

The Corporate Plan provides the overarching strategic direction for Dover District Council from 2020-2024. It is developed against the Council’s Budget and Medium-Term Financial Plan, to drive investment in Council services, and the growth of the local economy.

The Corporate Plan sets the vision for the District from which all our plans and service objectives flow. Some ambitions in this Plan will have a longer delivery timescale than the life of the Plan, however it is anticipated the progress made during this Plan will set the direction for future work. The corporate objectives are all equal and not in priority order.

During the final year of the Corporate Plan the outcomes will be reviewed and updated for a new term.

Statement from the Leader and Chief Executive:

We have bold and ambitious plans for a sustainable future for the Dover District. Our Corporate Plan is designed to encourage, facilitate and deliver a stronger local economy with opportunities for everyone to reach their ambitions.

We want to stimulate new investment by rethinking our destination offer, making local people proud of where they live, and encouraging more people to visit.

We want to maintain our District’s long-held place as the “Gateway to England” and we want to protect our iconic natural environment and the rich heritage for which we are world renowned, with a renewed vigour on addressing climate change and sustainability.

‘Dover 2020 Vision’ captures our aspirations for the future with a revised Local Plan, the launch of our new Strategic Tourism & Visitor Strategy, and the international opportunities of The Open golf championship returning to Sandwich. For the benefit of the whole District we want to build an important destination reputation for Dover Town, harnessing the national and international potential of being the Gateway to UK/Europe and home to Europe’s busiest roll-on roll-off ferry port.

We’ve put residents, businesses and visitors are at the heart of our vision for the District. We are committed to working with partners and investors to realise their ambitions and aspirations, recognising that our District is open for business and ready to seize new opportunities.

The evolving climate change agenda is central to the Council’s thinking. The Council has a leadership role in delivering a better environment for everyone and helping to inspire individuals, businesses and other organisations to commit to act to reduce the District’s carbon footprint. Climate change is therefore embedded in each of the key themes.

We’re proud of our past and excited by the future. Let’s work together to realise the ambitions and aspirations sets out in this Plan and help create a place where we can all be proud to live, work and play.

This Plan sets out a clear direction for all services delivered by the Council and, through this direction, seeks to ensure that all plans are aligned and the Council, both organisationally and financially, will be in the best position to deliver and facilitate these objectives.

Corporate Objectives:	We Will:	Through:
<p>Regeneration - Tourism & Inward Investment: Providing a clear vision and direction of place-shaping for the District, creating a vibrant destination with good transport links, making tourism everyone’s business. Supporting the business community to enable a thriving local economy that provides the jobs, services, training and career opportunities that we need.</p>	<ol style="list-style-type: none"> 1. Progress a number of key projects across the District, with partners, including: Dover Fastrack (Bus Rapid Transit), The 149th Open Golf, Dover Town Centre improvements, Co-innovation Hubs, New Vision for Sandwich, Aylesham Regeneration, Snowdown Colliery Investment Programme, Citadel, and Dover Waterfront development. 2. Focus on regenerating Dover Town as the Gateway to the UK and Europe. ‘Dover 2020 Vision’ (working name) will regenerate the centre of the town, with improvements to the market square, redesign of Pencester Gardens, further investment in the historic Maison Dieu, re-booting Dover Museum and connecting to other tourism/heritage sites and improving links to the seafront, new marina and port. 3. Have a Local Plan that actively enables growth through business development and employment opportunities 4. Promote the District much more and all it has to offer, supporting vibrant town centres 5. Continue to lobby for strategically important transport infrastructure investment to unlock opportunities for further growth, and support local transport plans to enable and support skills development, connect to the green agenda and facilitate improved access to and within the District 6. Promote and encourage new accommodation, attractions, retail (particularly food and beverage and the visitor economy and experience 7. Seize opportunities to work with strategic partners, and develop further relationships, to align strategic plans and encourage further inward investment into the District 8. Work with education partners to identify and deliver the skills development needed to support the local economy 	<ol style="list-style-type: none"> a) The review and update of the Local Plan and associated strategies b) Promotion and delivery of actions, with partners, within the Strategic Tourism & Visitor Economy Strategy: Destination White Cliffs Country c) Continued lobbying for improvements to the High-Speed Rail Link, A2/M2, A258, Lower Thames Crossing and parts of the A256, plus strategic HGV facilities and last mile solutions d) Supporting the Tourism Accommodation Charter e) Establishing a (high level) Tourism and Visitor Economy Advisory Board f) Continuing with the Town Centre Business and No Use Empty Grants Scheme g) Delivering digital high streets with appropriate technology for improved connectivity h) Delivering an annual "Dover District Invest in White Cliffs Country" [roadshow marketing investment opportunities in District - stage 1st in City] i) Aspirational development of the Quay in Sandwich, with partners j) Building relationships and working with partners to enable the reopening of Manston Airport thus realising its potential to support the local economy k) Enhancing Dover Museum and exhibitions and aligning collecting policies with other local museums and organisations l) Reviewing car parking assets to facilitate regeneration aspirations m) Contributing to and supporting the emerging vision and objectives of the 2050 Kent and Medway Enterprise and Productivity Strategy and Continuing engagement with Regeneration and Advisory Bodies (KMEP and SELEP) for funding opportunities as appropriate

Corporate Objectives:	We Will:	Through:
	9. Facilitate the parking policies and arrangements to be fit for purpose to support business and residents needs and deliver the ambitious regeneration plans. 10. Provide support to businesses and communities to ensure the District is a safe and pleasant location to visit.	n) Working with East Kent College to develop a digital skills and wider training agenda o) Continuing to support and encourage growth at Discovery Park, Sandwich p) Growing new businesses locally to encourage sustainable employment
Housing & Community: Enable a range of good quality affordable homes for our residents in an attractive environment, and work to build healthy, resilient and sustainable communities, where residents have good access to facilities and transport links to further their wellbeing.	1. Deliver a Local Plan to support housing growth and development 2. Improve the range of available housing across the District, seeking to meet the needs of all our residents 3. Improve the quality and energy efficiency of our own housing to reduce carbon impact and issues of fuel poverty 4. Support improvements in the quality and availability of private sector housing 5. Work with our town and parish councils to bring forward low cost housing and starter homes to enable our young people to stay in the communities they grew up in 6. Encourage and support self-help and community action 7. Continue to deliver and seek new ways of bringing community funding into the District 8. Work with our health, wellbeing and leisure partners to support healthier and fitter communities 9. Work with our partners to provide a safe District and address the needs of our most vulnerable residents 10. Invest in our Council Housing stock, working with partners to keep people supported and healthy in their own homes 11. Continue to invest in leisure facilities across the District, complementing and building on the success of the Dover District Leisure Centre	a) Further progressing the Property Investment Strategy in investment in residential opportunities b) Exploring a commitment to social housing; exploring opportunities for alternative funding options and developing new housing stock through a variety of potential development models; and working with developers to maximise affordable housing on new developments. c) Promoting and enabling the Community-Led Housing Programme d) Working with health and leisure partners to support healthy living projects e) Continuing to drive the Community Safety Partnership and tackling anti-social behaviour, working with partners to 'Design it out', addressing serious and organised crime, and encouraging community integration. f) Using the recent CCTV investment to provide an enhanced and digital intelligence - led service to improve the safety of our residents and District, whilst providing in-depth analytical information of the flows and usage of our town centres. g) Continuing to deliver community grants and support for events h) Expanding the District Lotto and exploring new, improved models for facilitating grants
Climate Change, Environment & Assets – a cleaner sustainable environment: Support the wider climate change agenda to facilitate a better environment for everyone. Support the development and protection of our environment and open spaces, making the most of our enviable landscapes, heritage and assets and making our parks destinations of activity, recreation and community.	1. Become a net zero carbon emitter by 2030 2. Focus on raising awareness, reducing emissions from our own activities and developing plans to reduce emissions across the District. 3. Protect and enhance our assets and promote our rich heritage 4. Protect and enhance our environment for future generations 5. Reduce the waste we produce as a community through continued encouragement and investment in recycling 6. Ensure our parks and open spaces are vibrant, clean, easy to access and well used and that our maintenance regime responds to the challenges posed by climate change and the need to encourage biodiversity. 7. Protect public health and enhance the quality of the environment through a range of services including environmental health, port health, licensing and planning enforcement	a) Preparing a strategy and action plan through the cross-party Climate Change Member Working Group. b) Developing a specific topic paper on climate change as a key part of the Local Plan review, including proposed changes to Building Regulations. c) Development of strategies within the Local Plan to protect and enhance our heritage and environment d) Ensuring access to green spaces for activity and relaxation, through the Green Infrastructure Policies in the Local Plan e) Providing quality recycling and waste services through well managed contracts f) Having strong policies to tackle environmental crimes and breaches of planning control g) Developing electric vehicle charging points h) Developing cycling and walking infrastructure and promoting cycling and walking routes i) Continuing with our Kearsney and Parks projects and encouraging/supporting development of 'great places' j) Continuing to reduce the incidence and effects of environmental crimes and pollution to air, land and water, through enforcement and educational activities. k) Improve and protect the health, safety and welfare of people working in, living in and visiting the District through our environmental health and licensing activities. l) Developing a strategy, within the Local Plan, Air Quality Review and Air Quality Action Plan, for improving air quality, through cleaner greener transport, more trees planted for carbon emissions and potential new wooded areas
Working Smartly & Delivering Services: Continue to develop our business to be more effective, efficient and forward-looking for the benefit of our residents.	1. Continue to be a financially stable and resilient Council 2. Ensure all strategies and plans are aligned 3. Ensure a continued commitment to delivering outstanding value for money for our residents, while maintaining and, where possible, enhancing services 4. Explore and develop commercial opportunities to raise income for service improvements and to help underpin our core business 5. Deliver consistent, customer-focused services supported by the use of digital technology, as appropriate 6. Have a skilled, trained, flexible and proactive workforce. 7. Gather and use data and analytics to continually improve the customer experience 8. Protect and promote the health, safety and wellbeing of our employees	a) Ensuring a robust MTFP/Financial accountability b) Developing an income generation strategy c) Developing a new Communication Strategy and Customer Charter d) Making better use of google analytics/365/digital agenda e) Partnering with education providers f) Continuing to develop a Staff and Member training programme g) Developing our workforce planning strategies h) Continuing to support our Apprenticeship Scheme