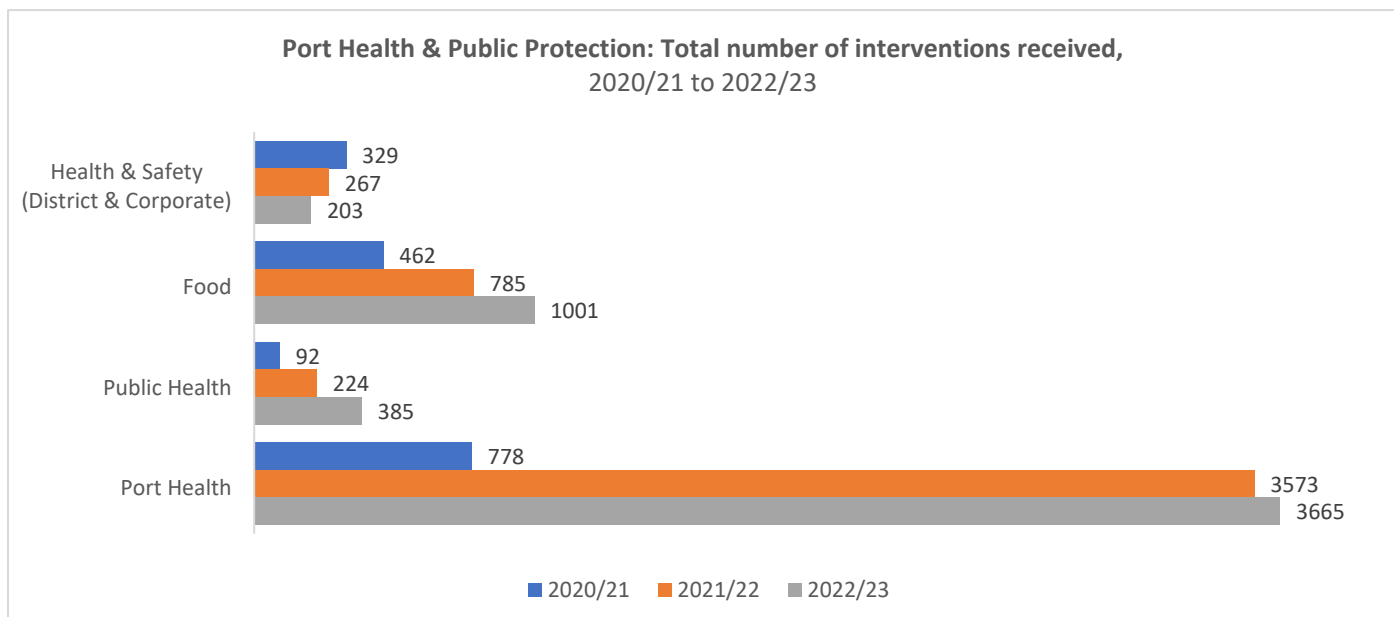
PH001: Port Health - Total number of Port Health interventions received.



- Interventions displayed in this chart relate to our Port Health work and includes imported food controls, sampling, verification of imported food data and ship inspection activities. Note spike in Quarter One 2021/2022 was due to the introduction of IUU (Illegal, unreported, and unregulated fishing) checks. At this time, we were also completing checks for the Channel Tunnel in the period until Ashford Borough Council could be authorised to do so. Note spike in Quarter Two 2022/2023 is due to Defra providing IMP (Import Notification Papers) notifications to the authority, for officers to complete verification and validation checks on data. Port health work is reliant on trade flows and therefore fluctuations throughout the year should be expected, but the general increase in work is as a direct result of leaving the EU.

- We continue to see an overall increase in our Port Health work. The number of Organic consignments processed has increased, and we have identified new agents as part of our proactive IMP data analysis. Quarter Four 2022/23 has also seen the Port Health Team seize 7,777.75kg of non-compliant pork from Europe.

Annual Summary 2020/21 to 2022/23



Successes and Areas of Concern – Quarter Four 2022/23

Lucy Manzano, Head of Port Health and Public Protection.

Public Protection Team

The Public Protection Team are preparing for a change of database systems, moving from Northgate M3 which is network based to cloud based Tascomi. We anticipate this to happen in January 2024, requiring a lot of work to ensure the smooth transfer of information and identifying how to best utilise Tascomi.

a) Food Safety

- In 2023-2023 the team followed the Food Standards Agency (FSA) Local Authority Recovery Plan, where an inspection programme was set out to breach the gap following COVID 19 and less inspections being carried out. The Public Protection Team completed the inspections required within the Recovery Plan and completely quarterly returns to the FSA, known as ‘temperature checks’.
- From April 2023 the FSA advised that the recovery plan was ending and from April 2023 the return to normal routine inspections was in place.
- In Quarter Four 2022/23, three food businesses were voluntarily closed because of a health risk condition being identified during an inspection; one premises was found to be in a filthy condition and two were found to have rodent infestations. One premises was able to open within a few days, however the other two premises have not reopened since. This brings the total to six voluntary closure of food premises throughout 2022/23.
- A consignment of over 90kg of egg and dairy based products originating from Brazil, were detained, and destroyed under the Trade in Animal and Related Products Regulations 2011 (TARP Regs) after illegally being imported through Dover port and moving inland to a warehouse in the Dover district.
- Three Hygiene Improvement Notices were served across two food businesses, requiring improvements to be made: two relating to pest proofing and one requiring the repair/replacement of a chiller floor. These have all since been complied with.
- An audit of the 2022/23 period was undertaken to provide assurance on the adequacy and effectiveness of the procedures and controls established to reduce the incidence of food poisoning within the district through

effective registration and inspection of all food businesses, investigation of food complaints, enforcement of the Food Safety and Hygiene Regulations (England) 2013 and associated legislation. The outcome was that 'Management can place Substantial Assurance on the system of internal controls around the operation of the Food Safety function'.

b) Health and Safety

- Throughout 2022/23, officers have been investigating some health and safety incidents that have or could have resulted in serious injuries, including:
 - One fatality of a self-employed person/volunteer at a leisure premises.
 - Two incidences of injuries sustained from falling building structure.
 - One near drowning at a leisure premises.
- Officers attended a pre-inquest review hearing with the coroner in Quarter Four 2022/23, ahead of attending the inquest, scheduled for October 2023.
- Three Health and Safety Improvement Notices and one Health and Safety Prohibition Notice were served at a premises, looking at controls in relation to the use of onsite vehicles and on asbestos management.

c) Infectious Diseases

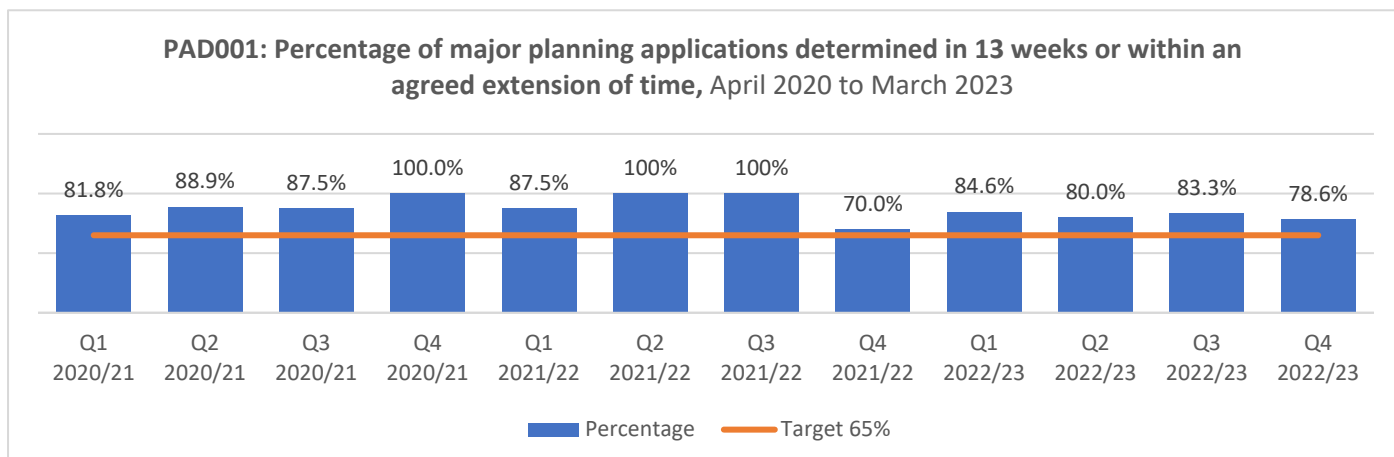
- In August 2022, the Public Protection Team were notified of over 150 reports of ill health following visits to a leisure facility in the district. An outbreak investigation was undertaken, including visiting the site to complete water sampling, liaison with UK Health Security Agency (UKHSA), providing individuals with stool sample pots and work with our communications department. The causative agent, as identified from some stool samples, was norovirus. The sample results for the water park came back satisfactory, however officers continued to be involved with recommended improvements for the business.
- The investigation was concluded in Quarter Four 2022/23, with receipt of the final report from UK Health Security Agency.

E. PLACE AND ENVIRONMENT DIRECTORATE

5. PLANNING AND DEVELOPMENT³

PAD001: Percentage of major planning applications determined in 13 weeks or within an agreed extension of time.

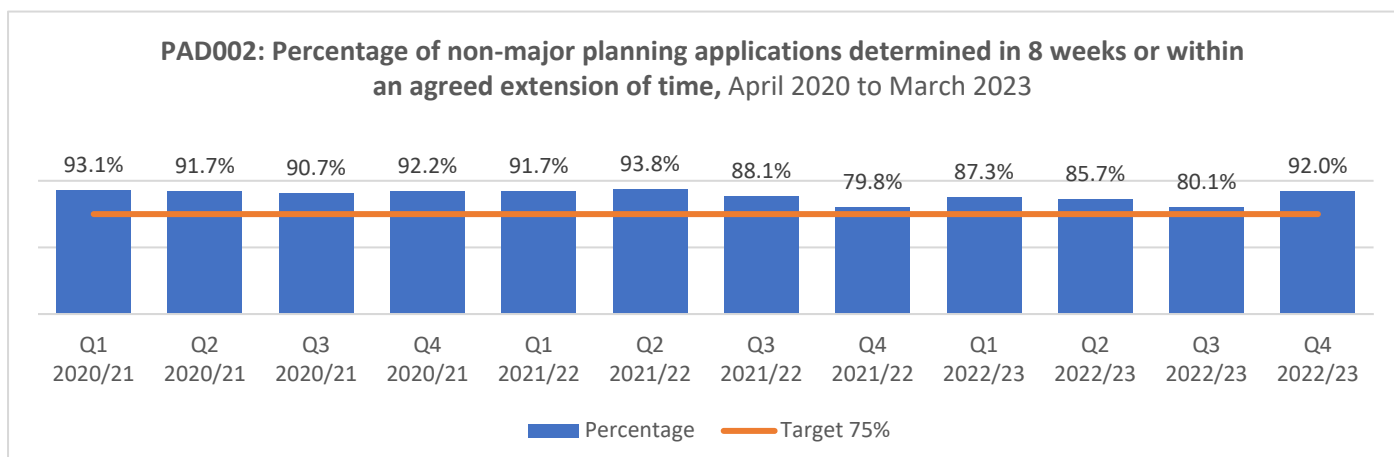
Statutory Indicator. A high value is good.



- Fourteen decisions were issued during Quarter Four. Of these, 78.6% of cases (11 applications) were determined within the determination period, which is still well above the target of 65%.

PAD002: Percentage of non-major planning applications determined in 8 weeks or within an agreed extension of time.

Statutory Indicator. A high value is good.

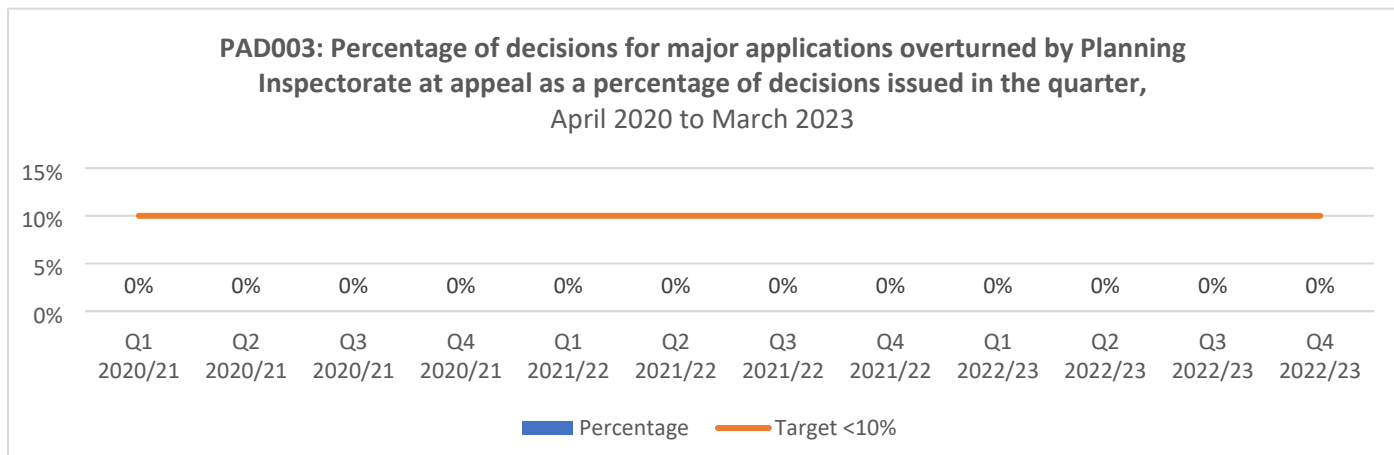


- A total of 212 decisions were issued during Quarter Four. Of these, 92% of cases were determined within the determination period, which is well above the target of 75%.

³ Some data correction for previous quarters has occurred across the Planning KPIs, due to undertaking a review of how the statistics have been/ are collated. If you have any questions on this, please contact Sarah Platts (Sarah.Platts@dover.gov.uk) or Alice Fey (Alice.Fey@dover.gov.uk).

PAD003: Percentage of decisions for major applications overturned by Planning Inspectorate at appeal as a percentage of decisions issued in the quarter.

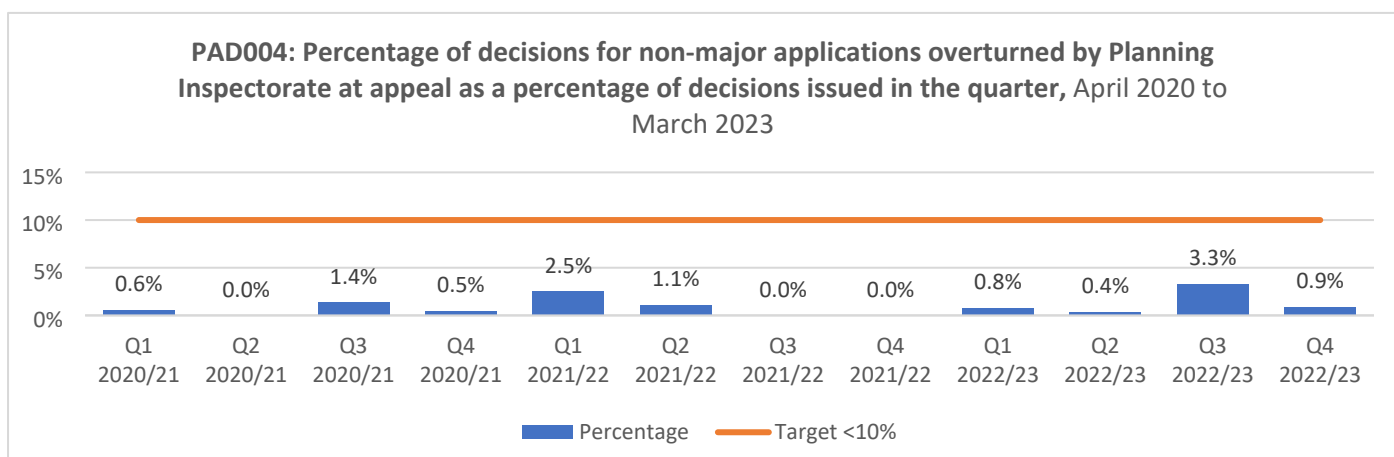
Statutory Indicator. A low value is good.



- Since the start of 2020/21, two decisions for major applications have been made at appeal. These were issued during Quarter One 2022/23, and Quarter Four 2022/23. In both cases the Planning Inspectorate dismissed the appeal and did not overturn our planning decision. Therefore, we are reporting 0% across all the quarters.

PAD004: Percentage of decisions for non-major applications overturned at appeal as a percentage of decisions issued in the quarter.

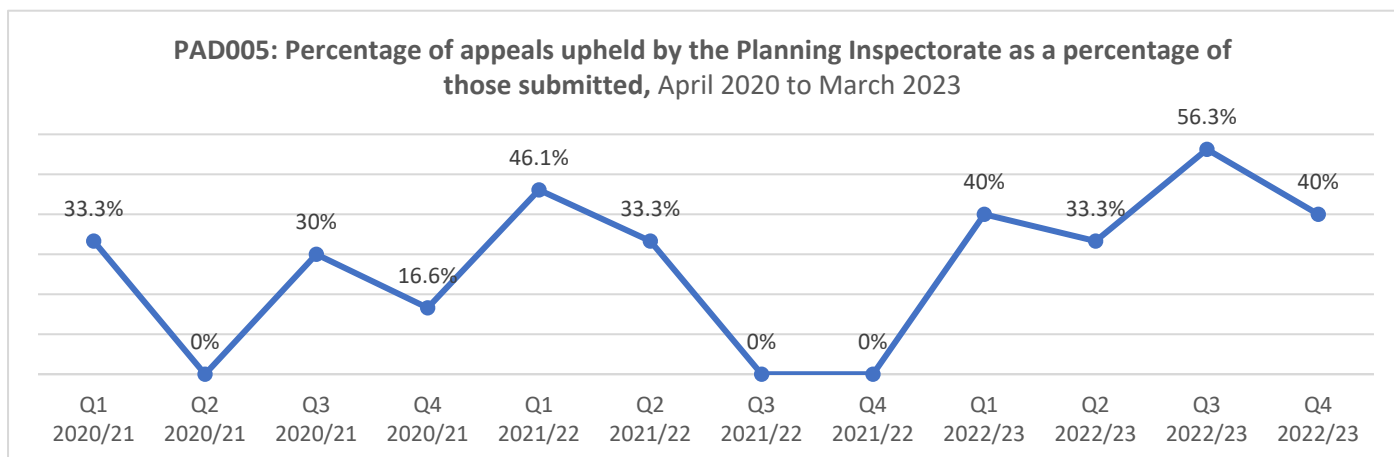
Statutory Indicator. A low value is good.



- During Quarter Four, the Planning Inspectorate issued four appeal decisions for non-major applications. Of these, two decisions were overturned (appeal upheld). Of the total number of decisions issued (223 applications), this equates to 0.9% overturned at appeal.

PAD005: Percentage of appeals upheld by the Planning Inspectorate as a percentage of those submitted.

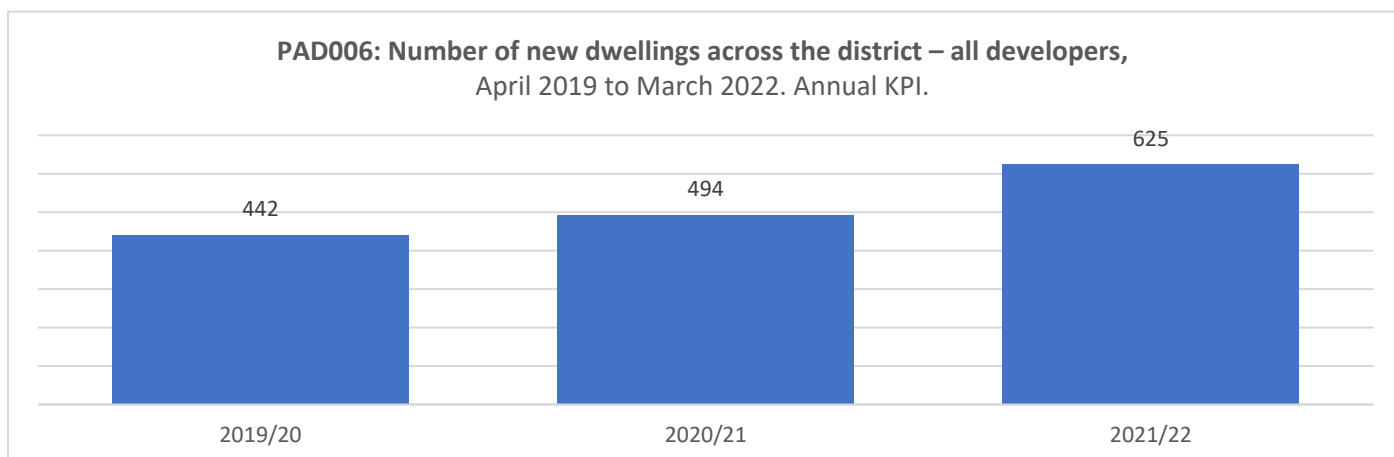
Statutory Indicator. A low value is good.



- During Quarter Four, five cases went to appeal (four non-major planning applications and one major planning application). Of these, the Planning Inspectorate upheld two appeals (overturning our planning decision) and dismissed three cases.

PAD006: Number of new dwellings across the district – all developers.⁴

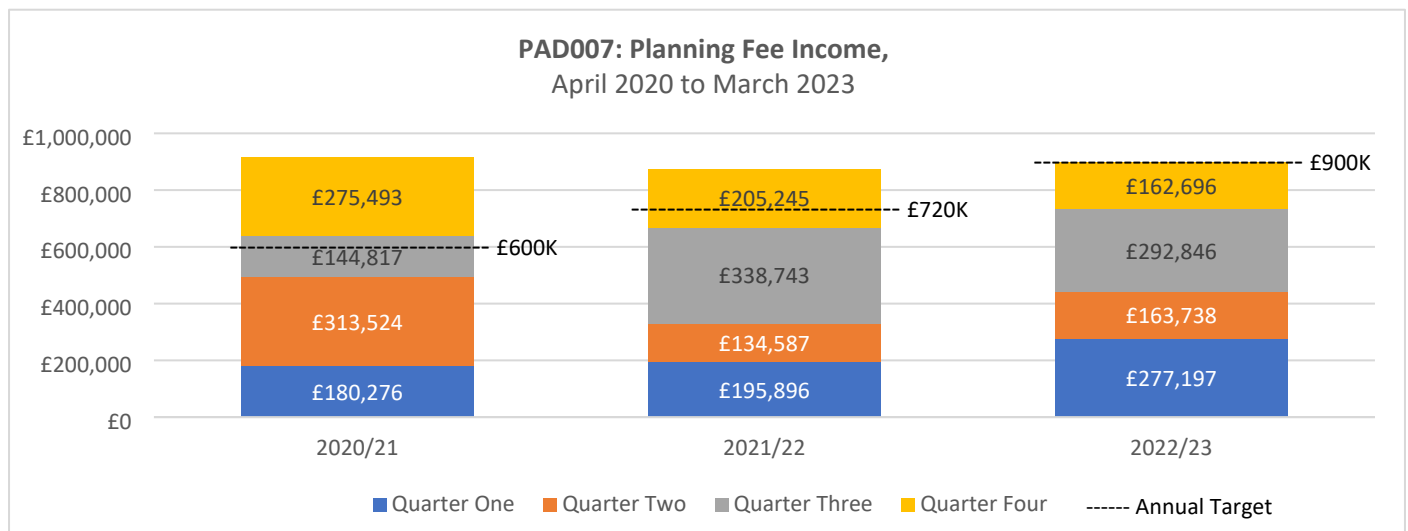
A high value is good. Annual KPI - Figures obtained from the Annual Monitoring Report. 2022/23 figure should be available late June / early July.



⁴ PAD006 has replaced 'KPI011: Growth in Council Tax Base' to monitor housing growth. KPI011 is still reported for information purposes but can now be found in the Civica section.

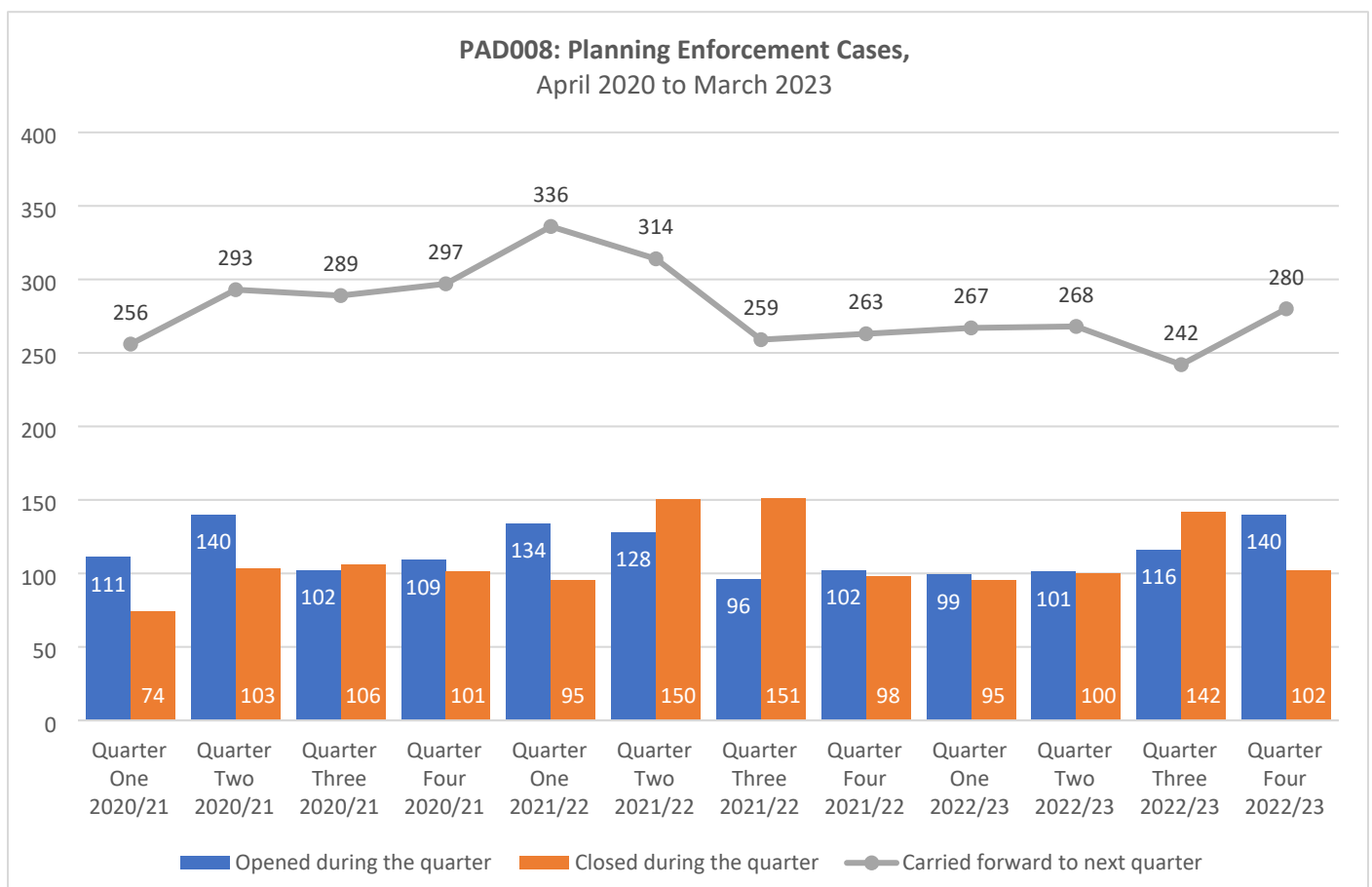
PAD007: Planning fee income

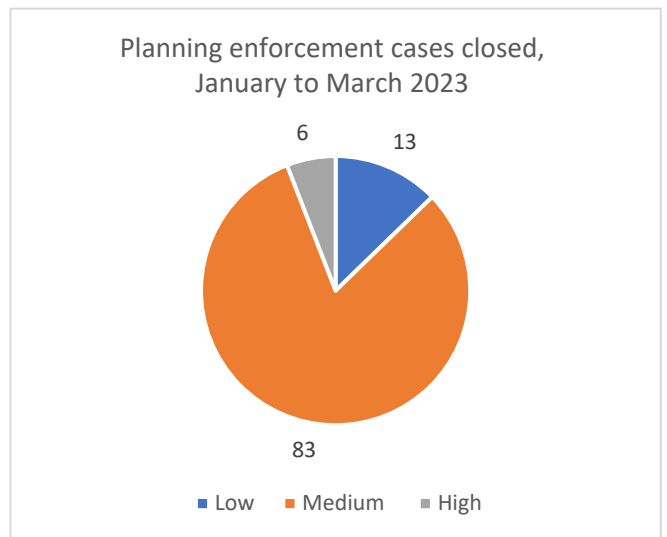
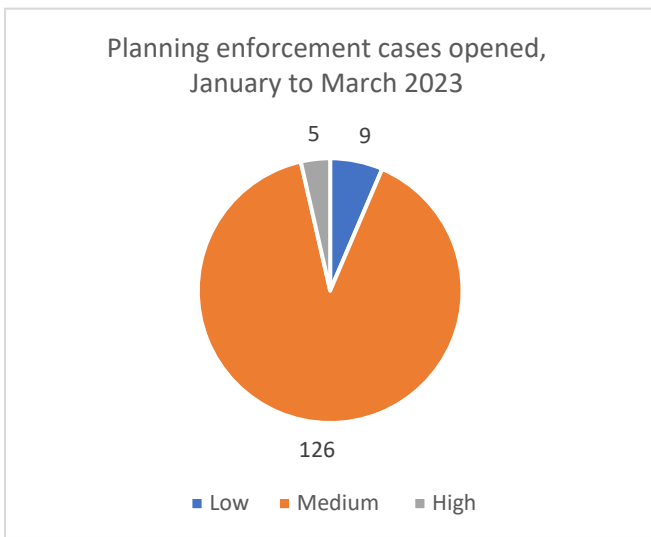
A high value is good.



- Planning fee income achieved for the financial year 2022/23 was £896,477, which is just short (0.4%) of the annual target of £900,000.

PAD008: Planning Enforcement Cases





- Responsibility for Planning Enforcement returned to Planning and Development from Regulatory Services on 1 September 2022. This is a new KPI (as of Quarter Three 2022/23), which identifies the number of cases opened, closed and the number carried over for each quarter. Our Planning Enforcement Plan sets out how we prioritise cases. From Quarter Four 2022/23, we are now also reporting the number of low, medium, and high priority cases opened and closed.
- Of the 140 planning enforcement cases opened during Quarter Four, the majority (126 or 90%) were categorized as medium priority, 9 cases (6%) were categorized as low priority, and 5 cases (4%) were categorized as high priority.
- Of the 102 planning enforcement cases closed during Quarter Four, 83 cases (81%) were categorized as medium priority, 13 cases (13%) were categorized as low priority, and 6 cases (6%) were categorized as high priority.
- Seven notices were issued in Quarter Four: four Enforcement Notices, two Planning Contravention Notices and one Temporary Stop Notice (two notices were issued in Quarter Three). Two notices are subject to appeal.

Successes and Areas of Concern – Quarter Four 2022/23

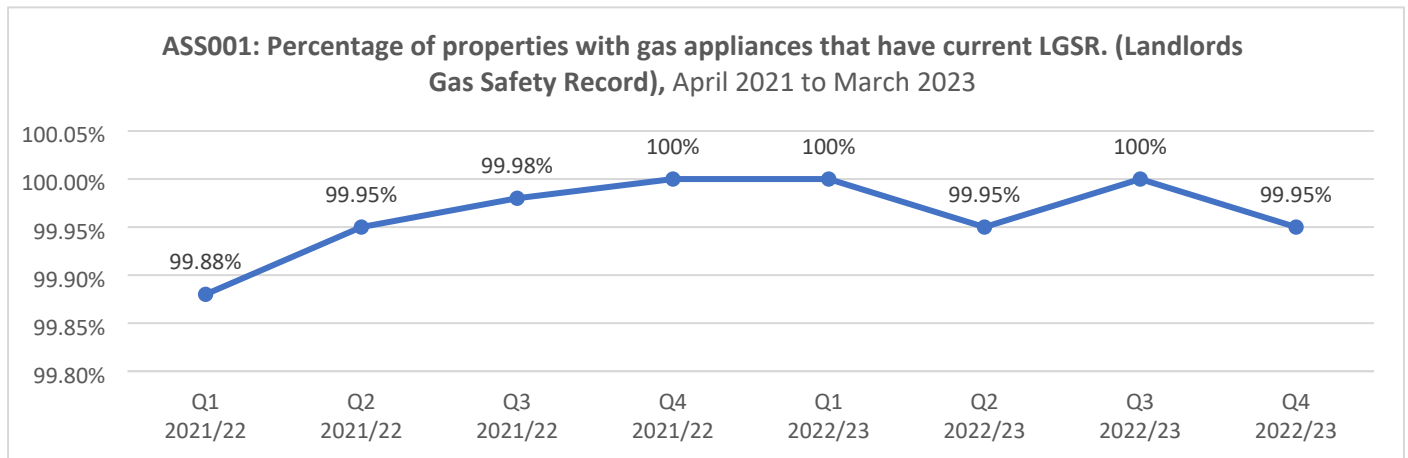
Sarah Platts, Head of Planning and Development

- Performance remains strong and well above set KPI targets.
- The planning fee income for 2022/23 almost reached the £900k target set, despite mid-year expectations that the economic downturn would be reflected in a drop in fee income.
- For future KPI updates, starting with the next Quarter One 2023/24, for PAD001 and PAD002, we will look to include a breakdown of the number of planning applications determined with Extensions of Time against the number determined within the 8- or 13-week determination date, as a proportion of the overall percentage.

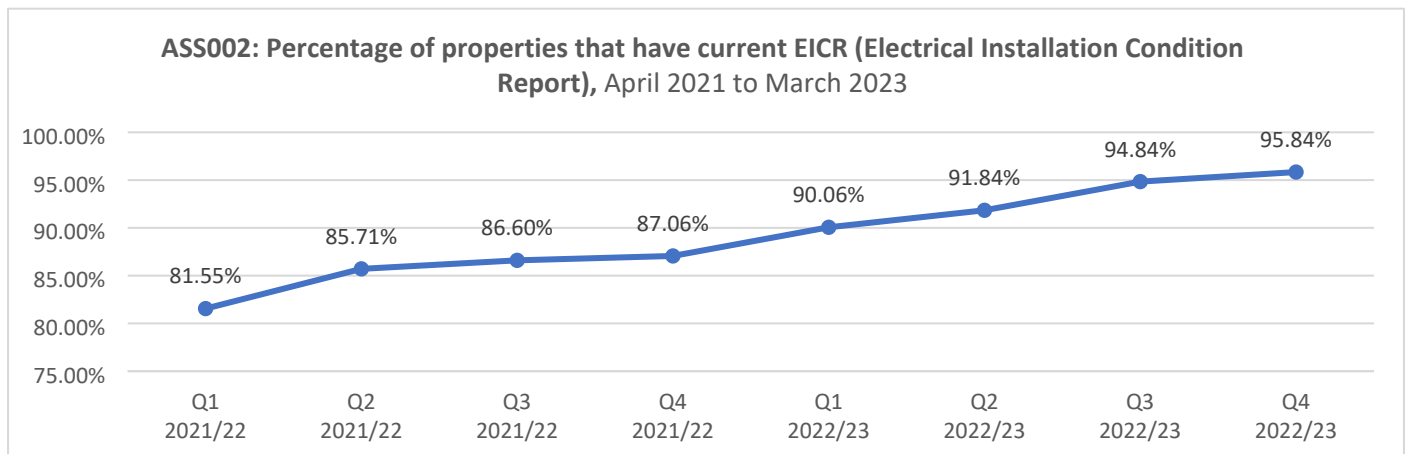
6. PROPERTY ASSETS

HOUSING MAINTENANCE

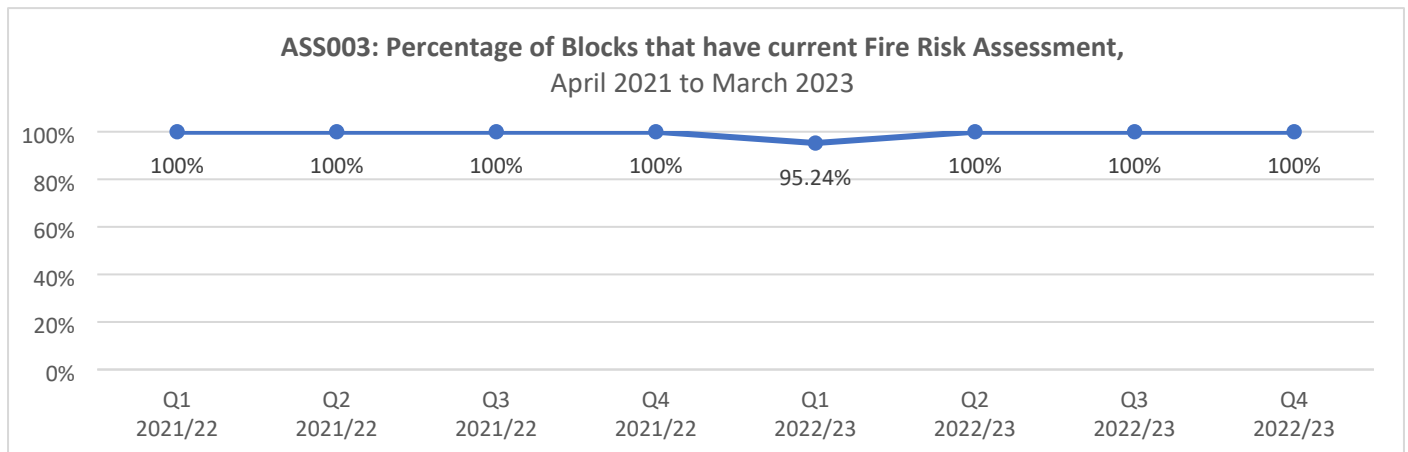
ASS001: Percentage of properties with gas appliances that have current LGSR (Landlords Gas Safety Record)
A high value is good.



ASS002: Percentage of properties that have current EICR (Electrical Installation Condition Report)
A high value is good.

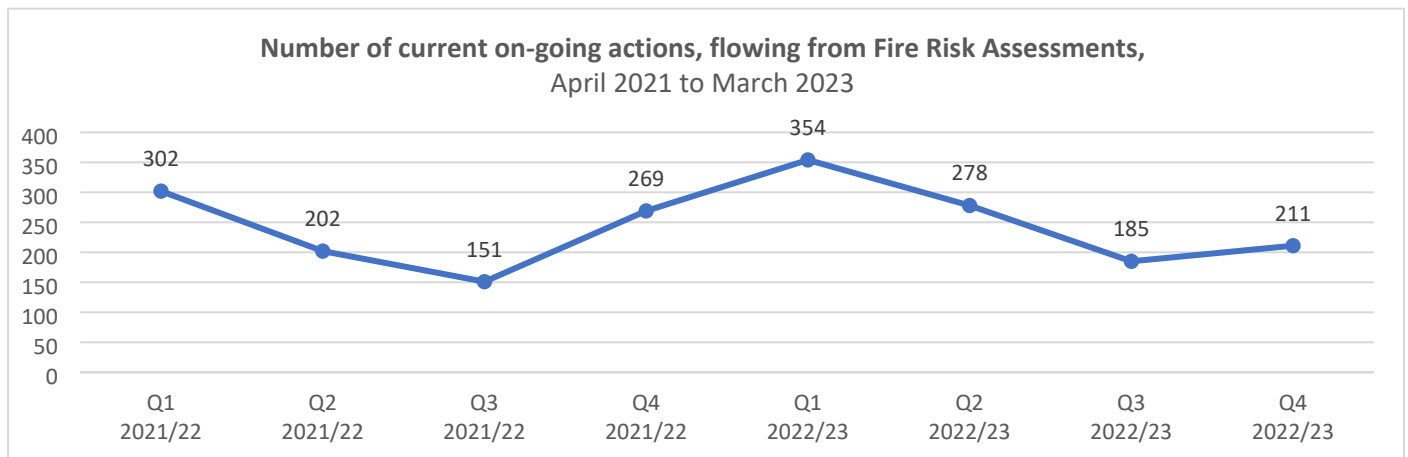


ASS003: Percentage of Blocks that have current Fire Risk Assessment
A high value is good.



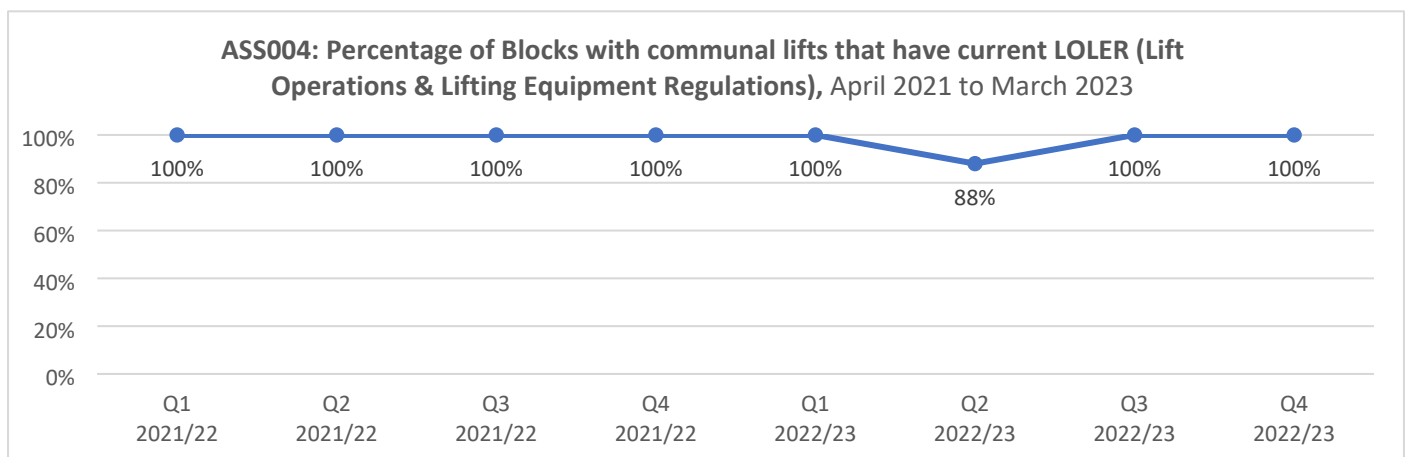
ASS007: Number of current on-going actions, flowing from Fire Risk Assessments

A low value is good.



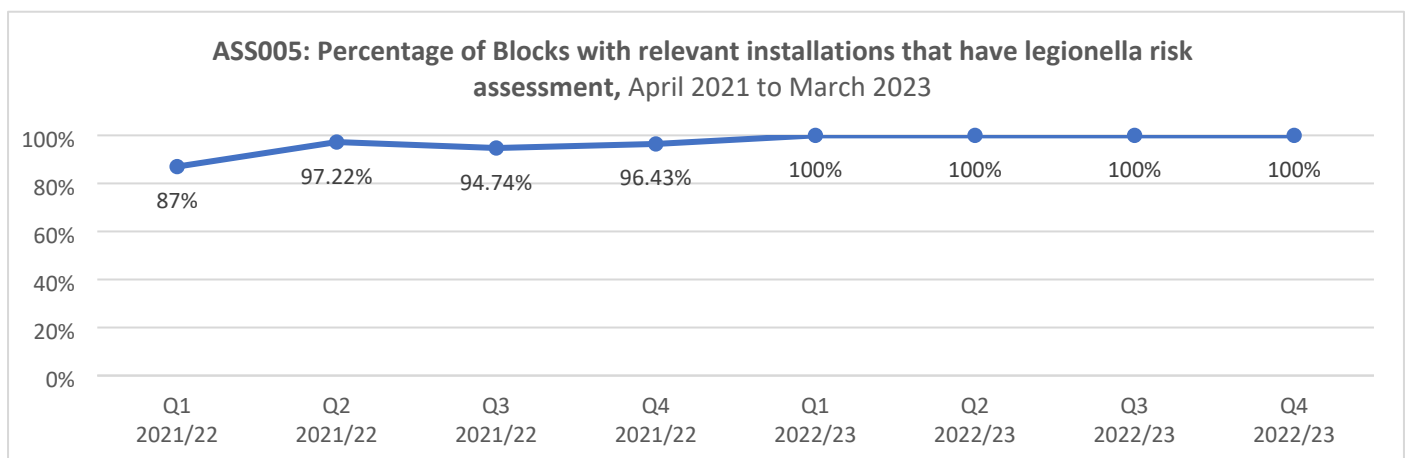
ASS004: Percentage of Blocks with communal lifts that have current LOLER (Lift Operations and Lifting Equipment Regulations)

A high value is good.



ASS005: Percentage of Blocks with relevant installations that have legionella risk assessment.

A high value is good.



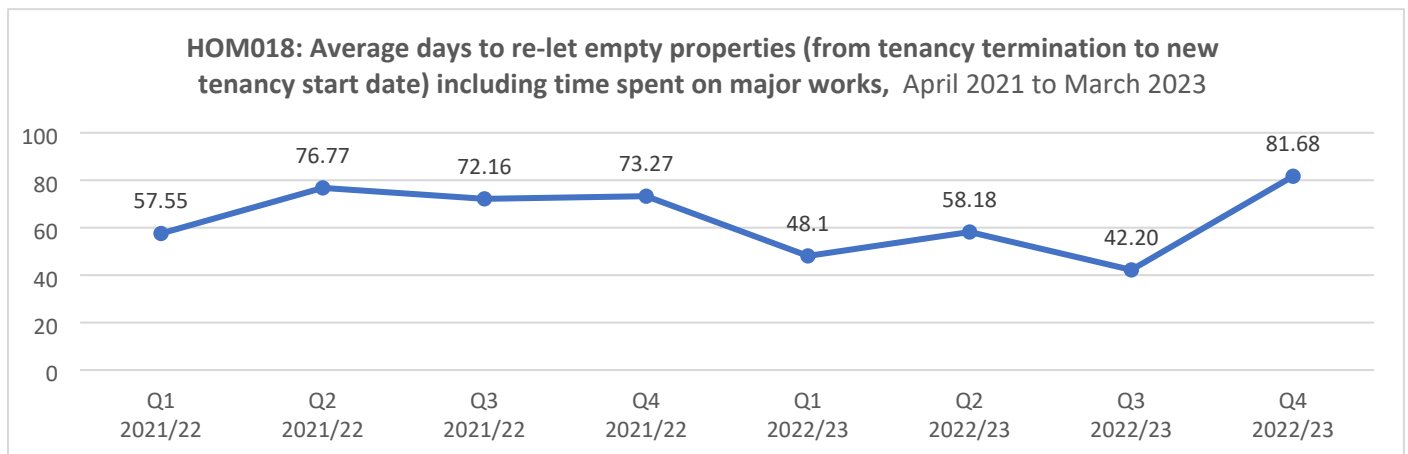
ASS006: Percentage of communal assets that have satisfactory asbestos risk assessment.

A high value is good.



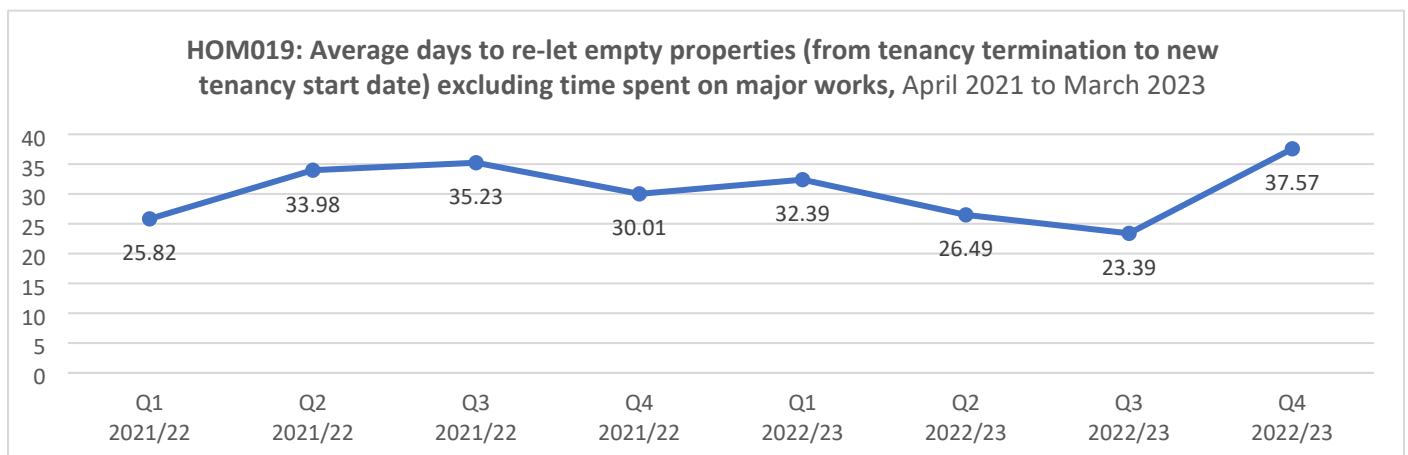
HOM18: Average days to re-let empty properties (from tenancy termination to new tenancy start date) including time spent on major works.

A low value is good.

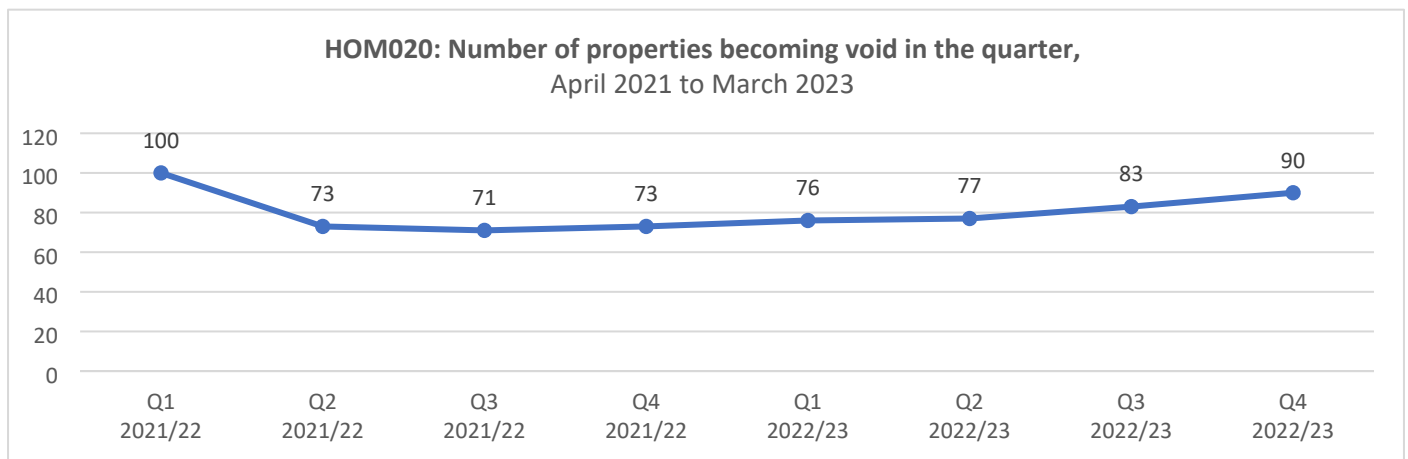


HOM19: Average days to re-let empty properties (from tenancy termination to new tenancy start date) excluding time spent on major works.

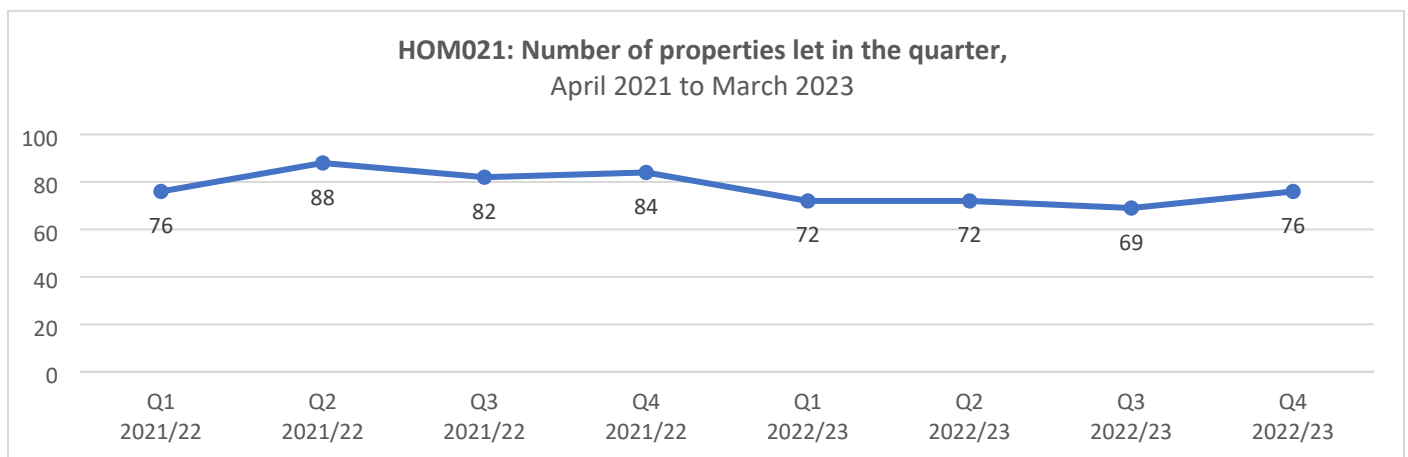
A low value is good.



HOM20: Number of properties becoming void in the quarter.

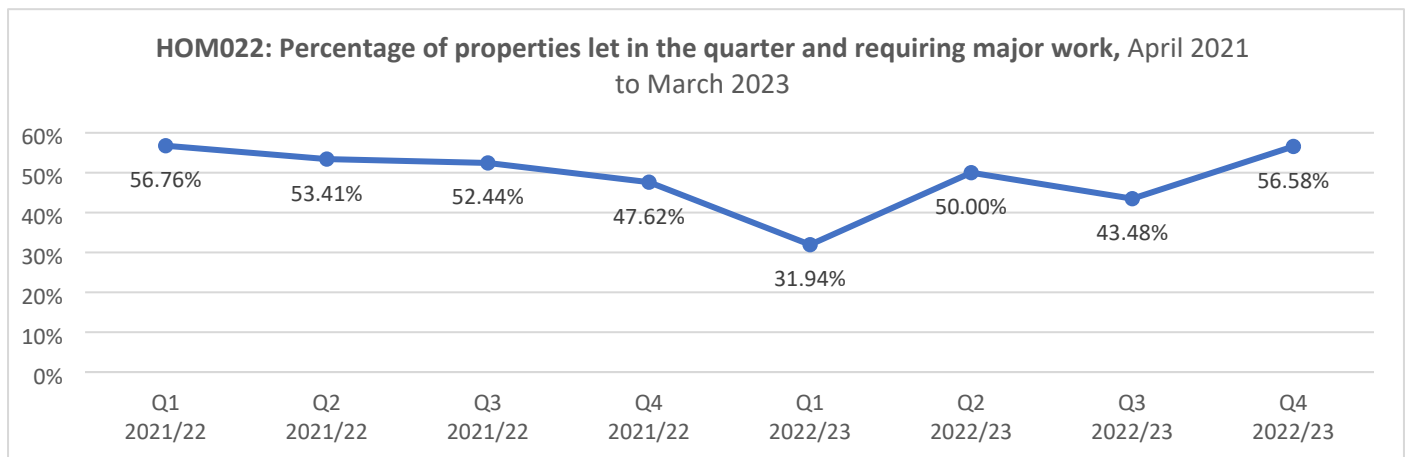


HOM21: Number of properties let in the quarter.



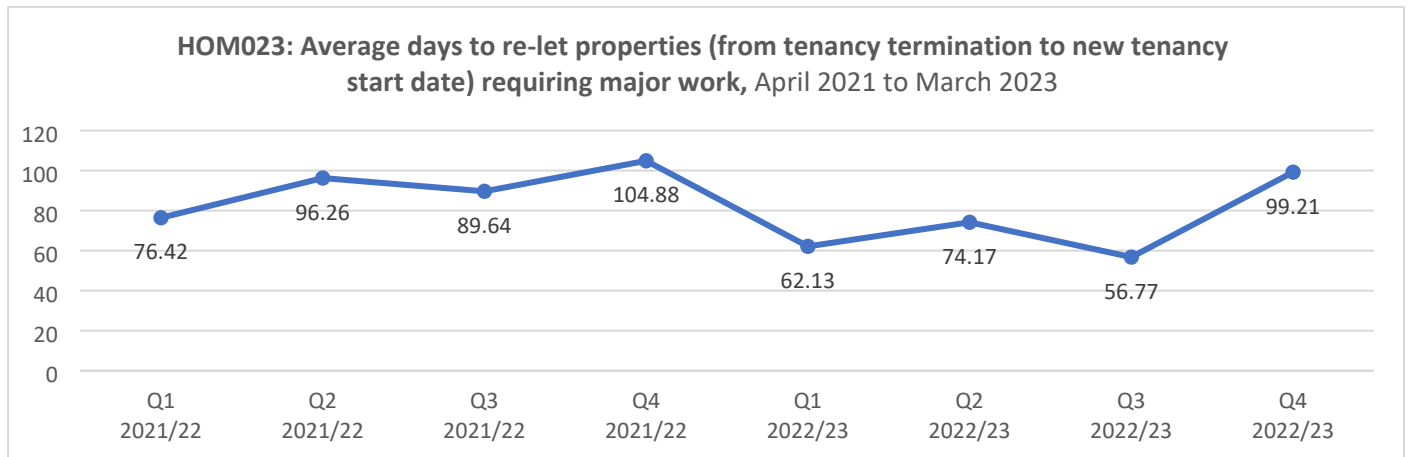
HOM22: Percentage of properties let in the quarter and requiring major work.

A low value is good.



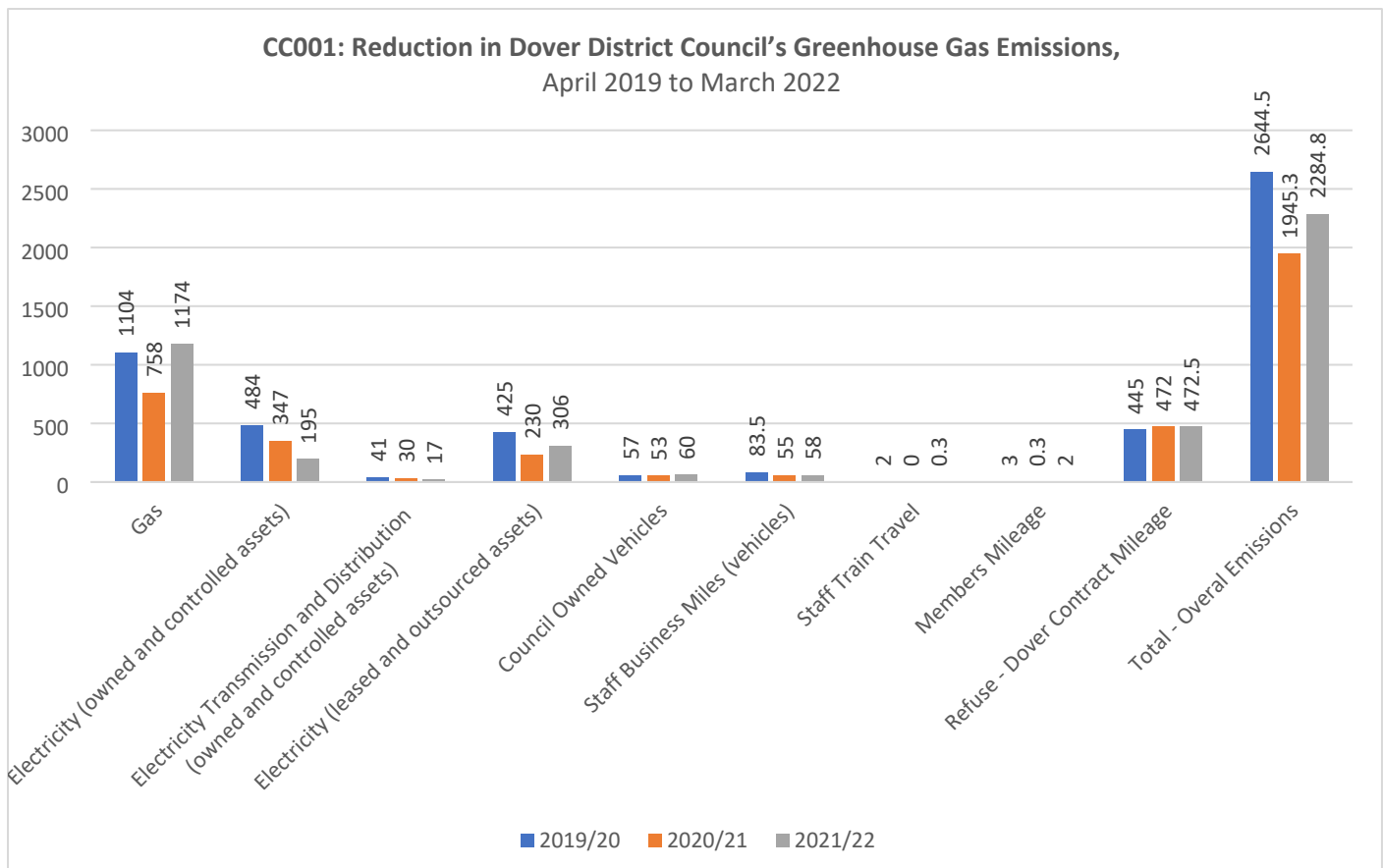
HOM23: Average days to re-let properties (from tenancy termination to new tenancy start date) requiring major work.

A low value is good.



CC001: Reduction in Dover District Council's Greenhouse Gas Emissions

A low value is good. Annual KPI.



Comparison of Council Transport and Stationary Greenhouse Gas emissions between 2019/20 and 2021/22.

Successes and Areas of Concern – Quarter Four 2022/23

Frank Thompson, Head of Property Assets

Housing Maintenance and Voids

- Access issues remain a problem with regards Electrical Installation Condition Reports (ASS002), where performance has slightly improved from 94.84% in Quarter Three to 95.84% in Quarter Four. The properties that we are now dealing with are hard to access properties and we do not have a right of entry.
- We monitor all Fire Risk Assessment (FRA) actions (ASS003 and ASS007) weekly with our contractor Sureserve, with the intention of reducing the number of FRA actions outstanding as soon as possible. However, new assessments are now being carried out and the number of current on-going actions flowing from the FRAs has increased from 185 in Quarter Three to 211 in Quarter Four. Of these on-going actions, 145 are overdue but are expected to come down significantly in the next quarter.
- Void times have spiked over the quarter. The number of properties becoming void and available for re-letting rose from 83 in Quarter Three to 90 in Quarter Four (+8.4%). The number of voids let also rose over the quarter from 69 in Quarter Three to 76 in Quarter Four (+10.1%).
- There has been a significant decline in performance for the average days to re-let empty properties (from tenancy termination to new tenancy start date) including time spent on major works (HOM018) over the quarter, increasing from 42.20 days to 81.68 days. When the time spent on major works is excluded (HOM019), voids re-let times have increased from 23.39 days to 37.57 days.
- The percentage of properties let in the quarter and requiring major work (HOM022) has increased from 43.48% in Quarter Three to 56.58% in Quarter Four. Consequently, the average days to re-let properties (from tenancy termination to new tenancy start date) requiring major work increased from 56.77 days to 99.21 days. For a void property to be classified as a “major work void” it must have more than one item of major work required. Typical major works are full redecoration, asbestos removal, new boiler, new kitchen, new bathroom, substantial replastering, structural repairs. In many instances properties are requiring several of these to be completed, tying up the contractor for many days and, as such, due to the high number of these it has a negative impact on the overall void programme.
- The voids process is constantly being reviewed by both Housing Management and Housing Maintenance (Property Assets). We have introduced Liquidated and Ascertained damages for late completion of voids and are also reintroducing pre-void inspections where Housing Assets will inspect a property as soon as the tenant gives notice to quit their tenancy.

Damp and Mould

- The Council aims to provide consistently a high-quality repair and maintenance service to ensure that our properties are well-functioning, habitable, and safe.
- In November 2022, following the coroner’s report on the death of a toddler, Awaab Ishak, the Secretary of State at the Department for Levelling Up, Housing and Communities, Michael Gove, wrote to all council leaders and social housing providers in England setting out expectations concerning damp and mould.
- The council now takes a zero-tolerance and proactive approach to damp and mould interventions. We have dedicated resources to encourage residents to report issues to us and ensure that we can act promptly.
- We will investigate the cause of damp holistically, carrying out required remedial works promptly, offering advice and guidance where appropriate, and taking all reasonable steps to eradicate damp. This includes managing and controlling condensation through good ventilation and insulation improvements to the property.
- We are drafting a policy setting out the activities and responsibilities involved in the control of Damp and Mould within our Housing stock, which will be presented to Cabinet in due course. This policy reflects the twenty-six recommendations outlined in the Housing Ombudsman’s “Spotlight on Damp and Mould”.
- To date, over 350 damp and mould cases have been reported, each of which will receive a minimum of three inspections (first initial diagnosis, second post-inspection of work complete, and a third follow-up to ensure

remedial work has been effective). Thus, the current damp and mould caseload will result in over 1,050 inspections.

- Of the cases reported, the cause of dampness was 95% condensation and 5% due to building issues. Less than 10% of the properties suffering from condensation required other work, such as insulation or installing extract fans. Between 10 to 15% of the cases we considered would have been classified as a Category 1 hazard if assessed under the Housing Health and Safety Rating System (HHSRS). Two cases required us to move tenants into temporary accommodation, whilst work was carried out.
- Our new approach to damp and mould has considerably impacted officer time, with planned works surveyors and maintenance inspectors being diverted from their routine tasks to assist. The housing assets technical support team has also helped with taking calls from tenants, booking appointments, maintaining trackers, and managing inspector diaries. We have also experienced difficulties recruiting inspectors, which has also impacted on the performance of the service.

Greenhouse Gas Emissions (DDC Estate and Operations)

- The Department for Business, Energy and Industrial Strategy requires local authorities to calculate the total gross greenhouse gas emissions from their own estate and operations, each year. As this is an annual indicator, the data has not changed since the Quarter One dashboard.
- All gas consumption is reported under Gas (Scope 1) regardless of tenure, i.e., whether it is owned and occupied by the Council or leased/ outsourced.
- Electricity consumption reporting is dependent on whether the building is owned and occupied by the Council (Owned and controlled assets) which falls into Scope 2 or whether it is leased and outsourced which falls into Scope 3 (leased and outsourced).
- Buildings owned and controlled by the Council, include:
 - The Council Offices Whitfield
 - Dover Museum
 - Dover Museum Store
 - Dover Town Hall (formerly reported under Leased and Outsourced when Your Leisure leased the building)
 - Public Conveniences still under DDC direct control
 - Kearsney Abbey Park Café
 - Hamilton Road Cemetery Buildings
 - Marke Wood Elms Vale and Danes Recreation Ground buildings
 - Castle Street Office (@your service)
 - Deal Pier Lighting and Attendant Office
 - Streetlighting for which DDC is responsible.
 - Grand Shaft
- Outsourced leased assets reported on include consumption from:
 - Deal Leisure Pool (Tides)
 - Tennis Hall, Deal
 - Dover Leisure Centre
 - Tower Hamlets Depot (leased to Veolia)

7. PLACE AND GROWTH

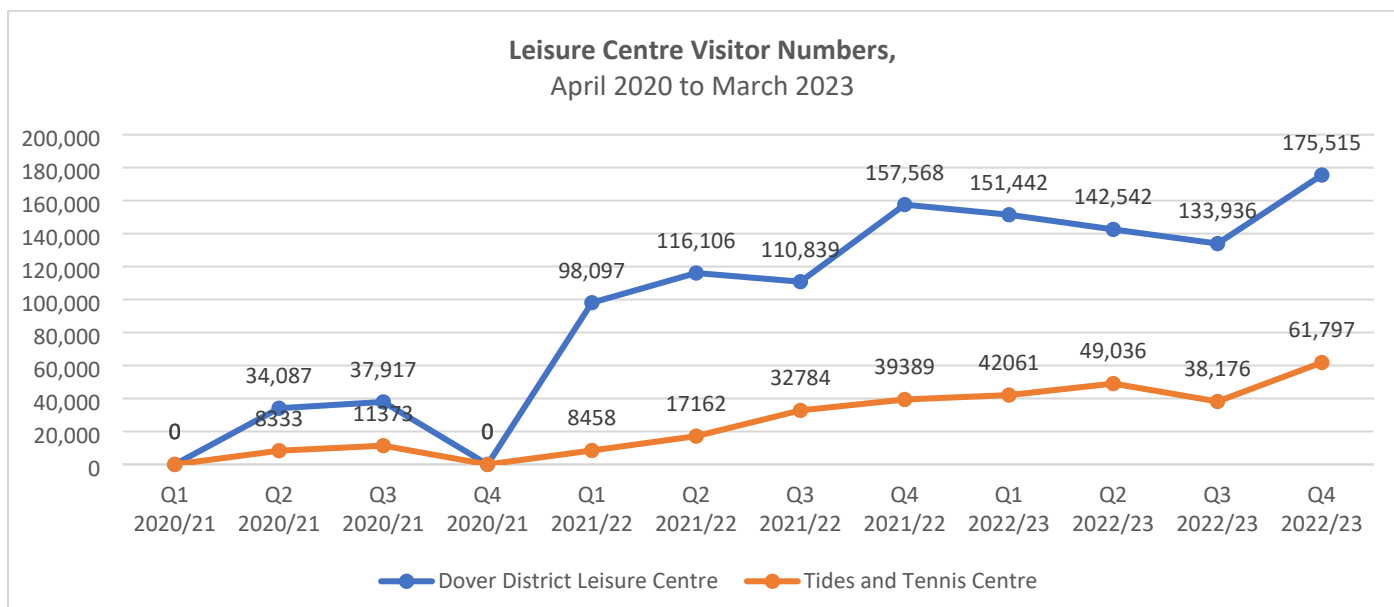
IGT001: Average of Total Footfall in Dover, Deal and Sandwich

A high value is good.

2022/23	Dover Town		Deal Town		Sandwich Town	
	Total footfall	Average footfall	Total footfall	Average footfall	Total footfall	Average footfall
Quarter One (Apr to Jun 2022)	373,113	4,100	182,051	2,001	93,264	1,025
Quarter Two (Jul to Sep 2022)	609,547	6,626	208,988	2,272	130,182	1,415
Quarter Three (Oct to Dec 2022)	513,037	5,573	195,224	2,122	101,748	1,106
Quarter Four (Jan to Mar 2023)	258,688	2,874	179,757	1,997	98,325	1,093

LS001: Number of Leisure Centre Visits (Dover District Leisure Centre and Tides and Tennis Centre)

A high value is good.



Successes and Areas of Concern – Quarter Four 2022/23

Christopher Townend, Head of Place and Growth.

Footfall:

- Footfall data is taken from HUQ, which shows a drop in numbers in all three towns for the winter months.
- We believe that HUQ is not measuring footfall accurately especially in Dover Town Centre where we have witnessed spikes in numbers during event days, but these figures are not showing in the system. We are therefore investigating replacing HUQ with the new AI system being implemented into the CCTV cameras.

New businesses and empty shops:

- Dover Town Centre has seen two new businesses open during Quarter Four (The Grumpy Goblin and Clarkewrights Mobility Emporium) and four business closures (Pizza Shack, Rico Sabor, Cactus Kiss and Urban Calm).

- Deal Town has seen two new businesses open during Quarter Four (Chic Knicks and The HQ Space) and no new closures.
- There have no businesses open during the quarter in Sandwich Town.

Number of empty shops 2022/23	Dover Town	Deal Town	Sandwich Town
Quarter Two (Jul to Sep 2022)	28	6	5
Quarter Three (Oct to Dec 2022)	30	10	5
Quarter Four (Jan to Mar 2023)	32	8	4

Quarter One data is not available. Count started in Quarter Two 2022/23.

Leisure Centres:

- Following the various covid-19 lockdown closures, visitor numbers to our leisure centres have steadily increasing. The leisure centres were closed during the coronavirus lockdowns as follows: Quarter One 2020/21 – closed April to June 2020; Quarter Two 2020/21 – closed July 2020; Quarter Three 2020/21 - closed 4th November to 2nd December 2020 and then closed 20th December again; Quarter Four 2020/21 – closed.
- The start of the calendar year marks the busiest time for Dover District Leisure Centre. It is typical that January will have the highest number of visitors in the year, and this figure slowly reduces, then fluctuates throughout the remaining year in line with holiday periods and seasons. The Dover District Leisure Centre has seen considerable growth this year, with 175,515 visitors during Quarter Four, this compares with 157,568 visitors at the same time the previous year (+11.4%).
- Tides Leisure Centre follows a different trend to Dover District Leisure Centre. Leisure pool visitor numbers tend to increase during holiday seasons which can be any half or full-term school holiday and potentially peak to their maximum during the summertime, weather depending. Again, there has been significant growth this year, with 61,797 visitors during Quarter Four, this compares with 39,389 visitors at the same time the previous year (+56.9%).
- It is worth noting that Your Leisure introduced a new Leisure Management Software at the end of November 2022. This solution is expected to record visitor numbers more accurately via increased interaction points and additional recording and reporting functionality.

Other key successes:

- Delivering ongoing corporate projects such as the Aylesham Development and Market Square, Dover.
- We continued to support the district’s visitors, businesses, and town centres through providing promotion, information, materials, updates, networking events, support, and advice. As well as grants (Town Centre and Green Grants) and associated funding (UK Shared Prosperity Fund and Rural England Prosperity Fund).
- The Federation of Small Business (FSB) awarded our Town Centre and Green Energy Grant Scheme ‘Best Programme of Business Support in the Southeast’.
- Delivering visitor information services and support within the White Cliffs Country Visitor Information Centre (at Dover Museum) and the Dover Cruise Terminal Welcome Desk.
- Our Visitor Information Service won the Bronze Award for Visitor Information Service of the Year at the Beautiful South Tourism Awards 2022.
- Events and activities delivered to further support visitor/resident footfall, dwell time and spend included:
 - The Queen’s Baton Relay on 7 July 2022: Approximately 2,000 in attendance.
 - Dover’s Big Summer Party (Market Square Official Opening Event), 20 August 2022: Approximately 3,000 in attendance.
 - Dover’s Artisan Market, the third Saturday of each month between August and December.

- Saturday Sessions (Music) in Dover’s Market Square – live music entertainment every Saturday from the end of September to the end of October 2022. Average of 300 attendance per event.
- Pilgrim’s Festival – 21 to 25 September 2022: Engaged with approximately 3,000 people.
- Dover Skatefest, 1 October 2022: Approximately 300 in attendance.
- ‘Meet the Reindeers’ Christmas Event, 10 December 2022. 600 children visited Father Christmas.
- Work continues developing the programme for the next financial year, with the following events and activities already planned: Easter Egg trail and family day; Saturday Sessions (Music) in Market Square; monthly Artisan Market; Fashion Through the Ages on Deal Pier; Dover Dinosaur Day; and a repeat of the 2022 Christmas event.

Wider Projects include:

- Support and input to the emerging Dover District Local Plan and continued delivery towards our Tourism and Visitor Economy Strategy, and Economic Growth Strategy.
- The Dog Friendly Business Campaign across Dover, Deal and Sandwich towns.
- Local Business Networking events.
- Via Francigena Art Sculpture.
- New Town Centre Action Plans for Dover, Deal and Sandwich – ‘Improving the Street Scene’.
- Ongoing work to create and deliver a Dover Town Place Plan and Dover Cultural Strategy.
- Working with potential investors and developers. Place, Tourism and Economic Development representation and collaboration at a national, regional, county, and local level has also continued throughout.
- Interreg Experience Project (working with both Visit Kent and the Kent Downs AONB), as well as working with both to maximise the opportunities arising from White Cliffs Country’s inclusion (as part of Kent’s Heritage Coast) by the Lonely Planet Guide as one of the top 10 regions to visit in the world for 2022. Work also continued with the England’s Coast Project promoting the ‘Year of the Coast 2023’ to mark the creation of the new England Coast Path.
- Research, brand, website, guide, and video developments, with numerous external meeting requests to discuss opportunities within the district.
- Expansion of the service to include to the Creative Services, Print & Post Team. We look forward to the Catering & Events (Kearsney Café) Team also joining the service from the start of the next financial year (2023/2024).

CORPORATE PROJECT PROGRESS UPDATE: DOVER FASTRACK.

- Dover District Council secured a deed of variation to the funding agreement with Homes England, which increased the funding amount to a maximum of £22.9m. The project will construct infrastructure needed for a quick and reliable bus service between the strategic housing allocation in Whitfield and Dover Priory, by providing a bus, cycle, and pedestrian only bridge over the A2 and a new road linking Honeywood Parkway and Dover Road, south of Guston.
- The Council is working with Kent County Council to deliver the scheme, and KCC has secured further funding from the Department for Transport for electric vehicles, meaning that Dover Fastrack will be a zero emissions service.
- Colas Ltd has been appointed to construct the infrastructure; both bridge pile caps A2 have been constructed, columns have been constructed to the south of the A2 and construction of the embankments is underway. Bridge lift is anticipated to take place during early July. The last agreed programme shows completion of the project during autumn 2023, but this date may slip. The section of new road between B&Q roundabout and Dover Road south of Guston is largely complete, although landscaping works have been delayed. Improvements to Dover Road will be completed after water mains replacement works due to be undertaken shortly by Affinity Water.

- Works have begun on the land recently acquired from Halsbury Homes in the Whitfield development site. These include archaeological and unexploded ordnance surveys, in addition drainage works have commenced.
- A programme of social value works by the contractor is almost complete. So far this has included visits to eight primary and four secondary schools, delivering STEM activities and employability workshops, plus outreach works at community centres with the DDC Community team. Two T-level construction students from EKC are due to start on paid 45-day work experience opportunity shortly. Scrub clearance and reprofiling works have created an open space at St Radigund's Community Centre.

CORPORATE PROJECT PROGRESS UPDATE: PROPOSALS FOR REDEVELOPMENT OF TIDES LEISURE CENTRE.

- In July 2022, Cabinet Members noted the working project budget of £24.8m and [agreed that proposals for redeveloping Tides Leisure Centre](#) should move into the next stage of project development; Royal Institute of British Architects (RIBA) Stage 2 detailed feasibility.
- Several surveys and specialist advice reports are complete and have helped to inform design development and manage project risks.
- Stakeholder engagement and formal Public Consultation is now complete, and this information has been used to inform design development.
- The Council continues to engage with Your Leisure on current and future operations.
- The RIBA Stage 2 report is being finalised and will provide a summary position on project cost analysis, the business model and assessment of project affordability. There is significant risk to project financial viability, arising from unpredicted increases to interest rates, inflation, materials, and exceptionally high running costs of leisure centre buildings.
- The unprecedented financial pressures are impacting project viability and the consultant team met earlier this month to review the design and cost, to investigate reduction of the scheme, possible savings and value engineer whilst balancing up the need to meet strategic leisure needs.
- The Tides Leisure Centre Project Advisory Group has met on five occasions since July 2022. This group of Members, chaired by Cllr Oliver Richardson, has been fully engaged throughout this stage of work and has helped to advise and guide the project as it has progressed.
- It is intended to report to Cabinet Members in July 2023 on the project outputs of RIBA Stage 2 with an updated position on design, costs, and project affordability.

CORPORATE PROJECT PROGRESS UPDATE: BEACON PROJECT (BENCH STREET).

- The Council has previously secured £3.2m from the Future High Street Fund (for a £4.9m Project). It was successful too in its Levelling Up Fund (LUF) Round 2 bid, securing £18.1m (for a £20.5m Project) – application submitted in July/August 2022. The Department for Levelling Up Housing and Community (DLUHC) announced the successful LUF bids in late January 2023, with our DLUHC Inception Meeting taking place on 25th April 2023 and the Memorandum of Understanding (MOU) for Dover Beacon also received at the end of April. The Grant Determination and supporting Letter was received in May 2023, with the signed MOU received in June 2023. Informal feedback from DLUHC has been that the bid was extremely strong.
- These complimentary projects will deliver a creative centre, underpass renovation, a business centre, creative campus, expansion of the Click to Cycle scheme, car parking and a riverside parklet.
- In anticipation of the award, and to allow swift delivery of the project, the council undertook enabling initiatives. Land assembly within the Bench Street area completed on 16th September 2022. Work to extinguish extant leases completed in December 2022, providing the council with vacant possession of all buildings. Site clearance, the removal of unauthorised outbuildings and securing the perimeter with new hoardings all completed by February 2023 (Levelling Up promotional hoardings in situ from the end of May 2023). Disconnection of utility

services from the buildings happened in February and March. All works completed in accordance with project timelines.

- In late February, a campaign began with aim of conserving the artwork. Officers have undertaken a review of estimated costs, which are in the order of £2m to £4m depending on the conservation option. There are no guarantees that the conservation operation would be successful, and we could not justify spending scarce public monies on such a risky undertaking.
- We have appointed architects to develop detailed designs for the Creative Centre and a development of project specification for the underpass is underway, further public engagement took place in February 2023.

8. MUSEUMS AND CULTURE

MUS002: The number of visits to the museum in person per quarter

A high value is good.



Successes and Areas of Concern – Quarter Four 2022/23

Jon Iveson, Head of Museums and Heritage

- Following the various Covid-19 lockdown closures, visitor numbers to the museum have been picking up, remaining stable from the previous quarter, with 4,392 visitors during Quarter Four (compared with 4,384 during Quarter Three). 1,186 of these visitors during came to the museum on a school trip.
- We continue work on our project to reawaken the Maison Dieu, which is undergoing a £10.5m restoration thanks to a £4.27m grant from The National Lottery Heritage Fund. Please see corporate project progress update below.

CORPORATE PROJECT PROGRESS UPDATE: MAISON DIEU RESTORATION.

Report date	Project sponsor	Project manager	Project status
May 2023	Roger Walton	Artelia	On Track: Project is on schedule

Overview

- The Maison Dieu is a substantial DDC-owned asset situated within the Dover Town Centre Conservation Area and is a Grade II* Listed Building and a Scheduled Ancient Monument. It has a long history dating back to 1203, originating as a mediaeval hospital (Maison Dieu). The building is an extensive and complex property that has been extended several times throughout its life encompassing many architectural periods.
- A [successful bid was made to the National Lottery Heritage Fund](#) to reawaken the building and carry out essential works, with a grant of £4.27m being awarded in October 2020. This has been matched funded by Dover District Council. Other funders include The Wolfson Foundation, Dover Town Council, and the Dover Society.
- The project sees the recreation of internationally significant decorative schemes by the renowned Victorian neo-Gothic architect, William Burges (1827-1881), a new street-level visitor entrance to the Connaught Hall, along with improved access throughout the building.
- The project creates a sustainable future for the Maison Dieu by bringing redundant spaces back into commercial use, including restoring the Mayor’s Parlour as a holiday let in conjunction with The Landmark Trust, and a unique new café in the space once occupied by Victorian gaol cells.
- The opening of the renovated Maison Dieu is scheduled for November 2024, but this date is subject to the master programme, which is currently being revised. Once complete, the Maison Dieu will be permanently open

to the public for the first time in its 800-year history, contributing to the creation of a heritage quarter in Dover town centre.

Executive Summary

- Following completion of the bulk of enabling works, the main contract works commenced as planned on 23rd January 2023 with Coniston setting up site, erecting scaffold, commencing with the stonework repairs, and undertaking works to lower ground floor drainage. To date, the programme has been impacted slightly with delays to scaffold erection due to design/consents issues, although good progress was then made to regain some time. This in turn pushed back the stonework inspections and there are currently some issues with approval of mortar samples which are impacting the progression of stonework repairs. Haverstock are working closely with Coniston and their specialist contractor to resolve this.
- Coniston are also producing a revised and rescheduled programme to mitigate against any delays by re-sequencing some works to run concurrently, and they have been asked to provide sectional completion dates per area so that other works streams can be integrated to maximise the time periods towards the back end of the master programme for items such as kitchen fit-out, exhibition install, Landmark Trust etc.
 - Contract signed.
 - Strip out works largely complete.
 - First fix electrical works are well advanced.
 - Scaffolding progressing well around the external building envelope – temporary roof over the Sessions House and ante room is currently being erected.
 - New drainage excavations and installation are advancing to the lower ground floor, with archaeological watching brief.
 - Demolition works under way.
 - Temporary works design is progressing for the new lobby entrance, but the contractor now needs tie into the lift, steel, and groundworks.
 - Masonry façade works are not progressing so well with mortar repair mix samples not being satisfactory.
 - Re-evaluation of external masonry repairs are progressing ahead of the samples, conservation architect visiting site on a weekly basis. Once the samples are satisfactorily completed it will release all the repairs to the re-evaluated elevations (over 50%).
 - The contractor is currently reviewing the programme sequence to take account of findings and progress on site.
 - The design team are pressing the contractor to advance critical procurement packages such as roof repairs, specialist decorations, steelwork, lift, window repairs, and ironmongery. This will allow design workshops to develop the construction information and firm up provisional sums.
 - Value Engineering (VE) continues in the background with potential savings being identified e.g., retaining the existing chimney stack for the proposed plant room.

In parallel with the construction work, we continue to deliver an extensive programme of community engagement activities focusing on the work of the conservation studio.

Project overview

High-level overview of progress, accomplishments, and upcoming work.

Milestone	% done	Due date	Notes	RAG status
Main NLHF Grant confirmed	100	September 2020	Grant increased in September 2022 following further application.	Green

Planning consent granted	100	August 2020	Granted – conditions being discharged as necessary	Green
Invitations to tender for main contract issued	100	November 2021		Green
Tenders for main contract received	100	March 2022		Green
Contract for enabling works awarded	100	October 2022	Coniston appointed with works complete	Green
Commencement of main contract	20%	January 2023	Contract signed May 2023	Green
Main Contractor Practical Completion	0	Mid-August 2024	Coniston to issue revised programme	Amber
Building fit out and interpretation works	0	August-October 2024	Sectional completion dates may enable improvement on this	Amber
Opening of the renovated Maison Dieu.	0	November 2024	To be confirmed subject to master programme	Amber

Risks and issues

The high-risk items identified by the Project Team for mitigating action are as listed in the following table.

Risk / issue	Mitigating action	Assigned to	Date
Savings targeted required to bring project back within budget envelope cannot be achieved.	Whilst the team have identified significant savings in this period, which sit above the £1m figure targeted, there is a risk that the 'target' saving figures identified in the VE schedule prove difficult to deliver during the construction phase and are not achieved. This will require regular and robust budget monitoring through the construction contract to mitigate this risk given the wider economic pressures. Some target savings have become fixed, but there are still areas that remain target, such as the decorative scheme, mechanical services items.	Design Team	Ongoing
Feedback from Building Control must be incorporated into design to avoid potential additional professional fees, delay in production of construction details, sign-off of the planning consent and start of works on site.	This risk has reduced slightly in this period as some feedback has been received from Building Control. The Design Team need to review this feedback and incorporate it into the updated design information. Ongoing matter of fire exit signs and other smaller building control clarifications are being progressed.	Design Team	December 2022

<p>Further Decorative Scheme investigation works uncover unexpected aspects which require more intensive development from the specialists – additional professional fee and programme delay risk.</p>	<p>This item will be present throughout the project until the Main Contractor’s conclusion of these works. The Change Control procedure needs to be formally implemented by Haverstock moving so that any events or requests which would incur additional cost or programme delays are reviewed and sanctioned by the relevant parties before proceeding. Awaiting final procurement feedback from the contractor. Initial feedback suggests it won’t be possible to achieve the target savings through alternative means.</p>	<p>Change Control to be managed by Haverstock. Contractors and Specialists are to ‘flag’ potential discoveries to Haverstock and Artelia as soon as possible.</p>	<p>Ongoing</p>
<p>Condition of building fabric and level of repair work required proves to be much greater than anticipated. Additional cost incurred through repairs and potential risk of programme delays if discovered during main contract works.</p>	<p>Full access to known areas of disrepair, decay or unknown construction have been targeted as best as possible during the development phase and the delivery phase thus far. A considerable amount of survey information is available to the incoming Main Contractor. However, there will remain unavoidable ‘unknowns’ going into the works on site and inevitably, there will details to revise and/or additional works to instruct. Target savings on external repairs currently don’t appear to be so forthcoming given the elapsed time from site survey and ongoing decay. Adjustments are being made to avoid costly stone replacement, but these savings are being reabsorbed with other additional repairs. However, the long Ladywell elevation and passage and internal courtyards have yet to be re-surveyed.</p>	<p>Design Team</p>	<p>Ongoing</p>

Key successes and achievements

- Commencement of construction work on site.
- High level of interest in the engagement work.
- Increase in NLHF grant.

Additional information and links

The project forms a key part of the Council’s regeneration plans for Dover Town Centre.

Conclusions / recommendations

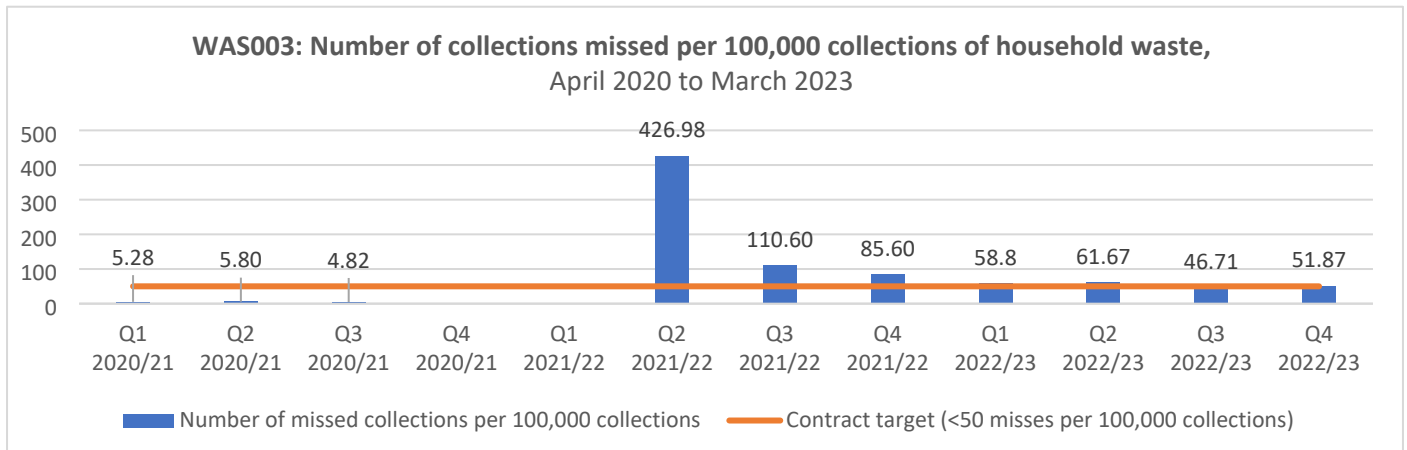
The key next steps for the project are:

- Making plans for operating the building following completion. Fire management strategy currently being discussed as this will impact on physical aspects of the construction installation.
- Other utility connections being progressed.
- Lease signed with the Landmark Trust.
- Appointment of Engagement Officer Support Role.
- Progression of procurement for kitchen fit out and Audio Video equipment.
- Progression of procurement of Visitor Information Centre operator.
- Progression of recruitment process for Maison Dieu staff.

9. WASTE SERVICES

WAS003: Number of collections missed per 100,000 collections of household waste.

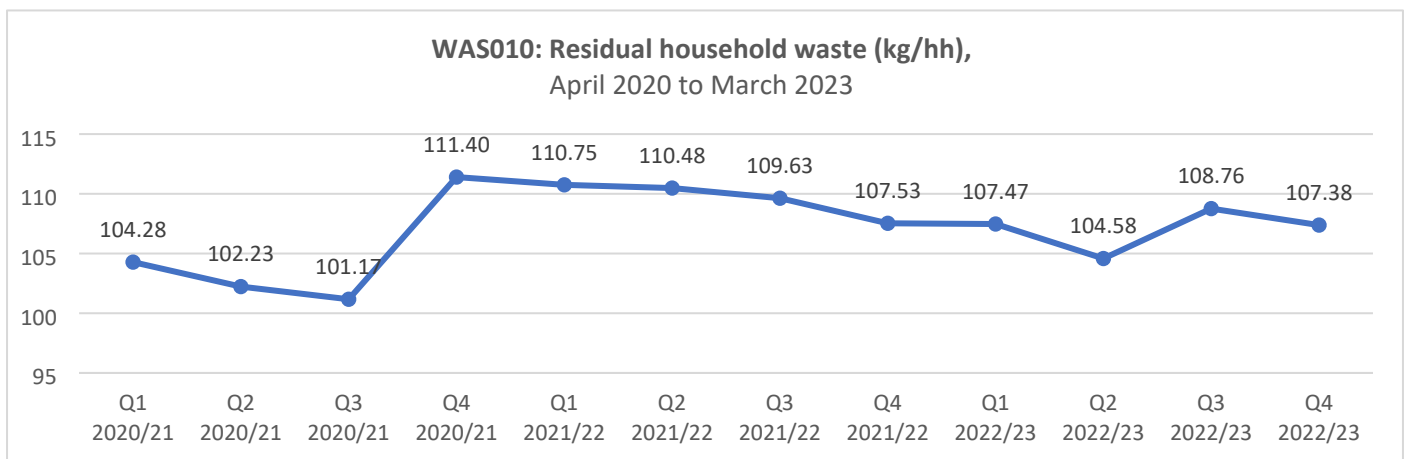
A low value is good.



Quarter Four 2020/21 and Quarter One 2021/22 data not received.

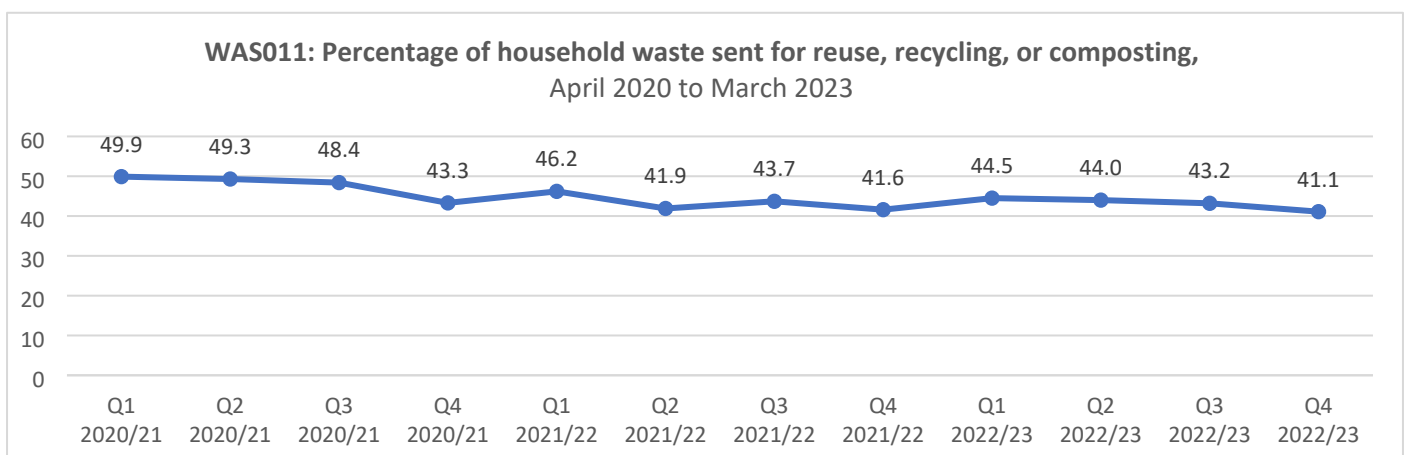
WAS010: Residual household waste per household

A low value is good.



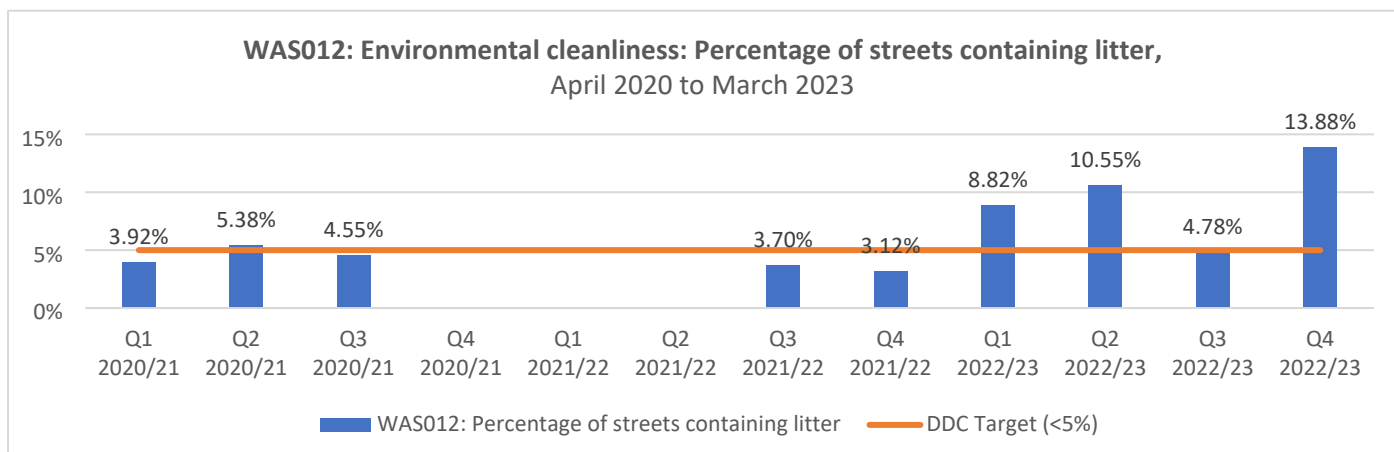
WAS011: Percentage of household waste sent for reuse, recycling, or composting.

A high value is good.



WAS012: Environmental cleanliness: Percentage of streets containing litter.

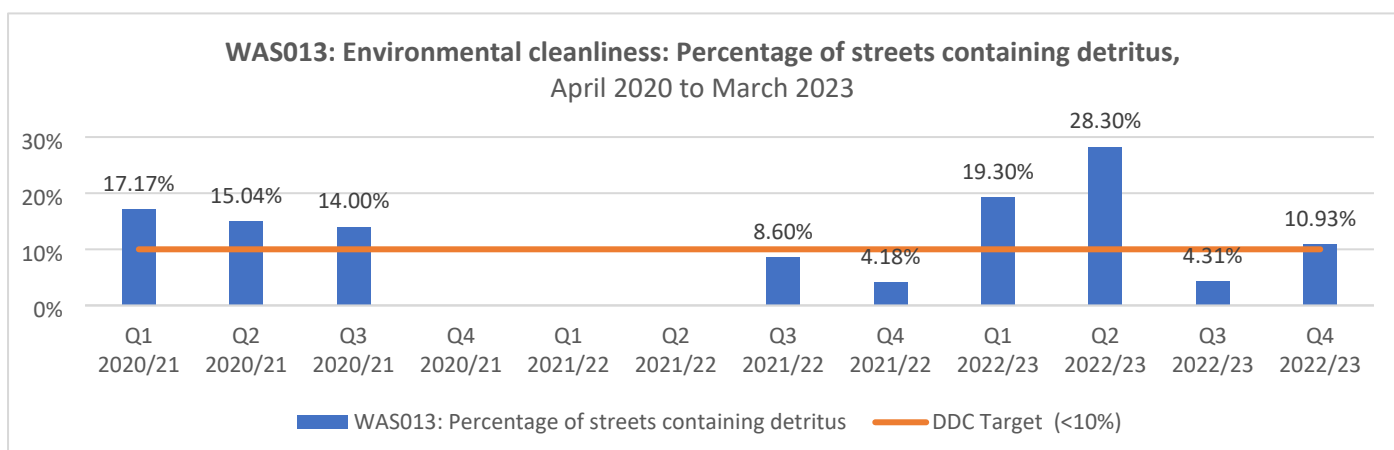
A low value is good.



Quarter Four 2020/21, Quarter One and Quarter Two 2021/22 data not received.

WAS013: Environmental cleanliness: Percentage of streets containing detritus.

A low value is good.



Quarter Four 2020/21, Quarter One and Quarter Two 2021/22 data not received.

Successes and Areas of Concern – Quarter Four 2022/23

- WAS003: The charts show a decline in performance for collections in Quarter Four, with 51.87 collections missed per 100,000, which is just outside of contract thresholds (of less than 50 misses per 100,000). This compares with 46.71 collections per 100,000 achieved in Quarter Three. This can often happen around Christmas time when residents believe collections will not be taking place, and when they realise that there has been no change to collections will then report a missed collection. A spike in reported misses in January pushed the average above 50 for the quarter.
- WAS010 and WAS011: The charts show a slight improvement in ‘Residual household waste per household’ (WAS010), which fell from 108.76 kg/hh in Quarter Three to 107.38 kg/hh in Quarter Four. However, there was a decline in the ‘Percentage of household waste sent for reuse, recycling, or composting’ (WAS011), which fell from 43.2% in Quarter Three to 41.1% in Quarter Four. Overall, less household waste has been collected in 2022/23 compared to 2021/22, and there been a marginal variance in the proportion of refuse to recycling to give a provisional recycling rate of 41.1% for the year. These calculations are based on the respective weight of refuse to recycling, and as manufacturers start to lightweight packaging material there is a likelihood that the weight of recyclable material collected will decrease, and hence the recycling rate will decline.
- WAS012 and WAS013: Environmental cleansing has been going through a period of change, with Veolia appointing a new manager in September 2022. Substantial improvements were achieved during Quarter Three,

however performance has fallen back in Quarter Four. The percentage of streets containing litter (WAS012) increasing from 4.78% in Quarter Three to 13.88% in Quarter Four and the percentage of streets containing detritus (WAS013) increasing from 4.31% to 10.93%. Extra resources are brought in during Quarter Three to help clear leaf-fall, however, in Quarter Four the absence of them - and the increased likelihood of poor weather leading to increased windblown litter – present additional challenges in keeping the streets clean.

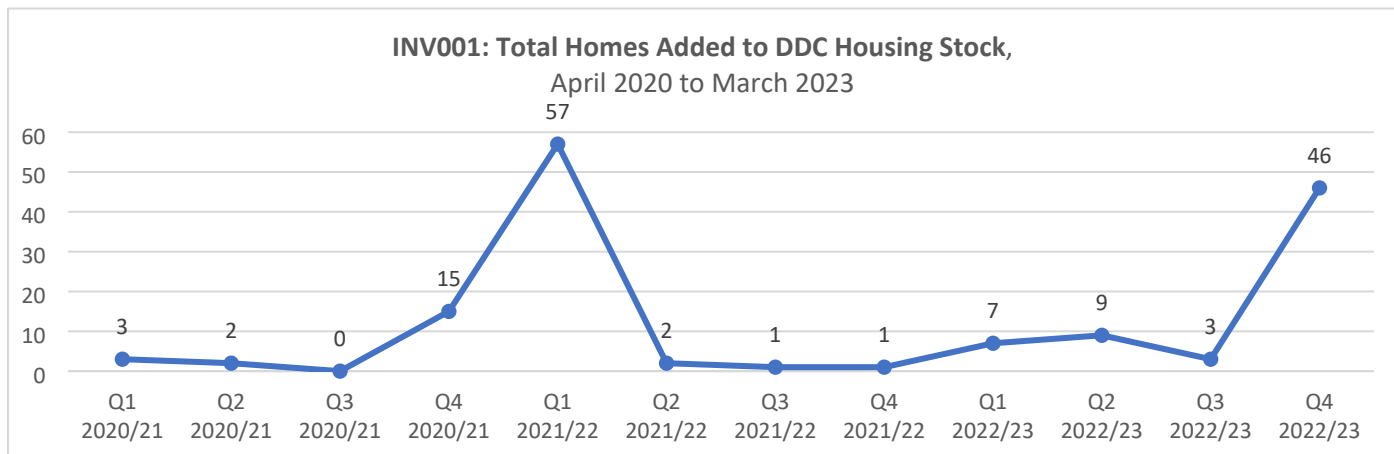
F. FINANCE AND HOUSING DIRECTORATE

10. FINANCE AND INVESTMENT

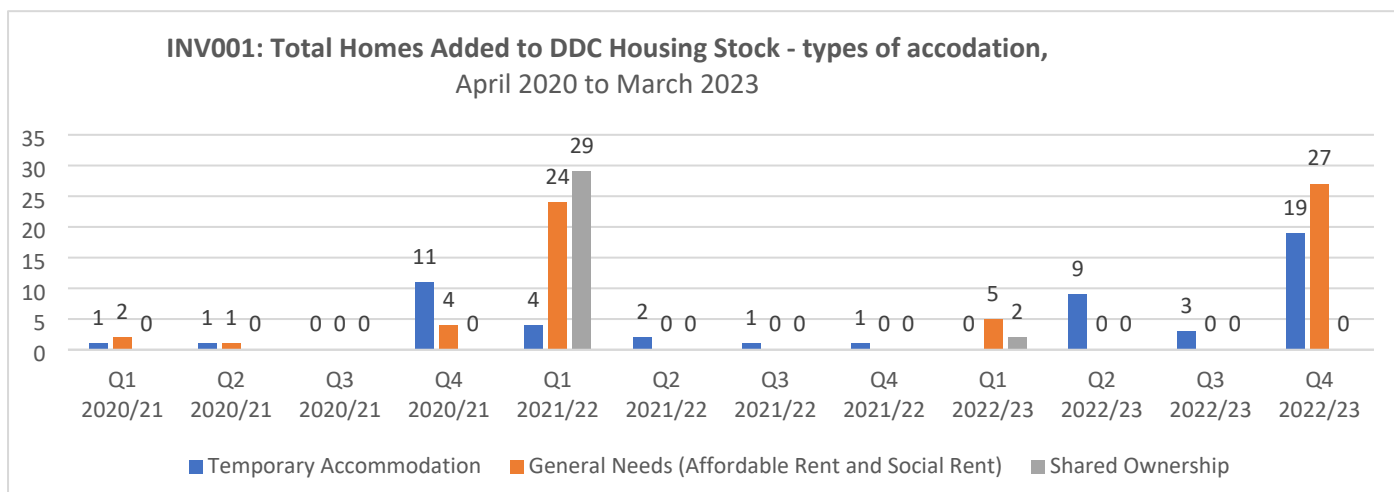
STRATEGIC HOUSING

INV001: Homes Added to Dover District Council Housing Stock.

A high value is good.

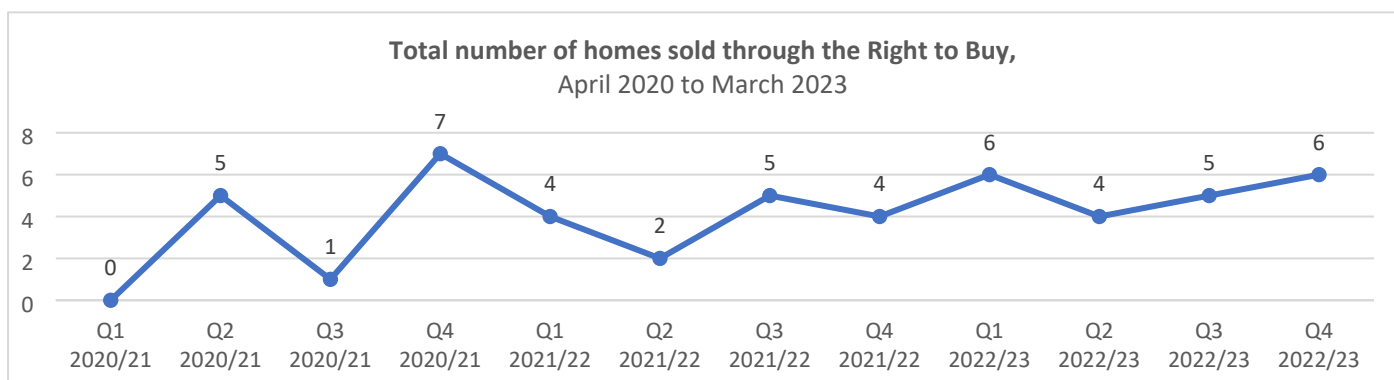


INV001a: Number of Homes Added to Dover District Council Housing Stock - types of accommodation.



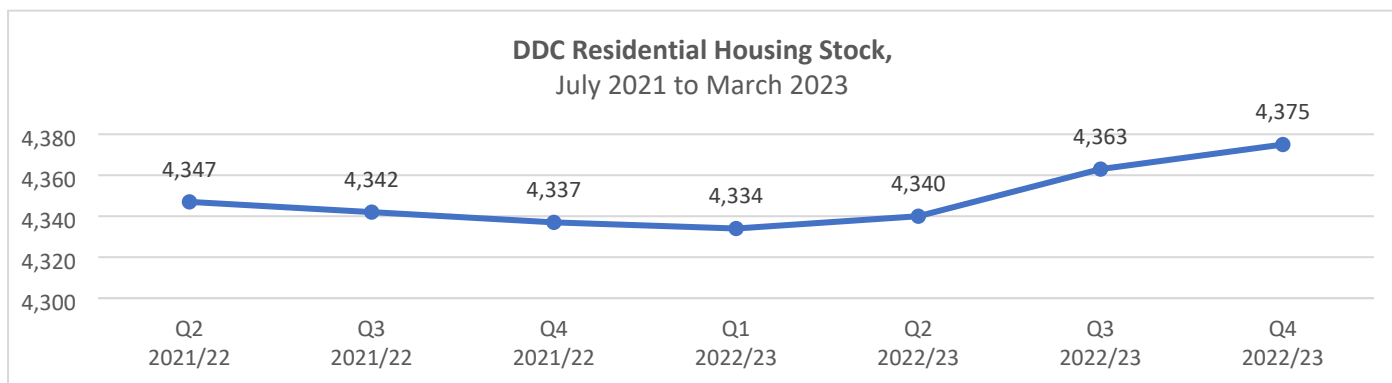
Dover District Council Homes Sold Under the Right to Buy.

Reported for information purposes only.



Dover District Council Residential Housing Stock.

Reported for information purposes only.



Successes and Areas of Concern – Quarter Four 2022/23

- During Quarter Four, we added an additional forty-six homes to DDC Housing Stock (these figures include acquisitions). 19 of these homes are temporary accommodation and 27 homes are general needs accommodation (affordable rent and social rent).
- This brings the total homes added to our housing stock for the financial year 2022/23 to 65 homes, broken down as follows: 31 temporary accommodation, 32 general needs accommodation, and 2 shared ownerships.
- Since 2020/21, we have added 146 homes to DDC Housing Stock, broken down as follows: 52 temporary accommodation, 63 general needs accommodation, and 31 shared ownerships.
- The Right to Buy scheme allows most council tenants to buy their council home at a discount. Tenants purchased six homes under the Right to Buy scheme in Quarter Three. This brings the total for the year to twenty-one.
- The Council is committed to delivering an ambitious multi-million-pound affordable housing development programme. Please see the Corporate Project Progress Update: Delivery of 500 Affordable Homes below for further information.

CORPORATE PROJECT PROGRESS UPDATE: DELIVERY OF 500 AFFORDABLE HOMES.

- The Council is committed to delivering an ambitious multi-million-pound affordable housing development programme, to provide much-needed homes for local people. This new house building/acquisition programme is funded through a combination of our Housing Initiatives Reserve (HIR), retained Right-to-Buy receipts, external grants and borrowing. You can find further details of the HIR in our [Medium-Term Financial Plan](#).
- Affordable housing includes social and affordable rented homes and Shared Ownership properties. We also include new interim accommodation in these figures, which, although this is not included in the Government's definition of 'affordable housing', this is let at social rent levels, and helps address homelessness in the district.
- In September 2020, Cabinet approved the creation of an Affordable Housing Delivery Team, recognising that, for the Council to deliver an increased programme of affordable homes, additional resources, primarily staff capacity, would be required. The Affordable Housing Delivery Team is supported internally by other Council teams such as Planning, Regeneration, Legal, Finance, and Property Services. We are also working in partnership with Homes England, other Registered Providers and Developers.
- **DDC Owned land.**
Viability appraisals have been carried out on 69 sites owned by Dover District Council to identify potential sites for affordable housing. With regards progress on the development of affordable housing on Council owned land to date:
 - 105 affordable properties have been completed,
 - Two properties are on site and are due to complete during Quarter Four 2022/23, and
 - 32 properties on DDC owned land are pre-contract, and due to start on site in 2023/24.

- **Other opportunities**

With regards the acquisition of properties for use as affordable housing from developers and the open market:

- Four existing properties have been acquired for use as affordable housing.
- 10 properties to be acquired direct from a developer are on site and due to complete in Quarter Two 2023/24.
- 20 properties are pre-contract, and the acquisitions are due to complete in 2023/24.

- **Budgets**

Budgets are agreed by Cabinet on an individual Project basis. There is Cabinet approval for a £50k budget for initial costs, which are then included in the project budget.

- **Risks and Mitigating Actions**

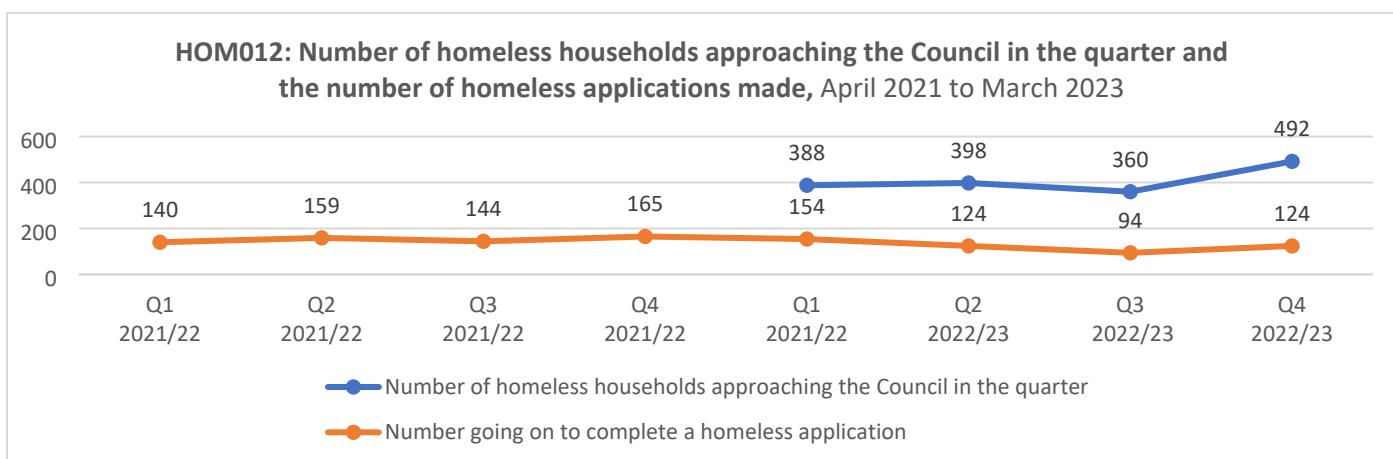
The Team has identified the following main risks to the delivery of our affordable homes target:

- Interest rates: Increases in interest rates has an impact on project viability. Mitigating actions include regular meetings with Head of Finance and the HRA accountant. All projects financially appraised, not only at the start but throughout the development process, to ensure they are viable.
- Development costs: Increases in development costs have an impact on project viability. Mitigating actions include close contact with externally appointed Quantity Surveyors to monitor costs. Continuous financial appraisal of projects. Production, and regular review, of standard set of Employers Requirements to ensure best value for money. Dramatic increases since during lockdown and at the start of the Ukraine conflict have largely settled, and there is more certainty in the market currently.
- Staffing: A lack of qualified and experienced staff to take up vacant positions, reduces capacity to deliver the programme. Mitigating actions include the establishment of two intermediate posts, to give staff training and experience to be able to take on Development Officer roles in the future. In addition, a specialist post has been redeployed to the Housing Development team, to support the delivery of larger mixed tenure developments.
- Valuation uncertainty: the increase in interest rates is having an impact on property values. Values in some parts of the district are currently falling. To mitigate this, all viability appraisals now include a scenario modelling to assess the impact of changes to values.

- **Further information:** Please see our [New Affordable Housing](#) pages for details.

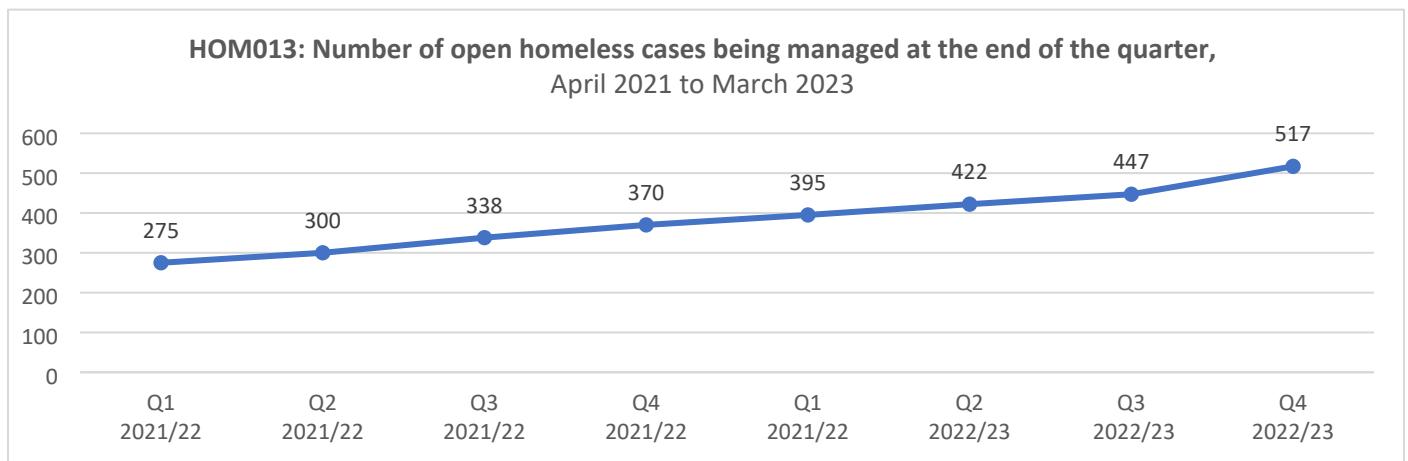
HOUSING OPTIONS

HOM012: Number of homeless households approaching the Council in the quarter and the number of homeless applications made.

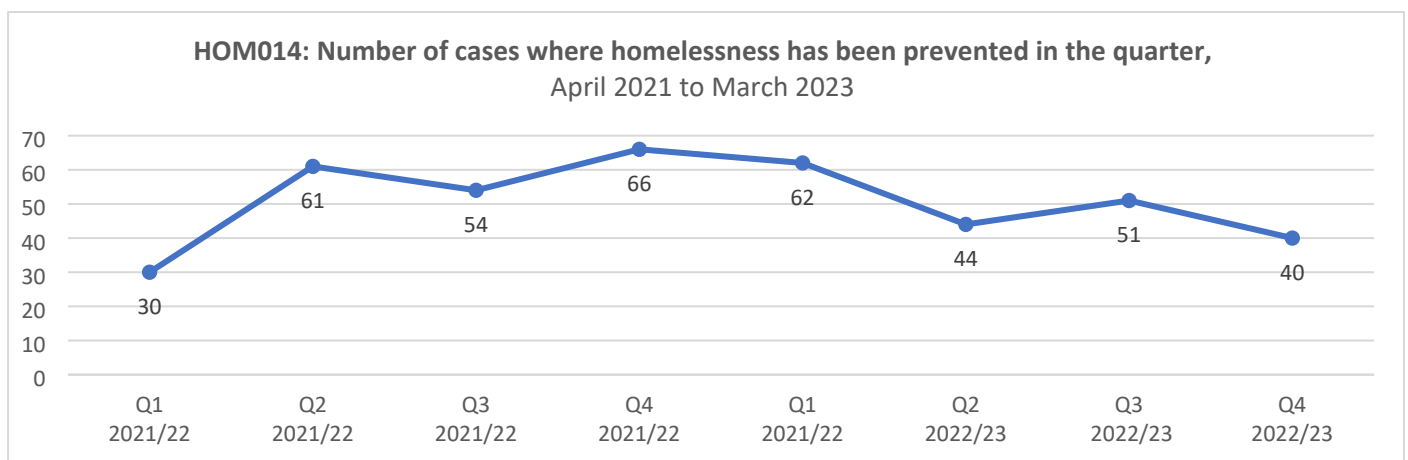


Changes made to reporting this KPI from Quarter One 2022/23 – please see explanation in the commentary below.

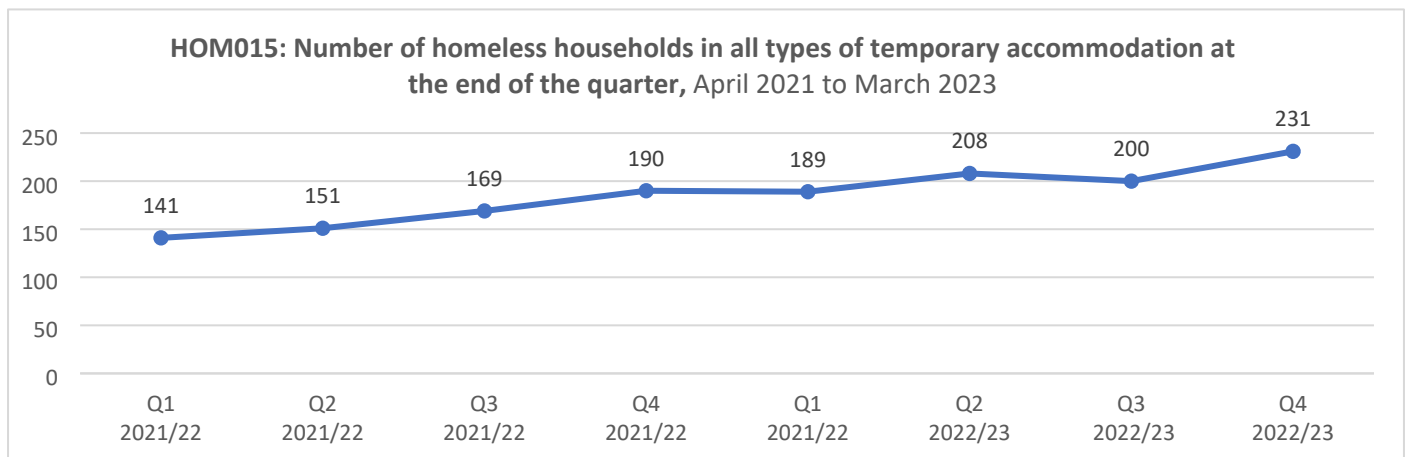
HOM013: Number of open homeless cases being managed at the end of the quarter.



HOM014: Number of cases where homelessness has been prevented in the quarter.

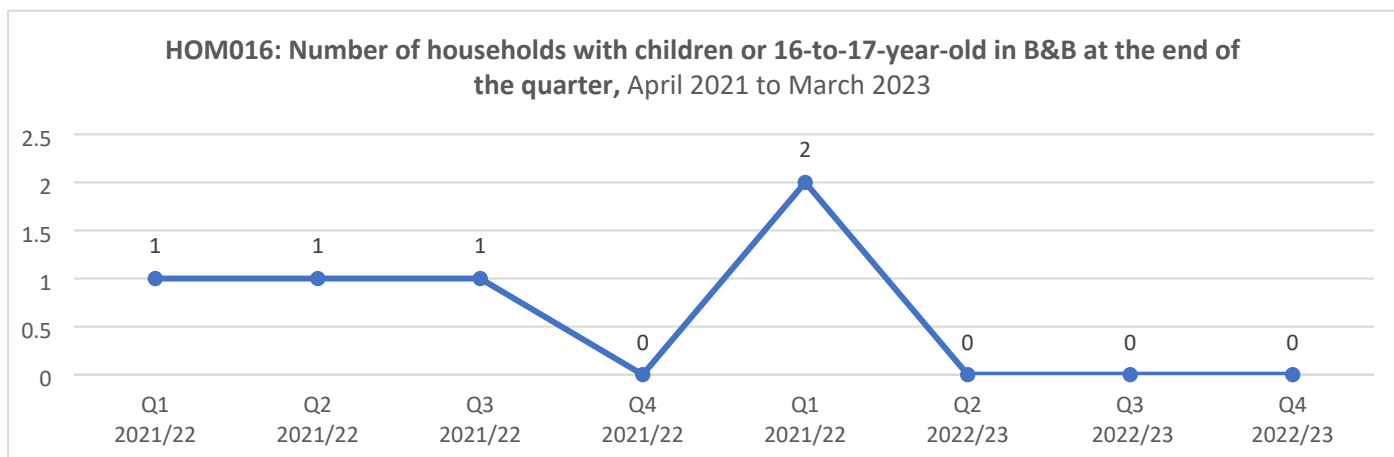


HOM015: Number of homeless households in all types of temporary accommodation at the end of the quarter
A low value is good.



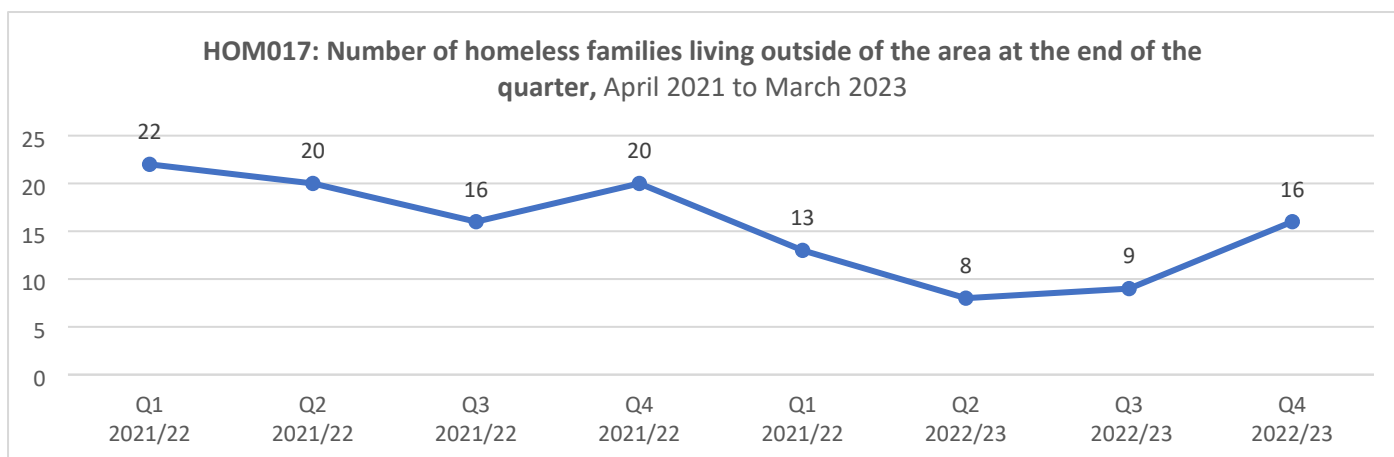
HOM016: Number of households with children or 16-to-17-year-old in B&B at the end of the quarter

A low value is good.



HOM017: Number of homeless families living outside of the area at the end of the quarter.

A low value is good.



Successes and Areas of Concern – Quarter Four 2022/23

- HOM012: At the start of 2022/23, we made changes to the way we report the ‘Number of homeless households approaching the Council in the quarter’. The graph now shows two datasets – the total number of households approaching the Council for advice and assistance as well as the number that have gone on to lodge a formal homeless application. This reflects more accurately the number of households in the district accessing the Housing Options service.
- Every local authority in England must make sure that advice and information about homelessness and its prevention is available to anybody in its district. The duty to provide advice and information is a general one and is intended to assist a very broad range of people, many of whom may not currently be homeless or threatened with homelessness, or who may not pass one of the other statutory tests. The advice and information service forms part of our homelessness strategy and its purpose is to assist people as early as possible to maximise the chance of preventing homelessness.
- The level of homelessness in the district and the pressures it generates continue to be an issue at local, regional, and national level. As the chart shows, homelessness referrals this quarter have risen significantly, from 360 in Quarter Three to 492 in Quarter Four (+36.7%) although this is not unusual following the Christmas period. The numbers going on to make a homeless application, although up from 94 in Quarter Three to 124 in Quarter Four (+31.9%), returned to the level seen during Quarter Two.
- HOM015: The number of households in all forms of temporary accommodation has increased this quarter, from 200 in Quarter Three to 231 in Quarter Four (+15.5%). This reflects the lack of supply of permanent

accommodation for people to move into, both in the social or private housing sector as demand continues to outstrip supply. We continue to work hard to move households into our own stock and housing association properties, thereby reducing the use and cost of larger private temporary accommodation. The shortage of smaller studio and one-bedroom properties in the district in both private and social housing sectors is inevitably leading to longer stays for couples and single people in temporary accommodation.

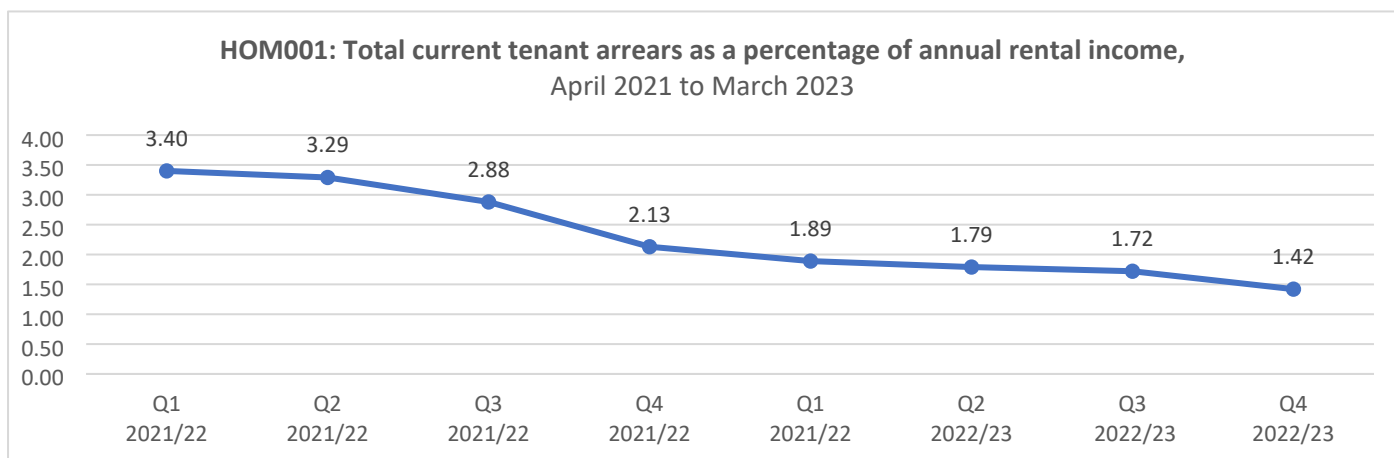
- HOM017: The number of homeless families living outside of the area at the end of the quarter has increased this quarter from 9 to 16 households. We always try, where reasonably practicable, to secure accommodation within the district. Where this is not possible, we will place the homeless household as close as possible to where they were previously living and move them back into the area as soon as possible. Those living outside of the district are in Folkestone, Ashford, and Thanet.

11. HOUSING

HOUSING MANAGEMENT

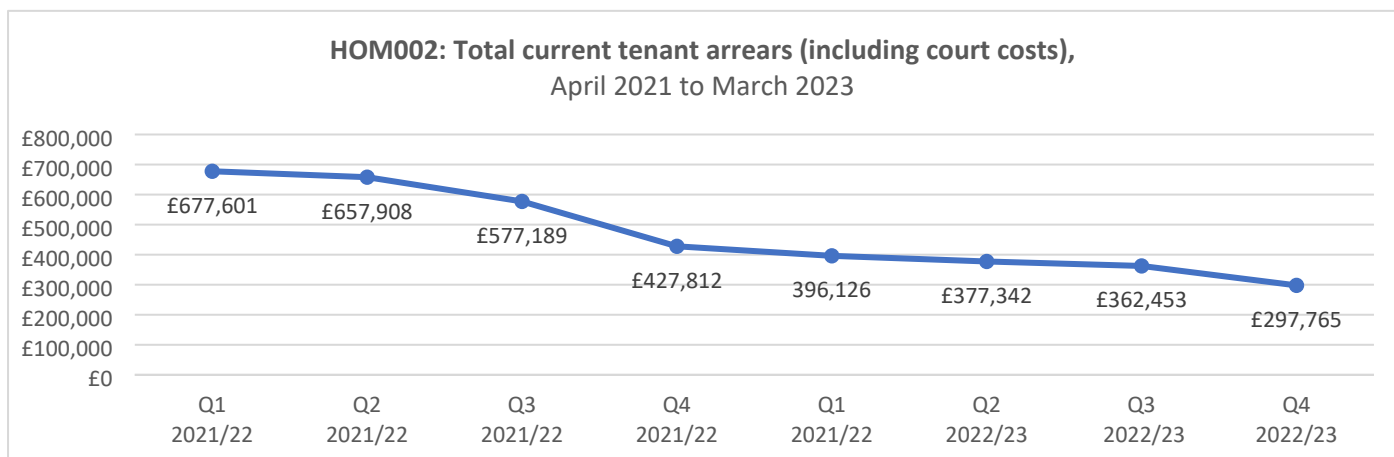
HOM001: Total current tenant arrears as a percentage of annual rental income

A low value is good.



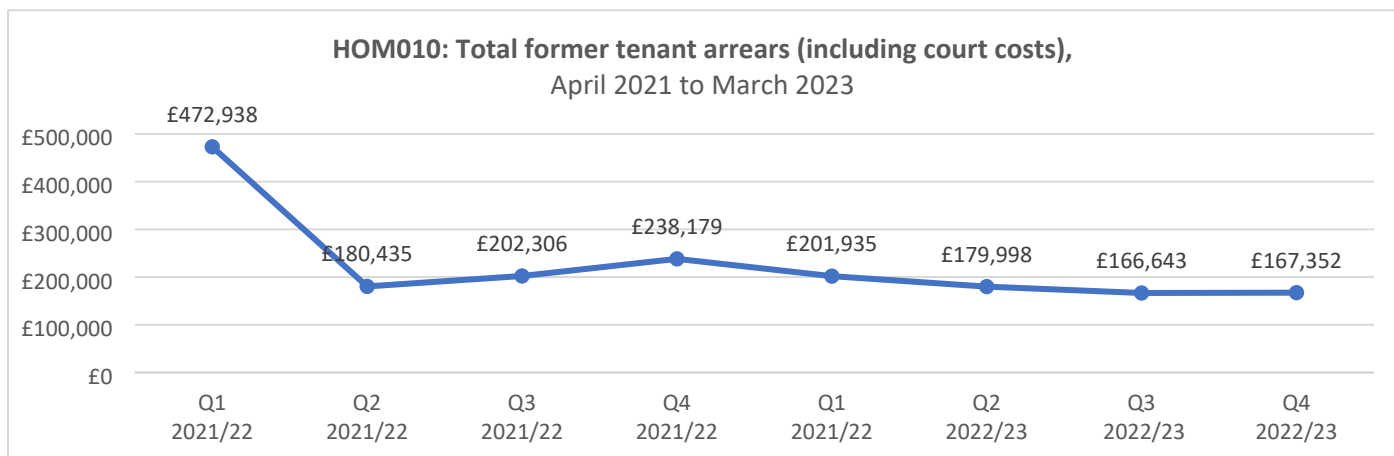
HOM002: Total current tenant arrears (including court costs)

A low value is good.



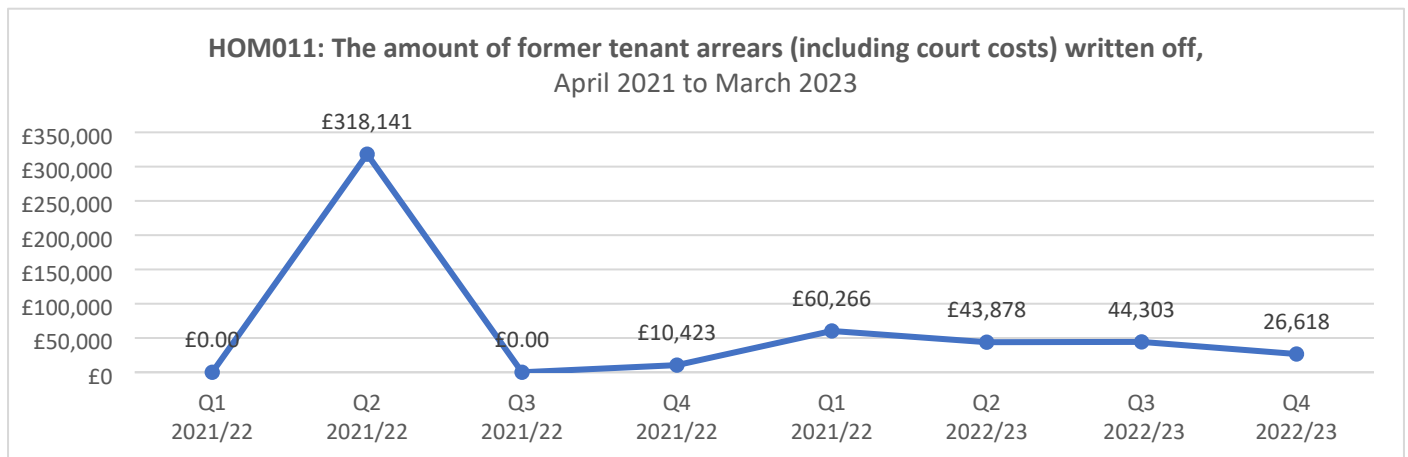
HOM010: Total former tenant arrears (including court costs)

A low value is good.

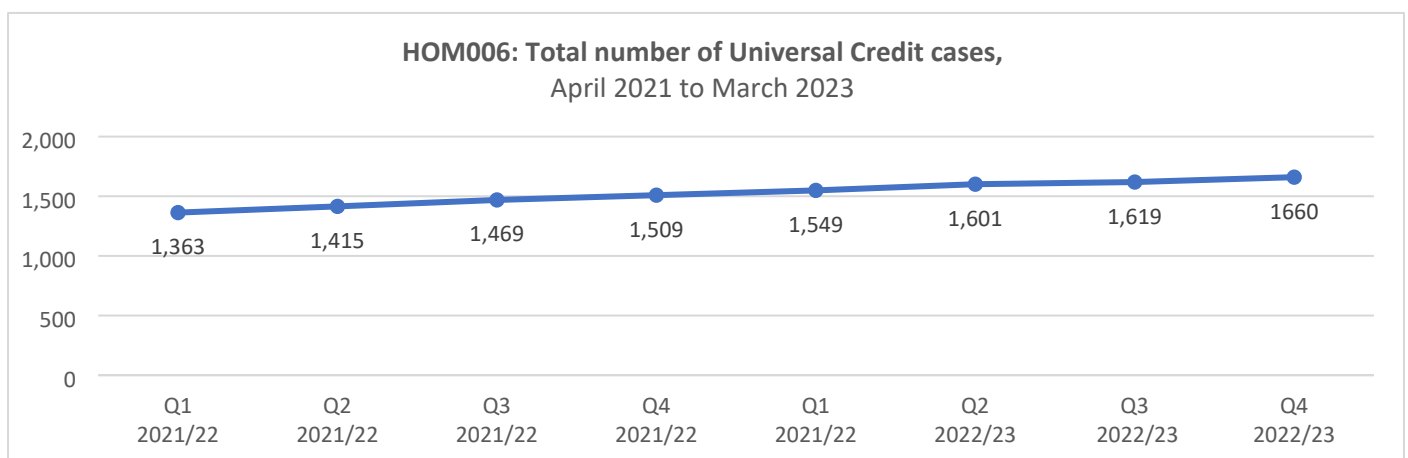


HOM011: The amount of former tenant arrears (including court costs) written off.

A low value is good.

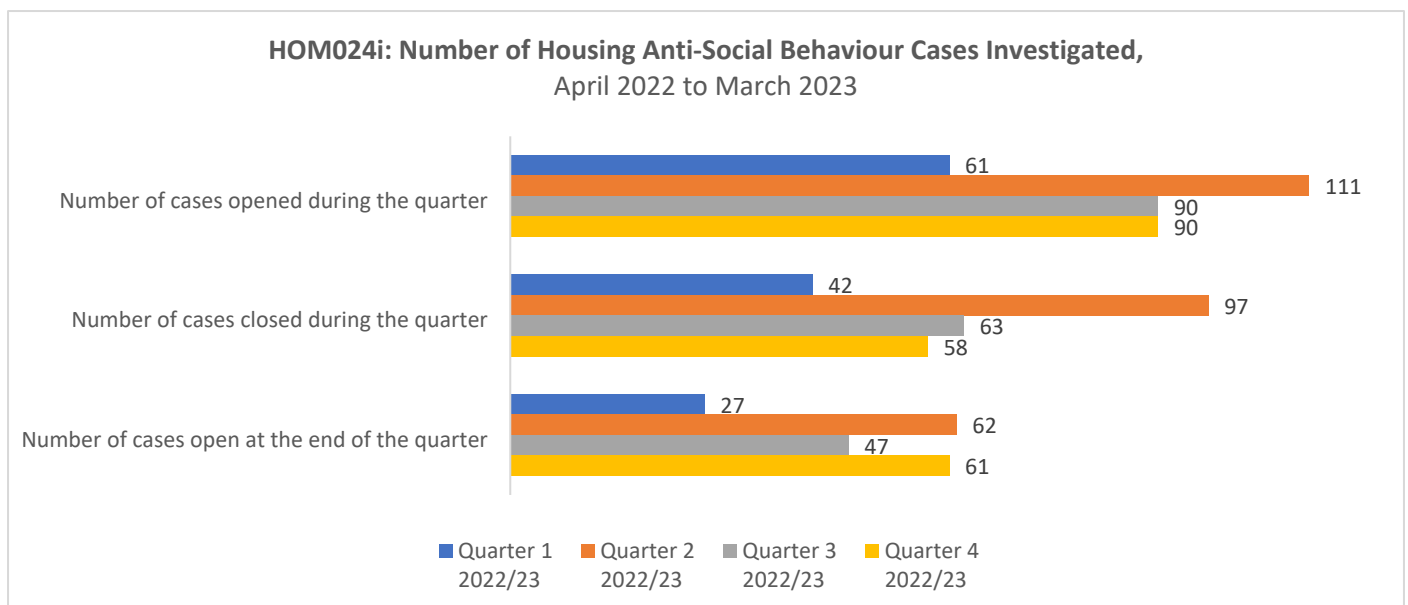


HOM006: Total number of Universal Credit Cases - all tenants

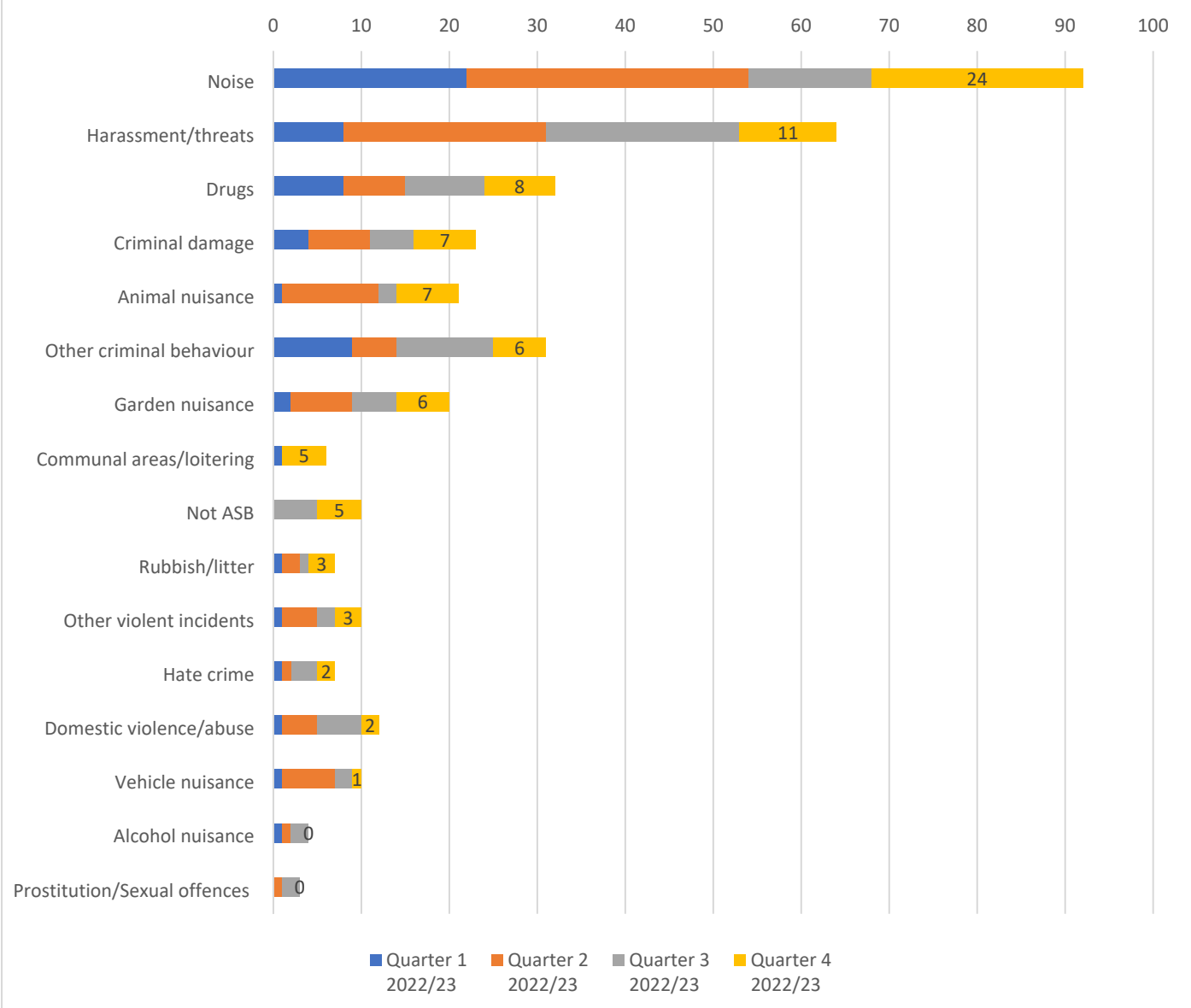


HOM024: Number of Housing Anti-Social Behaviour (ASB) Cases Investigated

A low value is good.



**HOM024ii: Breakdown of anti-social behaviour cases opened during the quarter,
April 2022 to March 2023**



Successes and Areas of Concern – Quarter Four 2022/23

Louise Taylor, Head of Housing

Income Collection

- Total current arrears have reduced again this final quarter by £64,688 to 1.42% of the annual rental income of £21,027,972.
- To compare Quarter Four 2021/22 with arrears of £427,812 with this year’s Quarter Four arrears of £297,765, the overall reduction in arrears in this financial year is £130,047 or 0.71% of the annual rental income.
- Benefit and Money Advisors have worked with and supported 312 tenants in the last quarter which increased the annual income of those tenants by £394,580. This consisted of £92,663 back dates & £301,917 ongoing annual increases.
- In the last year Benefit and Money Advisors have worked with 1,213 tenants and increased their income by over one million (£1,023,145). They have prevented referral to court or eviction of 13 tenants and their families.
- In the last quarter we have had no evictions for rent arrears and only four in the year, compared to nine in 2021/22.

Anti-Social Behaviour

- There has been no change in the number of Anti-Social Behaviour (ASB) cases opened (HOM024) this quarter (90 cases in both quarters' three and four). Our team closed 58 ASB cases in Quarter Four, which means that we had 61 open cases at the end of the financial year.
- We have investigated numerous types of complaints this quarter, with the top five categories being noise (24 cases), harassment/threats (11 cases), drugs (8 cases), criminal damage (7 cases), and animal nuisance (7 cases).
- As the chart shows, over the course of the financial year, the highest number of ASB complaints investigated are for noise (92 in total), followed by harassment/threats (64 in total), drugs (32 in total), other criminal behaviour (31 in total), and criminal damage (23 in total).
- The housing team have dedicated ASB housing officers who are responding promptly to enquiries and in cases where they are not the lead investigator referring these to appropriate agencies and closing the case.
- Enforcement action taken during the quarter includes four Notice of Seeking Possession/suspended possession orders, one Community Protection Warning, one Community Protection Notices, one eviction, and one Right to Review.

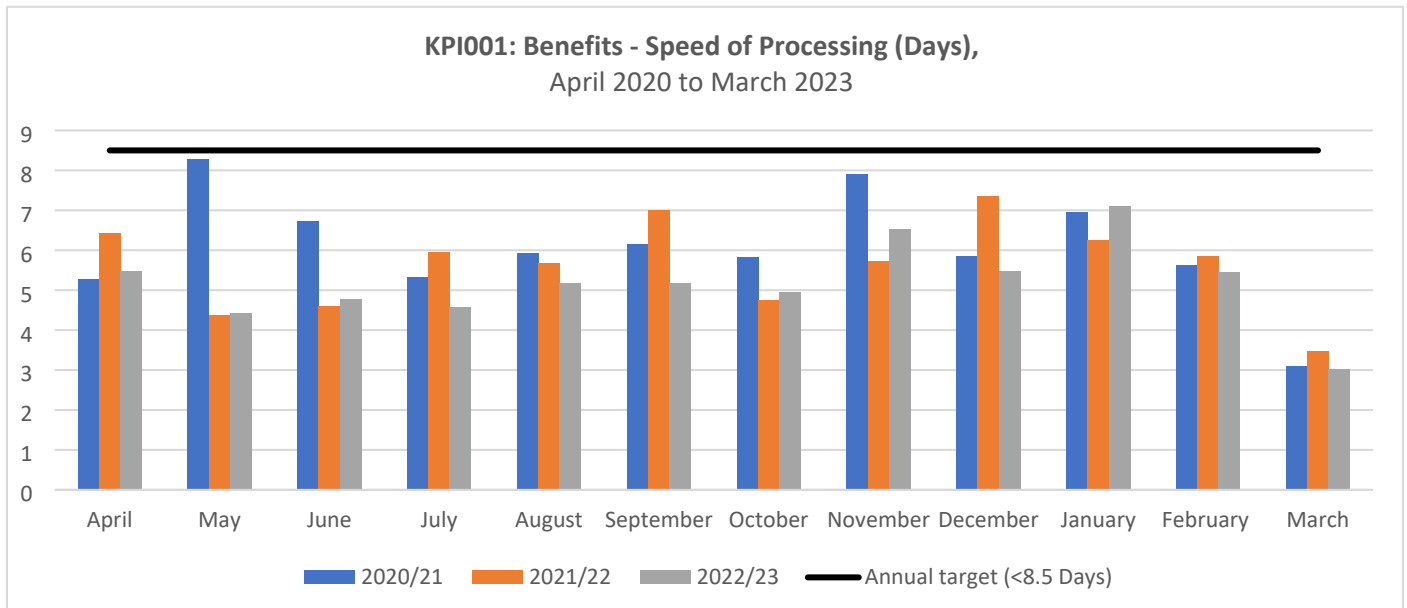
Types of ASB investigated	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	TOTAL 2022/23
Noise	22	32	14	24	92
Harassment/threats	8	23	22	11	64
Drugs	8	7	9	8	32
Other criminal behaviour	9	5	11	6	31
Criminal damage	4	7	5	7	23
Animal nuisance	1	11	2	7	21
Garden nuisance	2	7	5	6	20
Domestic violence/abuse	1	4	5	2	12
Not ASB	0	0	5	5	10
Other violent incidents	1	4	2	3	10
Vehicle nuisance	1	6	2	1	10
Rubbish/litter	1	2	1	3	7
Hate crime	1	1	3	2	7
Communal areas/loitering	1	0	0	5	6
Alcohol nuisance	1	1	2	0	4
Prostitution/Sexual offences	0	1	2	0	3
Total	61	111	90	90	352

ASB Enforcement Activity	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	TOTAL 2022/23
Notice of Seeking Possession/suspended possession order	2	2	1	4	9
Community Protection Warning	0	1	3	1	5
Community Protection Notice	1	2	2	1	6
Notice to Quit	0	1	0	0	1
Eviction	1	1	0	1	3
Injunction	0	1	0	0	1
Right to Review	0	0	0	1	1
TOTAL	4	8	6	8	26

12. EKS - CIVICA

KPI001: Benefit Claims - Speed of Processing

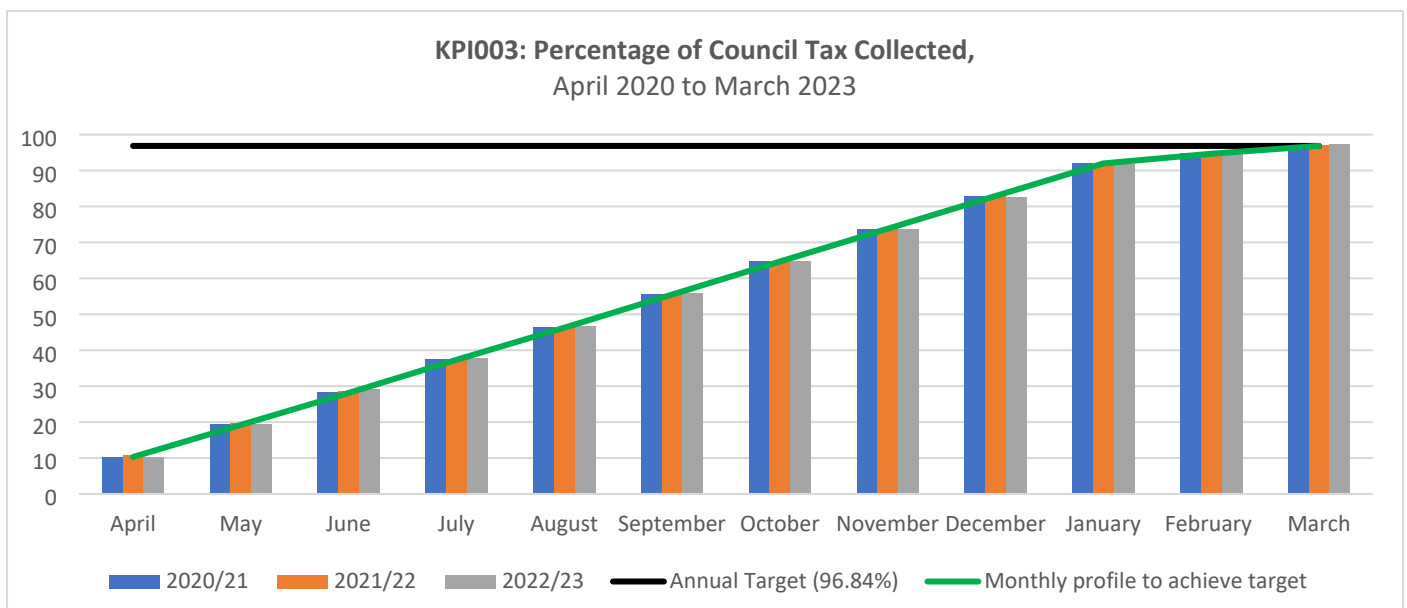
A low value is good.



- Target achieved. The annual target for this indicator is 8.5 days and Civica achieved a year-end actual of 4.96 days.

KPI003: Council Tax In-House Collection

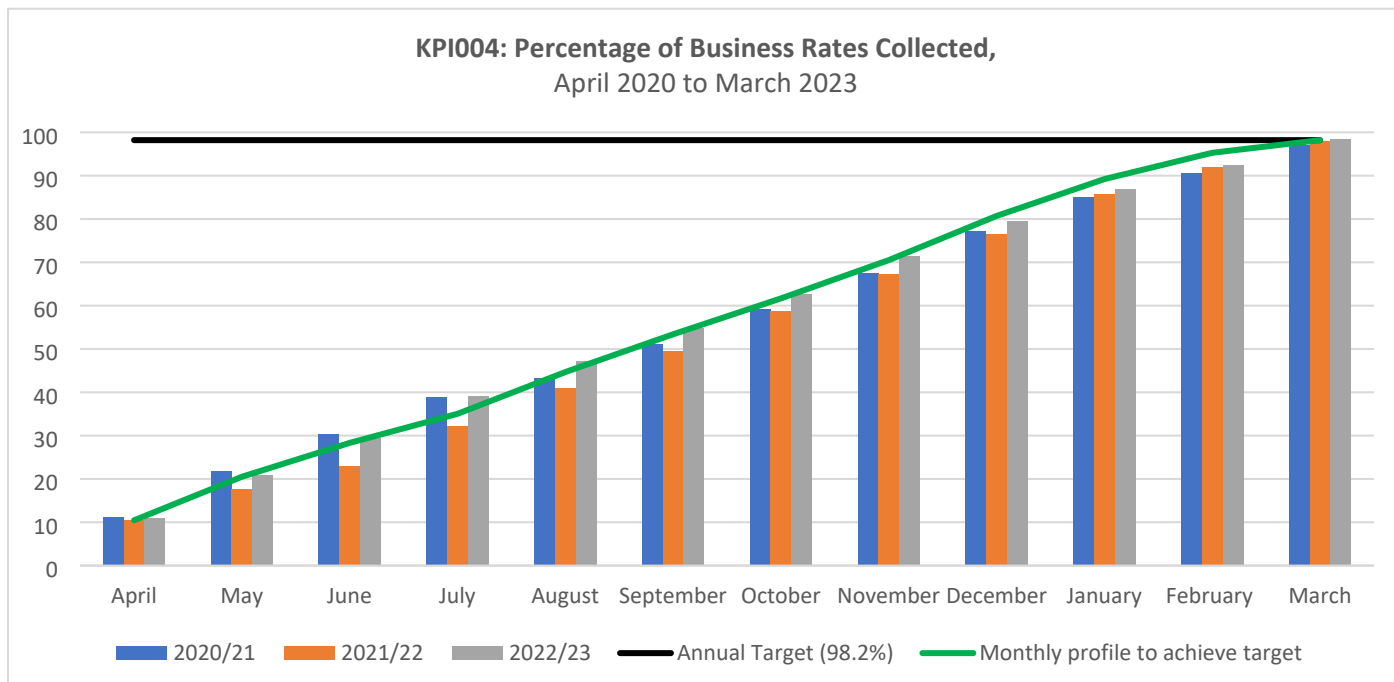
A high value is good.



- Target achieved. The annual target for this indicator is 96.84% and Civica achieved a year-end actual of 97.16%.
- NB: This figure correctly includes a level of ERS credits.

KPI004: Business Rates In-House Collection

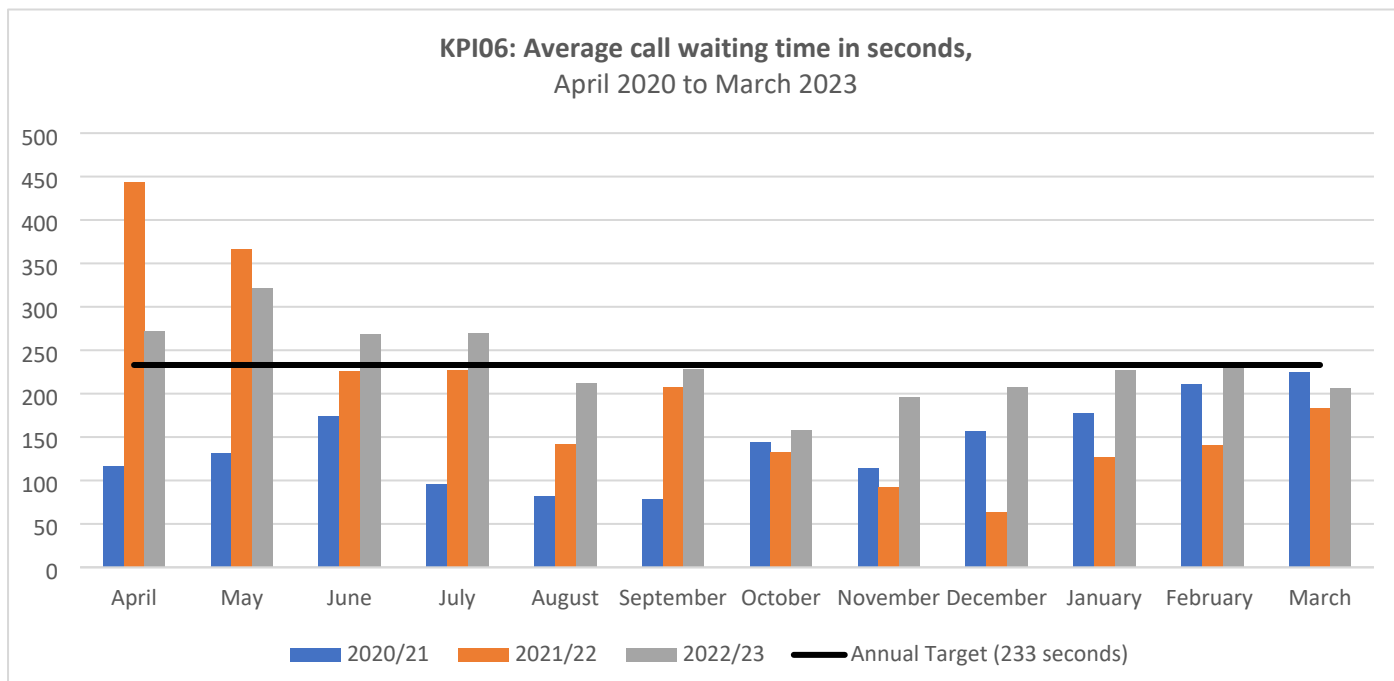
A high value is good.



- Target achieved. Annual KPI target is 98.20%, year-end actual is 98.38%.
- NB: the collection rate also includes CARF credits which have been generated on accounts and are unclaimed. The s151 officers have been made aware and there will be a discussion of 2023/24 collection targets at the next Contract Strategic Board meeting in May.

KPI006: Average call waiting time in seconds.

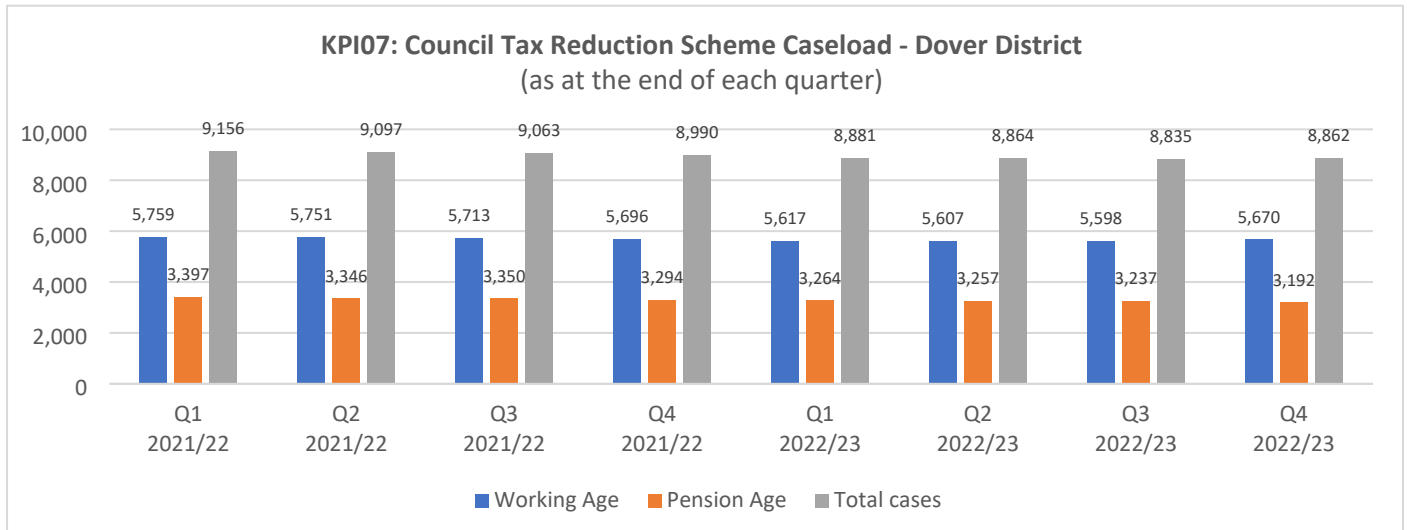
A low value is good.



- Target is 233 seconds, year-end actual is 215 seconds (once the agreed instances of ‘excused performance’ agreed by the Contract Management Board, are applied). Target met.
- 58 complaints were received this FY, of which 8 were upheld (deemed upheld as they were issues over which Civica have direct control) 2 were responded to over the deadline. 50 FOI requests were received and 3 were returned over the deadline. DDC were made aware of any delay, prior to the deadline.

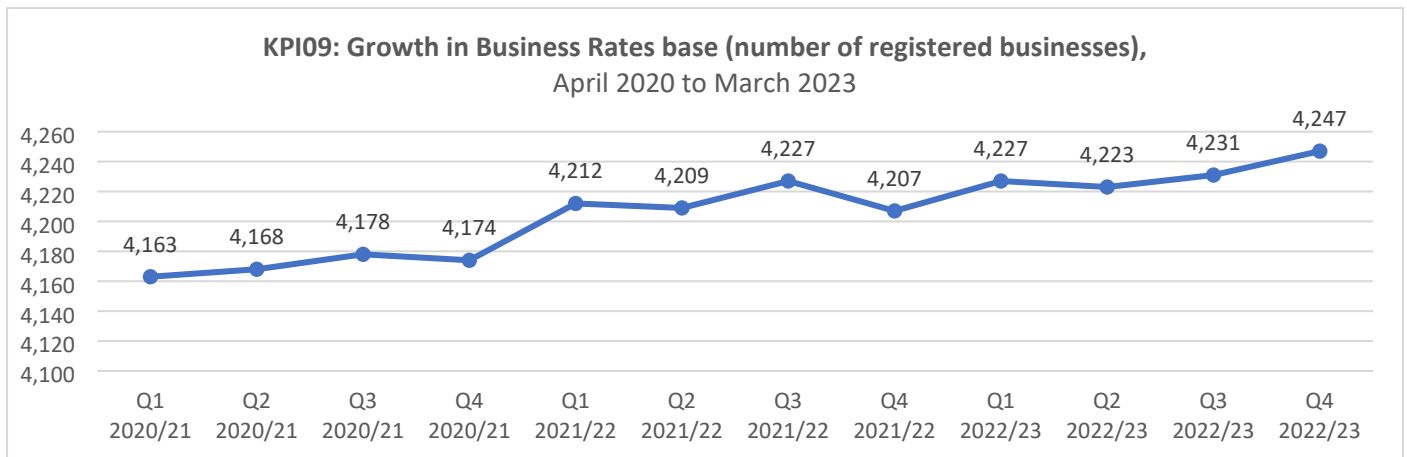
KPI007: Council Tax Reduction Scheme Caseload

No polarity. Information purposes only.



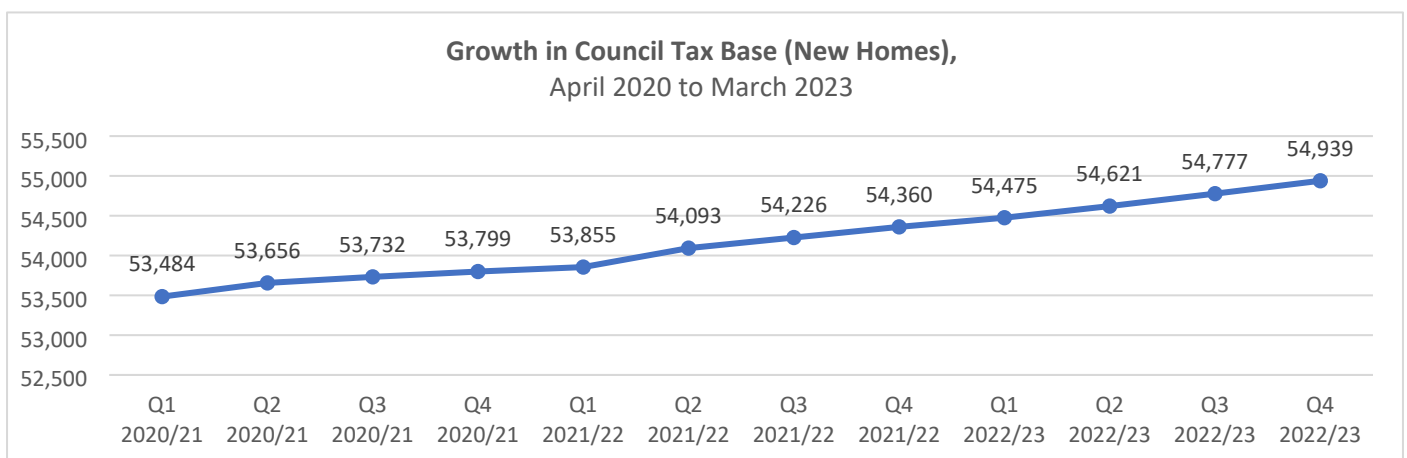
KPI009: Growth in Business Rates base (number of registered businesses)

A high value is good. Information purposes only.



KPI011: Growth in Council Tax Base (New Homes)

A high value is good. Information purposes only.



Successes and Areas of Concern – Quarter Four 2022/23

Speed of processing:

- Target achieved. Annual KPI target is 8.50 days, with a year-end actual of 4.96 days realised. The service achieved 7.1 days during January, 5.44 days during February, and 3.02 days during March.

Council Tax Collection:

- Target achieved. Annual KPI target is 96.84%, with a year-end of actual 97.16% realised. Please note, this figure includes a level of Energy Rebate Scheme (ERS) payments being credited to accounts. Although these are correctly included in the collection figures, there remains the possibility that customers may request these payments as refunds in the coming months.

Business Rates Collection:

- Target achieved. Annual KPI target is 98.20%, with a year-end actual of 98.38% realised. Please note, the collection rate also includes CARF credits which have been generated on accounts and are unclaimed. The s151 officers have been made aware and will discuss 2023/24 collection targets at the next Contract Strategic Board meeting in May 2023.
- Business Rates Collection is being closely monitored for signs of further deterioration as there remains obvious concern about collecting debts against a deteriorating economic outlook. Work will be ongoing to identify businesses with arrears to ensure appropriate recovery action is being taken.

Calls Waiting:

- Target achieved. Target is 233 seconds, with a year-end actual of 215 seconds realised (once the agreed instances of 'excused performance' agreed by the Contract Management Board, are applied).

Council Tax Reduction Scheme:

- The total number of claimants has risen slightly during the quarter, from 8,835 as of December 2022 to 8,862 as of the end of March 2023. This figure consists of 5,670 working age claimants and 3,192 pension-age claimants.

Miscellaneous:

- The service received 58 complaints during 2022/23. Of these, eight were upheld (deemed upheld as they were issues over which Civica have direct control) and two were responded to over the deadline. 50 Freedom of Information (FOI) requests were received and three were returned over the deadline. DDC were made aware of any delay, prior to the deadline.

G. CORPORATE RISKS

This section includes the corporate risks identified that remain a high risk despite management mitigating actions (as of xxx 2023).

Ref	Risk	Impact	Likelihood	Management Action	Residual Risk
1.	The impact of recession, inflation, and reduced Government funding results in a lack of sufficient financial resources which impacts on service provision and the capital programme	High	Medium	<ul style="list-style-type: none"> The future of the key elements of local government finance, including the fair funding review, Business Rates, New Homes Bonus, and the referendum threshold for Council Tax are all uncertain. Early indications are that government may decide to roll over the current settlement for the next two years which may provide some certainty. The ability to use Digital Service Reviews when required to improve current efficiencies and to determine other appropriate longer-term strategies. Use of advisors to monitor the position and lobby government as required. The MTFP requires that no new major capital projects be added unless they are self-financing, funds are available or other projects are cancelled. A full range of financial risks are included in the budget and Cabinet have been briefed on the anticipated financial pressures for future years, although there is a high degree of uncertainty in medium term projections. 	High
2.	Volatility of funding from Business Rates results in unexpected reductions in resources for the Council	High	High	<ul style="list-style-type: none"> The projections of future BR income, and assumptions around the impacts of appeals and bad debts, have been made on a prudent basis to minimise the impact of any reduction in BR income and reserves will be used to smooth out volatility where possible. The current BR regime is unstable, and Government's plans are unclear. The Council continues to engage proactively with the DLUHC and CIPFA to try and ensure the accounting and resourcing adjustments and the resource allocations from the new system are made on a reasonable basis for Dover. 	High
3.	Increased homelessness and demand for social housing	High	High	<ul style="list-style-type: none"> This is a demand-led service, with peaks and troughs. The level of demand and the duties of the Council are being increased by the impacts of the Homelessness Reduction Act, Universal Credit the Ukrainian war, and the government's proposal for full migrant dispersal. 	High

Ref	Risk	Impact	Likelihood	Management Action	Residual Risk
				<ul style="list-style-type: none"> The Council is increasing the stock of affordable housing in the district. Alternatives to B&B and nightly paid accommodation are also being purchased / developed for those accepted as homeless and B&B accommodation, where required, is being purchased at lower nightly costs. Those in B&B are also pro-actively managed to reduce the average length of stay and the costs to the Council. 	
4.	Failure/delay in producing a Local Plan. This leads to the loss of a 5-year Housing Land Supply which results in successful appeals on unallocated sites, leading to reputational damage	High	Medium	<ul style="list-style-type: none"> The current position on 5-year Housing Land Supply is 6.03 years. There has been a delay in reaching the next stage of the Local Plan process due to issues raised by statutory bodies which are being worked through. Priority action is on resolving issues raised and the Reg 19 stage of Local Plan is now timetabled for Cabinet and Council, to start the consultation. This progress will improve the housing supply position further. 	High
5.	The continuing and total uncertainty from DEFRA over the border controls, use of Bastion Point, the operating model to be operated and the funding and staffing requirements at Dover (and all other ports) exposes DDC as Port Health authority. The absence of bio-security control requirements from DEFRA at Dover and other ports exposes the UK.	High	High	<ul style="list-style-type: none"> The government continues to defer the implementation of any border controls with the proposed operating model not due to be implemented until December 2023. We continue to work with Defra to obtain from them funding to cover full set-up and operational costs for the service, but the level of uncertainty is increasing rather than reducing. 	High

At its meeting held on 5 June, Cabinet appointed Members to the Local Plan Project Advisory Group for 2023/24.

The Conservative Group was required to nominate three Members to serve on the PAG and did so. However, its nominations included Councillor Chris Vinson who is a member of the PAG anyway in his capacity as the Chairman of the Overview and Scrutiny Committee.

It is therefore necessary for the Conservative Group to nominate a third Member to serve on the PAG. The Member nominated is Councillor Martin Bates.

Recommendation: That Councillor Martin Bates be appointed to the
Local Plan Project Advisory Group for 2023/24.

DOVER DISTRICT COUNCIL

NON-KEY DECISION

EXECUTIVE

CABINET – 3 JULY 2023

EXCLUSION OF THE PRESS AND PUBLIC

Recommendation

That, in accordance with the provisions of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the remainder of the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraph of Schedule 12A of the 1972 Act set out below:

<u>Item Report</u>	<u>Paragraph Exempt</u>	<u>Reason</u>
Responsive repairs, voids and associated services contract 2011-2025	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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

Agenda Item No 10

Document is Restricted