



**Draft
Budget
2021/22
and
Medium Term
Financial Plan
2021/22 – 2024/25**

CONTENTS

Executive Summary

General Fund Revenue Accounts

Housing and the Housing Revenue Account (HRA)

Asset Management Plan

Capital and Special Revenue Projects

Treasury Management and the Prudential Code

Key Assumptions & Ready Reckoner

Significant Budget Risks

Related Strategies and Plans

ANNEXES

1	General Fund Revenue Budget Summary	
1A	General Fund Net Expenditure & Financing	To Follow
1B	General Fund Service Expenditure by Cost Type	To Follow
1D	General Fund Key Figures	To Follow
1E	General Fund Key Elements	To Follow
2	Three Year General Fund Revenue Budget Projection	To Follow
3A – 3C	Service Summaries and Budgets (to follow)	
4	Projection of General Fund Reserves	To Follow
5	Housing Revenue Account Budget Summary	
5A	Housing Revenue Account Four-Year Forecast	
5B	Housing Revenue Account Development Schemes	
5C	Housing Revenue Account Programmes	
6A	Capital Programme	
6B	Capital Receipts	
6C	Special Revenue Projects Programme	
7A	Capital Strategy	To Follow
7B	Treasury Management Strategy	To Follow
7C	Investment Strategy	To Follow
8A	Council Tax Resolution	To Follow
8B	Town Council & Parish Precepts	To Follow
8C	Precepts & the NDR Multiplier	To Follow
9	Grants to Other Organisations	
10	Summary of Recommendations	To Follow

EXECUTIVE SUMMARY

OVERALL POSITION

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

BUDGET AND MEDIUM TERM PLANS

2. The MTFP is the Council's key financial planning tool and underpins the strategic approach to financial planning. Although it spans four years, it is reviewed at least annually, and is monitored during the year.
3. It should not be viewed in isolation but as part of the wider planning process and in conjunction with other plans and strategies, in particular the Corporate Plan and the Asset Management Plan. This MTFP covers the period 2021/22 – 2024/25.
4. Year 1 (2021/22) is the formally approved budget for the coming year. Years 2 - 4 of the MTFP (2022/23 – 2024/25) are included as “indicative budgets” for planning purposes. These will be rolled forward and amended in subsequent MTFPs and so approval of the MTFP does not set the budgets for the future years.
5. Regard has been given to the resources required to deliver the Council's objectives and the budget has been prepared to reflect the anticipated service costs and pressures. However, this budget has been set in a period of unprecedented uncertainty due to the pandemic, the exit from the EU and the role DDC will play as host to a Border Control Point.
6. The various lockdowns and the system of tiers has had an impact on DDC's budget, primarily through the loss of income. In addition, the EU Transition has led to the requirement on DDC to create an expanded Dover Port Health Function which, when fully staffed, is expected to have a minimum of 100 additional staff operating within a new purpose-built Border Control Post (BCP) facility provided by DEFRA.
7. These events have led to significant uncertainties at the time of writing, impacting (mainly) the 2021/22 revenue budget, including:
 - 2020/21
 - Expenditure for the year
 - Income for the year
 - Council Tax income
 - Business Rates income
 - The final value of government support to local authorities
 - The 2020/21 outturn and the reserves and balances to be carried forwards.
 - 2021/22
 - The duration and severity of the lockdown / tiered restrictions
 - The speed of economic recovery
 - The net cost to DDC of the expanded Port Health Function
 - The costs to DDC of the changes in the flow and any disruptions in cross channel trade

- The extent to which government are willing to underwrite the council's financial risks from income levels from Port Health, given the uncertainty of volumes
 - Expenditure for the year
 - Income for the year
 - Council Tax income
 - Business Rates income – including potential Material Change of Circumstances appeals to the VOA by businesses within the Dover district who believe they have been adversely affected
 - The final value of government support to local authorities.
- Future Years
 - The continuing impacts of Covid and the speed of economic recovery
 - The review of local government finance and the on-going baseline level of financing available including:
 - The Fair Funding Review
 - New Homes Bonus (or any replacement)
 - The reform of the Business Rates Retention model
 - Business Rates revaluations and re-sets
8. It should be noted that the Covid support from government is likely to lead to an overall underspend in 2020/21, which will be used to support pressures in 2021/22. None of the Covid support measures are expected to remain in place beyond 2021/22 and so they do not affect the Council's underlying baseline position. The recovery from Covid may, of course, last into 2022/23 and beyond.
9. The budget has been prepared in unprecedented circumstances. It is the view of the Strategic Director (Corporate Resources) (Section 151 Officer) that, having due regard to the circumstances and the range of uncertainties, the budget has been prepared in an appropriate and prudent manner. As far as can be determined, and based upon the information available at the time of producing this report, the estimates are robust and the resources are adequate for the Council's spending plans in 2021/22.

BUDGET HEADLINES

GENERAL FUND

10. The General Fund headlines are:
- General Fund budget deficit of £501k for 2021/22;
 - General Fund balance forecast at £1.8m;
 - DDC Council Tax increase of £4.95 (2.6%) for a Band D property, maintaining the lowest Council Tax in East Kent;
 - Overall net expenditure levels increase due to numerous factors, including;
 - Impact of Covid £1.9m mainly on major income streams from lockdowns;
 - Impact on Council Tax income levels from increased uptake in Council Tax Reduction Scheme;
 - Reduction in New Homes Bonus income;
 - Savings target of £1.3m.

THE HOUSING REVENUE ACCOUNT

11. The Housing Revenue Account (HRA) headlines are:
- The management of DDC's housing stock has been transferred from East Kent Housing (EKH) back to DDC and EKH will be dissolved.
 - 2021/22 budget funded;
 - HRA balances maintained for 2021/22;
 - Major variances for 2021/22:
 - Increase of rent by CPI +1% (2.5% in total);
 - Increased capital works;
 - Rents set by Government, and have been increased by CPI +1% since 2020/21.

THE CAPITAL AND REVENUE PROJECTS PROGRAMME

12. The capital and revenue projects programme headlines are:
- The current general fund capital programme totals £86.4m and is fully funded (subject to the borrowing) The major projects in the programme are:
 - Development of the Dover Fast Track Bus Route;
 - Refurbishment of Dover Town Hall;
 - Town Centre Regeneration fund;
 - Dover Cable Car project;
 - Sandwich Guildhall Forecourt; and
 - Dover Market Square Public Realm Improvements.
 - The resources for funding capital and revenue projects will be largely exhausted by the current programme.
 - Future capital receipts are expected to come mainly from one-off asset sales and on-going housing right to buy sales which amount to circa £500k per annum at current sales levels, so will not replenish capital funds and will not be sufficient to maintain the current planned level of activity in the future.
 - Revenue project resources will also be largely depleted, and no significant new resources are expected other than from contributions from the revenue budget.
 - Borrowing for capital purposes can be undertaken but this will make business case proposals for projects more challenging as they will have to recognise the costs of borrowing and repayment.

TREASURY MANAGEMENT AND CAPITAL STRATEGIES

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

KEY ASSUMPTIONS AND SIGNIFICANT BUDGET RISKS

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

15. Periodic budget monitoring reports will continue to be produced and circulated to all Members, so that adverse variances can be identified and remedial action initiated as early as possible.

RELATED STRATEGIES AND PLANS

16. Members are asked to consider the MTFP in relation to the other key plans and strategies, in particular the Corporate Plan.

CONSULTATION

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

THE GENERAL FUND REVENUE ACCOUNTS

INTRODUCTION

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

FINANCIAL OBJECTIVES

19. The main financial objectives for the GF Revenue Account¹ are as follows:
- Produce a fully funded GF Budget;
 - Maintain general balances over the medium term at an appropriate level (considered to be a minimum of around 10% of the net budget requirement or £1.5m, and a preferred level at or above £2m);
 - Use earmarked reserves to finance one-off items;
 - Support the Council's corporate priorities and agreed service standards; and
 - Undertake appropriate consultation.

BUDGET DISCIPLINE

20. Corporate Management Team, in consultation with the Leader and Portfolio Holders, have reviewed their service areas to support delivery of efficient and effective services within the budgets available.
21. In order to maintain firm downwards pressure on expenditure and recruitment, and to ensure budgets are directed to the Council's priorities the Council maintains a continuous "employment management" process. The employment management process provides Chief Executive sign-off for all recruitment; so that options are explored and tested before any recruitment is permitted.
22. The Council also has the facility to undertake efficiency and service reviews. These would review services to deliver efficiencies, savings, alternative delivery methods, digital improvements, smarter working and improved customer experiences.
23. A key element of financial management is the treatment of unspent budgets. The Council has sought to promote a culture whereby budget managers have the flexibility to manage their budgets responsibly. Accordingly, managers are given the opportunity to carry forward unused elements of their budget, subject to approval by the Strategic Director (Corporate Resources).

THE GENERAL FUND BUDGET SUMMARY

24. The Council's GF revenue budget for 2021/22 is shown in Annex 1. The budget forecasts a deficit of £501k for 2021/22, and the GF balance is forecast to be £1.8m. The net budget requirement for the Council's own purposes, after transfers to/from earmarked reserves is £18m.

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

Movement of budget requirement between 2020/21 and 2021/22	2020/21 Original Budget £000	2021/22 Original Budget £000	Difference
Underlying Budget Requirement	15,310	16,777	1,467
Earmarked Reserve adjustments ²	2,424	1,256	(1,168)
Net Budget Requirement	17,734	18,033	299
Budget Financing	(17,736)	(17,532)	204
(Surplus) / Deficit	(2)	501	503

25. The underlying Budget Requirement has increased between the financial years, reflecting the impact of inflationary and other service expenditure changes.
26. The Council's GF revenue budget for 2021/22 is shown in Annex 1. The main factors impacting the General Fund budget are detailed at Annex 1E.

KEY VARIANCES / SIGNIFICANT ISSUES

27. The table below summarises the main variances between the 2020/21 original budget and the proposed 2021/22 budget.

	£000	£000
2020/21 Original Budget Forecast		(2)
Decrease in forecast total NNDR funding ³	1,256	
Increase in Council Tax income	(186)	
Decrease in Collection Fund Surplus (Council Tax)	43	
Reduction in New Homes Bonus funding	744	
Lower Tier Services Grant to offset Govt funding reductions	(360)	
Covid Funding Support Grants	(1,301)	
Other net increases in funding (minor)	9	
Total Variances in Funding		205
Reduced contribution to Special Projects reserve	(931)	
Other net reserve use	(237)	
Total Variances In Reserves		(1,168)
Impact of salaries inflation, increased car allowances, changes in grades and associated pensions impact	526	
Refuse & Recycling Contract Renewal	1,317	
Reduction in interest receivable	77	
Homelessness – additional Housing Benefit income	(120)	
Flexible Homeless Support grant applied to offset increasing costs	(232)	
Recycling income – increased green waste subscriptions	(118)	
Revised treatment of borrowing - allow for MRP only	(500)	

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

³ These figures are draft and may change following the submission on the NDR1 on 31st January

	£000	£000
Increased forecast in Development Control Income	(120)	
Numerous miscellaneous variances	36	
Total Variances in Corporate and Service Budgets		866
Allowance for 25% reduction in Parking activity	665	
Support to leisure providers	940	
Allowance for fall in rental income streams	90	
Allowance for reduction in CT/NDR penalty & fine income	200	
Estimated on-going impact of Covid Lockdowns		1,895
Contract savings through procurement of refuse vehicles	(80)	
Target saving from review of resources & digital efficiencies	(250)	
Target temporary accommodation saving for homelessness	(100)	
Target increase in parking income	(250)	
Income generation target	(295)	
Work with partners to identify options for alternative service provision	(130)	
Numerous other operational savings options	(190)	
Target Savings		(1,295)
2021/22 Forecast Budget Deficit		501

FINANCING THE BUDGET

28. Financing of the net 2020/21 requirement is shown below.

2021/22 General Fund Revenue Financing	£000	%
Non-Domestic Rates Income	7,094	43.7
Revenue Support Grant	58	0.4
Lower Tier Services Grant	360	2.2
New Homes Bonus	990	6.1
Council Tax	7,689	47.4
Collection Fund Surplus (Council Tax)	40	0.2
Total Core Financing	16,231	100.0
Additional Covid Support 2021/22 Only	1,301	
Total Financing	17,532	

29. The year on year changes in financing are detailed at Annex 1A. The following sections provide further explanation of the Council's main funding streams.

REVENUE SUPPORT GRANT

30. RSG (from Government) has been reduced by significant amounts every year since 2012/13.
31. The cash settlements are shown in the table below. RSG was expected to fall away to £nil from 2021/22, however the provisional settlement includes an additional year at the current level (plus inflation).

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

32. For financial planning purposes it has been assumed that RSG remains at zero for the remainder of the MTFP planning period.

LOWER TIER SERVICES GRANT

33. A new grant (Lower Tier Services Grant). This is not “new money” and is funded from £111m of NHB returned surplus. It has been introduced in the provisional settlement and ensures that no authority receives a reduction in Core Spending Power. It is very heavily weighted towards district councils, and particularly those that are losing from the changes in NHB. It is expected that this will be a short-term grant that will disappear when wider reforms of local government funding are introduced (possibly in 2022-23).
34. The provisional settlement has awarded DDC an allocation of £360k, this is less than the reduction in NHB of £743k.

BUSINESS RATES (BR)

35. *The figures included in the Business Rates section are indicative or currently based on the 2020/21 values. The values for 2021/22 are currently being calculated in order to complete the NDR1 return by 31st March 2021. These will be updated for the report to Cabinet and Council in March.*

The Business Rates Retention System

36. The system is complex and volatile. It contains tariffs and top-ups, safety nets, levies, baseline “resets”, BR pools, pilot schemes, periodic revaluations, transition periods, appeals and BR relief schemes.
37. Although referred to as a 50% local retention system, of which 40% is currently retained by districts, it is not the full picture. DDC actually retains about 10% (before s31 grants). A simplified illustration of the mechanism for the “50%” BR retention

⁴ Split for 2012/13 based on proportion of RSG:NNDR for 2013/14 before Council Tax Support Funding, with an adjustment to add to the 2012/13 RSG the level of CTS funding of £1,218k awarded in 13/14 for comparability across the years.

⁵ Council Tax Support Funding added by Govt. to RSG from 2013/14 onwards, replacing subsidy for council tax benefit previously shown in service costs. This effectively covers reduced income from Council Tax due to discounts being applied against tax base/council tax bills instead of being awarded as Benefit. CTS Funding not disclosed separately by Government from 14/15 onwards.

system is set out in the table below (based on draft 2020/21 data before adjustment for S31 grant funding of reliefs).

Attribution of BR Income (Indicative)	£m
Dover district net rate yield	(41.4)
Less	
50% to Government	20.7
9% to KCC and 1% to Fire	4.1
Retained balance of 40%	(16.6)
Less: tariff to Government	12.3
Balance retained by DDC	(4.3)

38. From the 40% retained, if the baseline amount that remains with the council is greater than the council's baseline budget requirement, then the council pays the excess to government in the form of a "tariff". For Dover this means the bulk of the 40% is also paid to government, as shown in the table.
39. Once the tariff is set, a district will have to continue to pay this amount to government. If actual collection is lower (for example, due to demolition, successful appeals, bad debts etc.) the council has to continue to pay the tariff, and bear the loss itself until it hits the safety net at which point losses are capped. For DDC this is circa £278k.
40. The dynamic nature of the system, the elements of which can all be moving in different directions, can produce perverse outcomes, which make it very difficult to develop a stable and robust budget. The accounting regulations for the different elements of the system also mean that some elements are recognised in different years, even though they arise in the current year.
41. Provisions for likely reductions in rateable value (RV) from appeals and bad debts also have to be calculated. These may or may not be sufficient.
42. For 2020/21 the baseline budget requirement (or 'Baseline Funding Level (BFL)) is deemed to be £3,705k. The safety net kicks in at £3,427k, meaning the first £278k of any loss must be borne by the Council before a safety net payment is received from Government. The safety net payment would top up the Council's income to 92.5% of the BFL (i.e. to £3,427k).
43. Reform / revision of the BR system is overdue and may occur in 2022/23, at which point a "reset" is also expected to occur and some loss of 'growth retention' is expected. However, the exact mechanisms are not yet known.
44. Therefore, the MTFP assumes the continuation of the system as at present, without any "reset", and with a continuation of pooling to reduce levies.
45. There are several significant aspects to the current business rates regime:
 - "Real" Growth
 - The DDC BR Profile
 - Renewable Energy Income
 - Enterprise Zone Relief Compensation Grant (Income)

- The Business rates Pilot and Pool

Real Growth

46. The Dover District has been successful in generating significant real growth in developments in the district during 2016/17 – 2020/21 and this is vital to the Council since it helps to offset the erosion of the tax base and BR income from BR appeals, or from unexpected downward revisions by the VOA.
47. However, BR is still dominated by a small number of heraditaments.

DDC BR Profile

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

Dover's Rateable Values	Rateable Value ⁶ £000	%
Channel Tunnel	28,000	25
Discovery Park	9,382	9
Dover Harbour Board	2,610	2
Tesco, Whitfield	2,390	2
Biomass Power Plant	2,120	2
Sub Total	44,502	40
Remainder ⁷	66,508	60
Total	111,010	100

49. Despite the extreme volatility, the outcome for 2019/20 was favourable for the Council compared to prior years, with the exception of 2018/19 which included one-off income of £1,983k while in the '100% growth retention' pilot scheme. The further increase in 2020/21 is largely due to renewable energy income retained (see section below).

Renewable Energy Income

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

Enterprise Zone Relief Compensation Grant

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

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

⁷ The next largest site is just 1% of the total.

52. Although now declining as the period of EZ relief expires, and no new businesses are allowed to claim it, Enterprise Zone Relief Compensation grant is still expected to generate £610k in 2020/21.

The Business Rates Pilot and Pool

53. For 2018/19 DDC was included, with KCC and all other Kent districts, in the Kent BR Pilot, enabling all business rates growth to be retained locally (i.e. without Government taking its 50% share and without it charging any levy on growth). Government did not renew the Kent BR pilot for a second year and so the Kent BR Pool resumed operation in 2019/20 and continues in 2020/21.
54. DDC is not a full Member of the BR pool, as it is advantageous to all pool members, including DDC, to minimise the BR levy we pay, by giving DDC "shadow" pool member status and this has been agreed to continue for 2020/21.

COUNCIL TAX

55. A Council Tax increase of 2.6% for DDC purposes has been assumed for the 2021/22 budget which, if approved, will produce a Band D Council Tax of £197.19. This will result in an increase of £4.95 per year on a Band D property, which is 5p within the Government's capping requirements, which limit increases to 2% or £5, whichever is the greater.
56. The decrease in the tax base from 39,029.75 Band D equivalent properties in 2020/21 to 38,993.34 equivalent properties in 2021/22, a reduction of 0.1%, is mainly due to a forecast growth in the claimant counts for Council Tax Reduction Scheme (CTRS), partially offset by new properties being registered for Council Tax (incl. estimates of new builds).
57. The combined impact of the Council Tax increase and the tax base increase is forecast to generate total Council Tax income of £7.7m. For planning purposes a Council Tax increase of £4.95 per annum has been estimated for future years.

COMPARISON WITH OTHER DISTRICTS' 2020/21 BAND D COUNCIL TAX

58. DDC has one of the lowest Council Tax rates in Kent. A comparison with the East Kent authorities' 2020/21 Council Tax rates below shows the percentage that their 2020/21 Council Tax level exceeds DDC's and the extra income DDC would receive at their level of Council Tax:

	Band D Council Tax £	Difference to DDC %	Extra Income DDC would receive
Dover District Council	192.24	-	-
Canterbury City Council	216.27	15%	£926k
Folkestone and Hythe District Council	254.16	35%	£2.40m
Thanet District Council	238.14	27%	£1.80m

NEW HOMES BONUS

59. New Homes Bonus (NHB) was funded by the MHCLG⁸ from a top slice of existing local government finance. The NHB received is credited to the General Fund revenue budget and it is therefore an essential element in balancing the Council's budget. Reductions in NHB results in offsetting savings being required.
60. The grant awarded to Dover since the start of the scheme is detailed below:

Year of Scheme	Financial Year	Annual Grant £000	Cumulative Grant £000	Cumulative Years Included
1	2011/12	294	294	1
2	2012/13	155	449	2
3	2013/14	450	899	3
4	2014/15	396	1,296	4
5	2015/16	275	1,570	5
6	2016/17	328	1,899	6
7	2017/18	415	1,865	5
8	2018/19	497	1,515	4
9	2019/20	488	1,729	4
10	2020/21	333 (1 year only)	1,733	4
11	2021/22	5 (1 year only)	990	2
12 (Est)	2022/23	0	488	1
13 (Est)	2023/24	0	0	0

61. The Government implemented changes to the scheme from 2017/18 resulting in a reduction in the number of years grant in payment from 6 years in 2016/17 to 5 years in 2017/18 and further reducing to 4 years in 2018/19. In addition, Government has introduced a minimum growth level of 0.4%, below which no NHB will be paid. The growth delivered by DDC for the 2021/22 NHB calculations was not sufficient to receive NHB in year, however a small award has been received for the delivery of affordable homes (£5k).
62. For the purposes of the MTFP it has been assumed that no new NHB grant will be awarded in future years. It is therefore forecast that the reductions to the scheme will continue, reducing the payments every financial year, resulting in nil payment by 2023/24. There may be changes to other areas of funding, for example from the results of the Fair Funding Review, that could offset this reduction but at this stage not enough information is available to incorporate other changes into the forecasts.

COLLECTION FUNDS

63. The Collection Funds (CF) are statutory funds. They sit entirely outside of the General Fund and the Council budget.
64. The Council manages Collection Funds for Council Tax and Business Rates. Every year the CF is credited with the income from CT and BR (c. £70m and £50m respectively).

⁸ Ministry of Housing, Communities and Local Government

65. The CF is also debited with the precepts from DDC, KCC, Fire, Police etc. These precepts are based on the forecast of income based on assumptions about the tax base, collection rates, etc. So, if income is below forecast, the collection fund will show a deficit at the year end. If it is above forecast, it will show a surplus.
66. This surplus (or deficit) is owed to (or by) the preceptors and will be added to (or deducted from) the following year's precept in order to distribute the surplus available in the CF or contribute the projected deficit back to the CF to top it up. This is a continuous rolling process.
67. It is forecast that there will be a deficit for Council Tax of £1.556m by the end of 2020/21. Due to the 3-year spreading regulations and the surplus carried forwards from 19/20 the DDC contribution to the deficit in 2021/22 will be £40k. The position for NDR will be provided for the report to Cabinet and Council in March.

GENERAL FUND RESERVES AND BALANCES

68. The uncertainty and volatility that has been introduced into the major income streams for Business Rates and NHB suggest that maintaining or increasing reserves would be prudent. However, with the current pressures and uncertainties associated with Covid 19 it is accepted that some use of reserves may be required in order to avoid any undue or excessive service changes or reductions in 2021/22 to fund any budget deficit, with the intention to review the budget during 2021/22 and plan for a balanced budget in 2022/23.
69. The proposed General Fund balance in 2021/22 of £1.8m is below the Council's £2m "minimum preferred level" but remains above the minimum of 10% of the net budget requirement.
70. Forecasting future years is particularly challenging at this time due to the uncertain nature of the current unprecedented economic environment, the unknown longer-term impact of Covid 19 lockdowns and the future of Government funding.
71. However, considering the loss of one-off Covid funding after 2021/22, the reduction in NHB & inflationary pressures it is anticipated that there will be a requirement to save in the region of £2m from 2022/23. This will be monitored and updated during the budget process and 2021/22 financial year.
72. The Council's earmarked reserves, and protocols for their use, will be set out in Annex 4 for the March report. Without these earmarked reserves the Council cannot plan effectively for anticipated future events and requirements and expenditure of a cyclical nature. Nor could the Council plan to smooth the impacts of the volatile income streams from Business Rates, New Homes Bonus etc. Therefore, the earmarked reserves are held at an appropriate level for the Council's future plans.
73. Further supporting information on the GF budget is provided in the following Annexes (those highlighted grey will be added for the March circulation of the report):
 - Annex 1 contains the budget summary for the General Fund;
 - Annex 1A summarises the net expenditure and financing requirements;
 - Annex 1B shows the net service expenditure analysed by categories of expenditure and income;
 - Annex 1C shows the key expenditure and income figures and patterns for the General Fund;

- Annex 1D details the main factors impacting the General Fund budget;
- Annex 2 provides the General Fund Revenue Budget projection for the period to 2023/24;
- Annexes 3A – 3C contain summaries of the services managed by each Director and the associated budgets; and
- Annex 4 contains details of the General Fund balance and earmarked reserves.

Recommendations from this Section

74. *It is recommended that Cabinet:*

- *Approve the grants to organisations detailed at Annex 9.*

75. *It is recommended that Council:*

- *Approve the General Fund Revenue budget for 2021/22;*
- *Approve the policies and protocols regarding the General Fund balances and earmarked reserves, and transfers between reserves as set out in Annex 4.*

HOUSING AND THE HOUSING REVENUE ACCOUNT

OVERVIEW

76. This section addresses two separate, but related, aspects of housing within the district. The first concerns the financial standing of the HRA, its budget and balances, and the rent levels for the coming year.
77. The second concerns housing development and investment, and includes developments by the HRA, Registered Providers (RPs) and by the private sector.

HRA FINANCIAL OBJECTIVES

78. The main strategic financial objectives of the Housing Revenue Account are as follows:
- Maintain a Housing Revenue Account that is self-financing and reflects the requirements of residents;
 - Comply with the Decent Homes Standard and relevant health and safety requirements;
 - Maximise the recovery of rental income;
 - Minimise the number of void properties and minimise the level of rent arrears and debt write offs;
 - Provide sufficient investment in the current stock to maintain its condition and implement upgrades as necessary;
 - Maintain an adequate level of HRA balances and reserves;
 - Undertake prudential borrowing, in accordance with the Council's treasury management policies, where appropriate and there is a business case to do so, for investment in additional properties and property development;
 - Develop a programme to deliver new affordable housing across the district.
79. At the time of writing, the HRA has 4,318 dwellings, made up of 2,681 houses and 1,637 flats.

2020/21 DRAFT BUDGET AND MEDIUM TERM FORECAST

80. The HRA's financial position, detailed at Annex 5, can be summarised as follows:
- HRA balance to be maintained for the period at £1m;
 - Housing Initiatives Reserve balance is to be used for future years for restorative measures on DDC's housing stock. The housing development projects (as detailed in paragraph 91) for the planning period will be funded by borrowing.
81. The major variances between the 2020/21 budget and the 2021/22 proposed budget are:
- Increase in rent of CPI + 1% (1.5%);
 - Ongoing increase in major capital works, to include significant building of new properties.
82. The future year projections show an increasing income stream from rents. This is due to the ending of the Government's requirement to reduce rents in cash terms by 1% per annum for the period 2016/17 – 2019/20, and so rents can now be increased.

The HRA is also facing general inflationary pressures on its expenditure. During 2021/22 the major HRA development projects will be funded through borrowing instead of funding from the HIR. This will be used in future years on restorative measures on DDC's council stock. We are expecting to bring in 24 interim housing units, 24 properties across the district as well as a further 12 property buy-backs.

- 83. Annex 5 provides a draft HRA budget summary & Annex 5A details the 4 year forecast position for the HRA.
- 84. The planned capital and revenue works budgets was supplied by the property services section and has been set to account for the expected level of repairs needed to maintain the stock at an appropriate level for the planning period.

BACKGROUND

- 85. With effect from 1st April 2012 the government replaced the existing subsidy based system of HRA financing with "Self-Financing". For DDC this resulted in the replacement of the subsidy that we were paying to Government (£6.3m in 2011/12) with a single payment to them of £90.5m. This was facilitated by DDC borrowing the required sum from the PWLB. Government direction was to plan for long term rent increases of 1% above inflation. Servicing the loan, over 30 years, cost less than the negative subsidy, and so the HRA started to accrue a surplus which could be invested in new housing or other appropriate requirements. The current balance outstanding on the PWLB loan is c.£72m.
- 86. The HRA budget is balanced for 2021/22. The HIR balance during 2021/22 is being used for restorative works. New projects will use borrowing, as required, to support the on-going programme of housing development.
- 87. A stock condition survey was undertaken in 2017, to inform the on-going maintenance and investment requirements. The 2021/22 budget is based on the work programme provided by the property services section and incorporating the results of the survey.
- 88. In May 2017 Dover District Council Jobcentre Plus went live with the Universal Credit Full Service. There has been a significant increase in HRA rent arrears during the period since. The situation is being closely monitored and bad debt provisions of £250k are included within the 2020/21 and 2021/22 budgets to allow for this increase. The debt appears to be mainly a cash flow issue rather than a bad debt due to the timing delays associated with payment of Universal Credit. However, tenants now directly receive the Universal Credit payment, whereas with Housing Benefit, payments are made direct to the landlord. This is resulting in some cases of higher debt levels from tenants not paying their rent and we are beginning to see some evictions due to this.
- 89. The Coronavirus 2020 Housing Act resulted in courts being closed from March 2020 meaning all eviction cases have been put on hold. Courts reopened in September 2020 however no eviction cases have been heard and are unlikely to be heard in this financial year.

Rent Setting

90. Council house rents are effectively controlled by Government. As the MHCLG has now allowed for rents to be increased from 2021/22 the average increase is 1.5%. Rent levels are calculated on an individual property basis using rent formulas previously prescribed by MHCLG.
91. It is not, therefore, possible to report on the rent to be set for, say, a standard 2 bedroom flat or a standard 3-bedroom house. However, for Members' information the following figures may be helpful:
- The 2020/21 average weekly rent across all properties is £85.47;
 - The 2021/22 average weekly rent is forecast to be £86.75
 - The increase in the average weekly rent is £1.28 or 1.5%; and
 - Three bedroom houses have rents (for 2021/22) ranging from £87.52 per week to £108.93 per week with an average of £95.15
92. Approval of rent levels is an executive function that has been delegated to the Head Housing in consultation with the Portfolio Holder responsible for Housing based on the model described above.

Capital Receipts

93. Like the majority of Councils, Dover has entered into an agreement with Government to retain 100% of the receipts from right-to-buy sales above the anticipated trend level. These excess receipts (known as "1:4:1 replacement") are ring fenced to provide part funding of the cost of new affordable/social housing. This means that there is a cap on the receipts that can be used for general capital purposes. This can be supplemented by the element of excess RTB receipts retained for 'debt repayment' that may be used for other capital purposes if repayment of debt is funded from an alternative source.
94. As at the end of December 2020 there had been 7 RTB sales in the financial year. It is estimated that retained 'excess receipts' will be in excess of £500k by the end of the financial year. This has to be used within 3 years of receipt, or else it must be repaid to MHCLG, and, when applied to a capital scheme, it cannot comprise more than 30% of the scheme costs, so other funding sources must also be available.
95. In order to comply with these rules and avoid claw back by the MHCLG, this funding is normally applied to HRA housing projects, before any other sources are used.

Service Charges

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

THE MANAGEMENT OF DDC'S HOUSING STOCK

97. The management of DDC's housing stock has been transferred from East Kent Housing (EKH) back to DDC and EKH will be dissolved on or after 26th March 2021.

98. EKH was formed in 2011 to provide housing management services for Canterbury City Council, Dover District Council, Folkestone and Hythe District Council and Thanet District Council.
99. Following concerns over the management of DDC's housing stock by EKH, particularly in relation to tenant health and safety including gas certification, electrical testing, asbestos, legionella etc (collectively referred to as "compliance"), a tenant consultation was undertaken in December 2019, and on 20th February 2020 a DDC special Cabinet took the decision to bring management of the Council's housing stock back in house.
100. The three other Councils also decided to take back the management of their own housing stock.
101. During the project to return the housing stock it became apparent that the extent of issues had, if anything, been underestimated and so this has required a complex process including:
- The transfer of the majority of EKH staff to the 4 councils (under TUPE and COSOP regulations and guidance);
 - The disaggregation of computer systems and procedures;
 - The disaggregation, collation and transfer of tenant and property records;
 - The transfer of contracts and establishing robust and appropriate contract management;
 - Liaison with the Social Housing Regulator (SHR);
 - The establishment of new in-house teams;
 - Transfer of the relevant customer and operational data from EKH's M365 into DDC's systems;
 - Addressing a backlog of complicated tenancy issues, a backlog of repairs (in part due to the pandemic and contractors unable to access properties);
 - Addressing a backlog of disrepair claims;
 - Verifying and paying a backlog of over £1m unpaid invoices;
 - Improving void performance; and
 - Improving safeguarding protocols.
102. This was a major project and required significant involvement of staff from a number of areas including housing management, property management, procurement, legal, HR, ICT and finance.
103. The in-house teams are now established and operational. Much of the work has been completed, but there remains a significant amount of work to do including:
- Bringing compliance levels and procedures up to the required level to obtain sign-off from the Social Housing Regulator;
 - Completing the disaggregation and implementation of computer systems; and
 - Embedding and developing the smooth running of the new service.
104. The cumulative problems indicated above have given rise to building a new HRA Business Plan to help to forecast the cash flow needed for the Council. This includes a 14-year capital investment programme of restorative measures as well as working towards its housing stock becoming carbon neutral by 2050 (as per the Climate Change Emergency report to cabinet on 4th November 2019).

HRA BUSINESS PLAN

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

HOUSING DEVELOPMENT AND INVESTMENT

106. Housing development and investment within the district is taking place on a number of fronts, of which the most significant are:
- HRA Investment, utilising
 - Housing Initiatives Reserve (HIR)
 - Borrowing
 - 1:4:1 Right to Buy Replacement
 - Acquisition and new build
 - Investment in existing stock
 - Registered Providers Investment
 - Private Sector Housing
 - Commercial housing developments
 - Homelessness strategy

107. These are discussed in more detail below.

HRA INVESTMENT

Housing Initiatives Reserve (HIR) & 1:4:1 Right to Buy Replacement

108. The HIR has been funded by the transfer of surpluses in previous years whilst maintaining a £1m balance in the HRA. The HIR was established to fund a programme of new house building / acquisition. Since 2017/18 HIR funding, coupled with 1:4:1 Right to Buy funding has enabled the re-purchase of 52 former Council properties which have been added to the HRA stock. To date in 2020/21, 7 properties have been purchased and this is expected to increase by the end of the financial year. Additionally, over the period the refurbishment of properties in Folkestone Rd to provide 9 flats has also been completed as well as 9 new build properties being purchased in Capel. The refurbishment of Norman Tailyour House, Deal has been completed providing 18 new 1 and 2 bedroom flats. Further projects are being developed to continue to directly provide additional affordable housing in the district; these include:
- A mixed tenure re-development of 65 units at the former William Muge and Snelgrove sheltered housing sites, Dover;
 - The development of interim housing on sites at Kimberley Close and Barwick Road Dover and Stockdale Gardens in Deal;
 - 8 units developed at Folkestone Road, Dover;
 - 26 properties being developed at Napchester Road in Whitfield.
109. Further opportunities are being considered and the business case for each examined prior to a formal a project approval being sought.

110. It is proposed that the 2021/22 housing developments will be financed by borrowing. The balance in the HIR at the end of 2020/21 is projected to be around £13.8m. The four year HRA forecast (Annex 5A), shows the balance will be significantly depleted by the end of 2024/25 due to the restorative measures on DDC's Council stock.

Investment in Existing Stock

111. The HRA budget and projects take account of the need to invest in existing stock before establishing a surplus for the HIR. A stock condition survey was undertaken in 2017, to inform the on-going maintenance and investment requirements. The 2021/22 budget is based on the work programme provided by the property services section incorporating the results of the survey and the work required for Decent Homes standards.

Recommendations from this Section

112. *It is recommended that Council:*
- *Approve the HRA budget for 2021/22*

ASSET MANAGEMENT PLAN (AMP)

113. The AMP is used as a management tool to assist in ensuring that the Council's property assets meet the objectives set out in the Council's Corporate Property Strategy. It covers:
- Revenue maintenance requirements;
 - Capital works programmes;
 - Data on performance of significant corporate assets; and
 - Properties identified for disposal.
 - During 2021 the AMP will be amended to reflect the commitment of the Council to be a zero-carbon organisation
114. Expenditure on repairs and maintenance forms a direct link with the revenue budget, which contains the resources to meet the programme of repairs and maintenance. Standards of maintenance, and therefore of required expenditure, are to some extent subjective. The Strategic Director (Operations and Commercial) confirms that there are sufficient resources to keep properties generally wind and water-tight, but it continues to be a challenge to maintain all buildings without deterioration. Continuing with this approach increases the risk, but it ensures that the limited budget focuses mainly on essential maintenance.
115. There is a growing backlog of planned maintenance required for "Operational Assets". Significant expenditure is needed at:
- Tides Leisure Centre- because of its age, needs work to the external envelope of the wet side buildings. Extensive renewal of worn out and inefficient heating plant for the wet side completed in January 2019. Survey work has indicated that more extensive repairs and replacements than were originally thought are also necessary. Further work is being undertaken to establish the route to achieve a sustainable future for the complex over the next 30-40 years.
 - Dover Town Hall - During 2020 Dover District Council secured stage 2 HLF funding for Dover Town Hall, to support a scheme which will provide a sustainable future for the priceless Burgess heritage assets and the Stone Hall. The construction phase is due to start at the end of 2021.
 - Deal Pier - Repairs to Deal Pier, including resurfacing of the stem to protect the structure beneath, were undertaken in 2018. Concrete repair works to structural members on the pierhead including the south steps completed in 2020. These secure the structural integrity in the medium term however more general significant cyclical concrete repairs are again becoming necessary and investigative work to ascertain the extent and cost of such repairs will be undertaken during 2021.
116. An Urgent Works earmarked reserve was established and this is held to fund urgent works on corporate assets if required.

Summary

The key points for Members to note are:

- There are sufficient resources to maintain the Council's General Fund properties in a basic state of repair but it is a significant challenge to maintain

all the buildings without deterioration and this does carry a risk of service failure or an increase in the overall maintenance backlog; The current resource levels preclude wholesale expenditure on initiatives to cut carbon emissions however innovative sustainable projects and solutions will cumulatively and significantly reduce emissions in order to help the Council achieve its organisational zero carbon ambition by 2030.

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

CAPITAL PROGRAMME & SPECIAL REVENUE PROGRAMME

Purpose of the Capital Programme

117. The primary objectives are to:

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

Definition of Capital

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

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

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

Content of the Capital Programme

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

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

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

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

123. To facilitate efficient decision making, final approval for projects up to £50k that are included on the Capital and Special Revenue Programmes are delegated to the Strategic Director (Corporate Resources) in consultation with the Portfolio Holder responsible for Finance.
124. In addition, a contingency has been included on the MTCP and Special Revenue Programme to allow progression of small projects without significant policy implications. It is proposed that the approval of such projects continues to be delegated to the Strategic Director (Corporate Resources) in consultation with the Portfolio Holder responsible for Finance.
125. All projects will continue to require reports for approval of a Project Appraisal and at evaluation, design and tender stages, where appropriate, in accordance with the Constitution.
126. The structure of the programme is reflected in the format of Annex 6A and is explained below:
- Committed General Fund Projects
These are live General Fund projects that have been approved by Cabinet through the Project Appraisal process or under the agreed delegated authority, and are committed or in progress.
 - Proposed General Fund Projects
New projects are shown in the programme for approval of funding to the projects. These projects will be subject to the completion of a Project Appraisal for Cabinet or delegated approval before they commence.
 - Financed by
This table provides a summary of the financing of the proposed Capital Programme. Members will note that there are sufficient resources to finance the projects included in the table. However, Members should also note that:
 - If Members wish to include additional projects in the programme, these can only be resourced by removal of the equivalent value in new bids;
 - Removal of projects financed by specific grants, or from the HRA, will not generate additional resources for other projects in the General Fund programme.

Content of the Special Revenue Projects Programme

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

Financing of the Capital and Special Revenue Projects Programmes

128. In order to maximise the capital resources available to the Council, the detailed decision to apply capital receipts, revenue resources, grants, s106 monies etc. to finance the approved Capital and Special Revenue Projects Programmes is delegated to the Strategic Director (Corporate Resources), in consultation with the portfolio holder responsible for Finance, and capital receipts from particular sources will not be hypothecated to specific projects. Instead they will be treated as one overall stream to finance Capital and Special Revenue projects within both the General Fund and HRA according to the priority of the projects and the availability of financing.
129. The financing of the capital programme will be reported to Members as part of the Outturn Report. This is produced annually and accompanies the final accounts.
130. In addition to financing of capital expenditure, the Council also has to consider what provision, if any, should be made for the repayment of debt. Although new long term borrowing has not yet been undertaken, it is intended that new borrowing, when required, will be repaid by making revenue provisions based, inter alia, on the life of the asset as set out in the Treasury Management Strategy Statement.

Prudential Code

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

Capital Receipts

132. In 2004/05 the Government introduced the pooling of housing capital receipts, from Right-to-Buy sales, for distribution to authorities where there is greatest need. From 1 April 2012 new Right-to-Buy regulations apply. The main change from previous regulation is that receipts in excess of those allowed for under the Housing Finance Reform Debt Settlement may be retained by an authority for 1:4:1 replacement of Affordable Housing.
133. Right-to-Buy (RTB) sales in 2020/21 have been lower than levels in 2019/20. Although the level of receipts available for general capital purposes is capped additional funding is available from the element of excess RTB retained for debt repayment that may be used for other capital purposes.
134. The Council generally retains 100% of non-HRA capital receipts and non-RTB HRA capital receipts, subject to capital allowance regulations.
135. Annex 6B details the level of capital receipts held, expected, committed to projects proposed and to be used for new projects. The balance of receipts after these anticipated receipts and commitments is shown as zero. Future capital receipts are expected to come mainly from housing right to buy sales and amount to circa £500k per annum at current sales levels, so will not replenish capital funds and will not be sufficient to maintain the current level of activity in the future. No other major receipts are currently expected.

Summary

The key points for Members to note are:

- The Capital Programme operates on a cash funded position with no new projects being approved to commence unless the whole project costs can be financed through additional funding, sufficient capital receipts have been banked, external borrowing is approved or other savings in the programme have been identified. The new projects in the programme have been approved subject to the completion of a Project Appraisal for approval by Cabinet, or the Strategic Director (Corporate Resources) in consultation with the Portfolio Holder responsible for Finance under delegated powers;
- The Capital Programme is partly financed from HRA Right-to-Buy sales. Since 2017/18 the level of RTB sales has been declining and the level of sales for 2020/21 is currently showing this trend is continuing. Therefore, the amount of receipts available for general capital purposes remains limited.
- The detailed financing of the Capital and Special Revenue Projects Programmes is delegated to the Strategic Director (Corporate Resources) in consultation with the portfolio holder responsible for Finance;
- There is no provision for making capital grants to other organisations, other than those grants already approved; and
- The lack of headroom in the capital programme for additional projects is a significant constraint and large projects will need to be funded from external borrowing where revenue savings can be identified to offset the borrowing costs (such as the Dover District Leisure Centre project).
- Following a number of years during which only patch repairs have been undertaken, there is now a need for significant investment across the authority's assets, parks and ICT to achieve a standard that will enable a programme of rolling works to be introduced.

RECOMMENDATIONS FROM THIS SECTION

136. *It is recommended that Council:*

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

TREASURY MANAGEMENT AND THE PRUDENTIAL CODE

137. The Local Government Act 2003 introduced new capital accounting regulations, which required Councils to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code when setting their budgets.
138. The new capital system promotes a Council framework to ensure:
- (a) That the authority maintains a balanced budget;
 - (b) That the impact of capital investment decisions is reflected in the revenue budget; and
 - (c) That performance measurement is implemented in managing and controlling the impact of capital investment decisions.
139. Annexes 7A – 7C (to be included in the March report) will set out estimates for each of the relevant Prudential Indicators in each of the financial years 2021/22 to 2024/25, and include the latest estimates for 2020/21 aligned with the revised forecast budget. Approval will be sought for the proposed indicators for 2021/22 – 2024/25.
140. The capital programme has been financed to date within existing resources, which include capital receipts, specific capital grants, the Major Repairs Allowance, and useable reserves and internal borrowing. Significant projects, including the Dover District Leisure Centre, will ultimately be financed by borrowing; however no borrowing has been undertaken at this time. Approval levels for borrowing will be included in Annex 7B.

TREASURY MANAGEMENT

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

RECOMMENDATIONS FROM THIS SECTION

143. *It is recommended that Council:*
- *Approve the Capital, Treasury Management and Investment Strategies, including the Prudential Indicators and Minimum Revenue Provision statement (Annexes 7A, 7B and 7C).*

KEY ASSUMPTIONS & READY RECKONER

Background

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

Inflation

145. Salary inflation will be based on the results of the Collective Bargaining process. Contract inflation for 2021/22 is based on the details of the specific contracts, the state of the market for the specific services and any other relevant factors. Contract inflation is assumed to be 3% for future years. Inflation on all other expenditure will aim to be limited to the current budget level; however, a small allowance of 2% has been forecast to allow some limited growth.

Staff Numbers

146. The 2021/22 budget includes 360 full time equivalent posts directly employed for DDC plus a further 28 employed by DDC as part of the East Kent Audit Partnership (working for Canterbury, Thanet, Folkestone and Hythe and Dover and recharged accordingly) and East Kent HR (working for Canterbury, Thanet and Dover and recharged accordingly) allocated across services.

Triennial Valuation of the Pension Fund by the Fund Actuaries

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

Interest Rates

148. It is assumed that DDC will maintain the 2020/21 level of income from investments for the remainder of the planning period. Any additional income generated will be transferred to reserves to support future projects.

Revenue Support Grant

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

Business Rates Retention

150. The calculations for the NDR1 return are underway and will be reported in the March report.

Council Tax

151. Council tax increases have been assumed at £4.95 for 2021/22 and for the remainder of the planning period.

New Homes Bonus

152. New Homes Bonus is a scheme that provided incentives and rewards for councils and communities who support delivery of new homes in their area. It is assumed that 2021/22 will be the last year in which DDC receives NHB as the scheme is being wound down.

Capital Projects

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

Ready Reckoner

- Payroll - 1% increase costs the General Fund approximately £100k;
- Council tax - 1% raises c.£75k;
- RSG – assumed to be nil for future years;
- NDR – 1% growth in BR income equates to c.£70k (DDC's share @ 40%, less 50% levy, but will be higher under pooling due to reduced levy rates);
- Investment Income - 1% equals approximately £400k (based on investment balances of £40m);
- Contract inflation – 1% equals c.£100k;

SIGNIFICANT BUDGET RISKS

154. Budgets, by their nature, involve an element of forecasting which entails uncertainty and hence risk. The schedule below highlights the main strategic / high value budget risks.
155. Although it currently represents the greatest risk, a specific heading has not been included for Covid-19, because it will impact to a significant extent across all of the other risks.
156. Income risks:
- Business Rates
 - New Homes Bonus
 - Fair Funding Review
 - Council Tax
 - Treasury Management
 - Property Investment
 - Capital Receipts
 - Housing rent collection
 - Car parking
157. Expenditure risks:
- Brexit
 - Port Health
 - Pension Funding
 - Homelessness
 - Contract renewals

Ref	Risk Description	Explanation and Mitigation	Budget Sensitivity
1	Business Rates	<p>The key challenges are:</p> <ul style="list-style-type: none"> • Changes to the overall Business rates retention (BRR) regime including the future level of BRR – 50%, 75%, 100%? • Future re-sets of the DDC baseline, sacrificing some / all of the gains made to date. • The next revaluation – will it be fiscally neutral or negative and who will make up the shortfall? • Class action appeals such as ATMs and hospitals • Individual appeals such as Channel Tunnel. • “Material Change of Circumstances” appeals following the impacts of Covid-19 • The difficulty in forecasting future BR taxbase changes. • Operation of the Collection Fund and the timing of recognition of income. • Unexpected revaluations, errors and initiatives by the VOA such as reduced valuations for hospitals and fire stations. • Errors in the MHCLG settlement • Changes in the Enterprise Zone and / or renewables 	£7m pa.

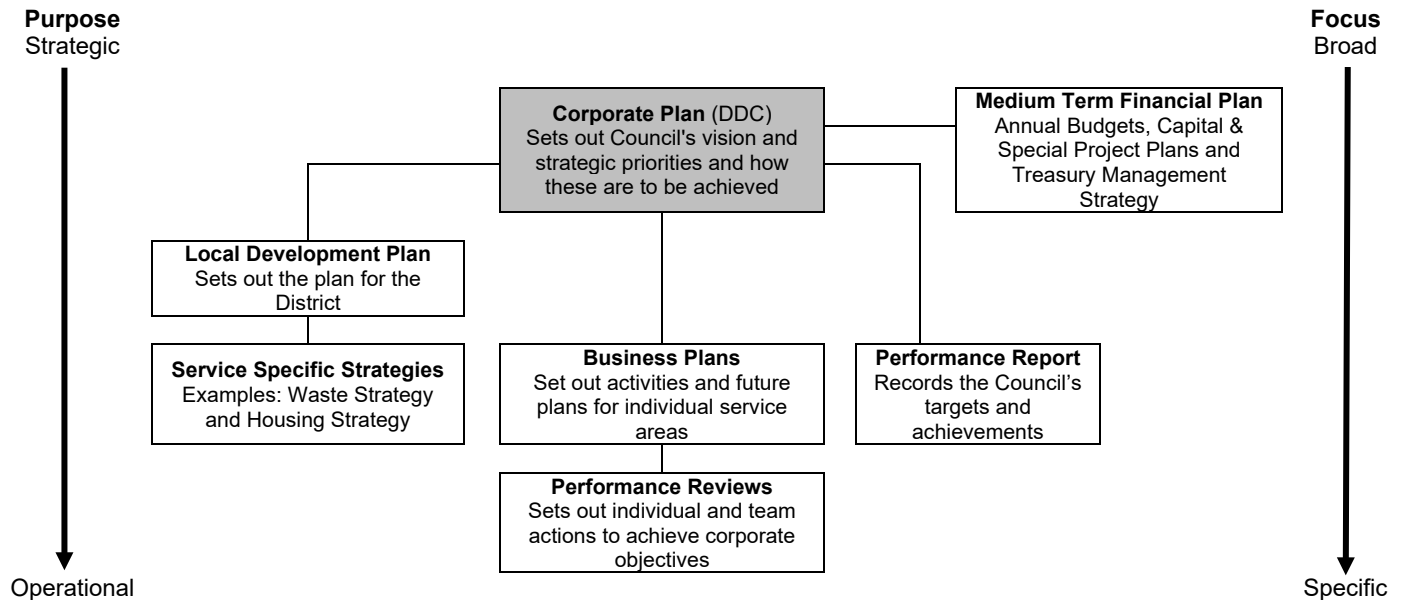
Ref	Risk Description	Explanation and Mitigation	Budget Sensitivity
		<p>schemes.</p> <ul style="list-style-type: none"> • Weak BR performance by other Kent districts leading to an impact on the Kent pool. • Poor understanding of the regime by the MHCLG. • The Fair Funding Review leading to changes in the baseline or other aspects of the regime. <p>The opportunities for Councils individually or collectively to mitigate the above impacts are limited other than through the management of their own finances, smoothing reserves etc. and individual lobbying and response to consultations.</p> <p>Collective lobbying and response to consultations will also take place where possible, but the impacts of changes are often re-distributive and do not fall evenly across the sector and so it is difficult to create consensus.</p>	
2	New Homes Bonus	<p>Government have indicated that they wish to change their commitment to New Homes Bonus and are expected to scrap it altogether.</p> <p>This is a core part of DDC's funding stream, generated in recognition of recent planning decisions, which were taken, in part, on the understanding that the NHB pledge would be honoured by government and may be used to mitigate the impacts of those decisions.</p> <p>The 2021/22 settlement includes a significant reduction in NHB with a further reduction expected in 2022/23 and no payments after that year. The key issue will be whether NHB is replaced and if so, by what.</p>	£990k pa.
3	Fair Funding Review	<p>The government has consulted on a Fair Funding review which will re-calibrate the local government settlement. The FRR is now expected to take place in 2022/23.</p> <p>Pressure from upper tier and unitary authorities and the challenges arising from adult social care may reduce the resources available to district councils.</p> <p>As with the current settlement, the Council can take part in Kent wide lobbying on the settlement, but has limited ability to influence the settlement.</p>	Unable to forecast at the time of writing.

Ref	Risk Description	Explanation and Mitigation	Budget Sensitivity
4	Council Tax Base & Collection Rates.	<p>The draft budget includes an assumed reduction in Council Tax income due to an increase in the level of Council Tax Reduction Scheme claimants and downward pressure on collection rates.</p> <p>The lockdown and restrictions required by the Tier system impair economic performance and employment. It is not possible to forecast with certainty the overall impact upon Council Tax income in 2021/22.</p>	£7.7m pa
5	Treasury Management	<p>Of the current forecast £1.7m treasury management income £600k is being transferred to earmarked reserves to support future projects and reduce the GF risk of over-reliance on the income stream.</p> <p>Reductions in capital values would only impact the GF if the funds were realised when the values were low. Due to the breadth of investments held it is unlikely that this would become necessary as other funds could be realised or short term borrowing undertaken if cash flow shortages occur.</p>	£1.7m pa
6	Property Income	The Council receives rental income from its commercial regeneration properties. There is a risk that this income may be reduced if tenants are unable to continue to trade.	£2.3m pa
7	Capital receipts	<p>Capital receipts come from housing and other asset sales. Any drop-off in the level of receipts will lead to reduced resources available to complete projects. The reduced receipts could arise from lower sales, lower prices or both.</p> <p>We cannot mitigate against market movements or reduced levels of sales. To some degree lower values may increase the level of demand, but this will also be dependant on interest rate movements.</p>	£500k pa (average level)
8	HRA rent arrears	<p>The roll out of Universal Credit has been mirrored by a significant increase in housing rent arrears.</p> <p>A bad debt provision is included within the budget and arrears levels are being monitored.</p> <p>The Coronavirus 2020 Housing Act has resulted in eviction cases currently being on hold since March 2020.</p>	<p>Annual HRA rent £19.6m</p> <p>Current arrears £965k</p>
9	Car Parking	Car parking income is expected to be impacted by the lockdown and tier restrictions. The depth and length of the impact is unknown.	£2.6m pa

Ref	Risk Description	Explanation and Mitigation	Budget Sensitivity
10	Brexit – Port and East Kent impact	<p>The creation of a “third country” border between the UK and France increases the risks of border closures and related disruptions to the traffic flows in and out of the port and Channel Tunnel. This poses a risk in terms of the impact on local businesses and communities, the disruption in the delivery of services such as waste collection, and the requirement clear litter, clean highways etc.</p> <p>The Council is in discussions with MHCLG regarding the additional costs being borne by the Council.</p>	Unable to forecast the impact at the time of writing.
11	Port Health	<p>As Port Health authority the Council is required to develop a whole new team of circa 100 staff (gross budget expected to be £8m) to service the new Border Control Point at Guston. Significant risks include the uncertainty of the start date for this service (expected to be July 2021), the unknown volume of vehicles requiring inspection, the inspection fees and the absence of a financial guarantee from DEFRA to underwrite any losses in the early years of the service.</p> <p>The Council is in discussions with DEFRA regarding the financial risk to the Council.</p>	Unable to forecast the impact at the time of writing.
12	Pension Funding	<p>The latest triennial valuation increased the overall DDC annual pension fund contribution from £3.6m to £3.8m pa.</p> <p>Prior to the Covid-19 pandemic the Kent scheme was at the highest overall level of funding since the 1980's and had made significant progress towards 100% funding.</p> <p>It is not yet clear how the pandemic will change this position and whether the Council will have to make significantly increased contributions following the next triennial valuation.</p> <p>It should also be noted that DDC's share of the scheme costs is heavily impacted by staff demographics and the maturity of the scheme and is therefore significantly less well funded. This also adds upwards pressure to the costs.</p>	£3.8m pa contribution
13	Homeless expenditure	<p>Expenditure will continue to increase due to the impact of Coronavirus, the Homeless Reduction Bill and the continued implementation of Universal Credit in the district. Close monitoring of the impact of the Bill and the in-year budget. Investigating innovative options to support homeless requirements in the district.</p>	Unable to forecast at the time of writing.
14	Major Contract Renewals	<p>When major recurrent contracts are up for renewal the price achieved by the council depend upon the functioning of the market in the particular sector and the attractiveness of the package assembled by DDC.</p>	Unable to forecast at the time of writing.

RELATED STRATEGIES AND PLANS

The relationship between the Council's major plans and strategies is set out below. Members are reminded to consider these plans when approving the allocation of resources as set out in the MTFP.



Notes: The Corporate Plan sets out the vision and strategic priorities of the Council and provides the context for other strategies and plans that we may produce. The outcomes contained in this Plan are cascaded throughout the organisation, with targets to keep us on track. Each service has its own Business Plan, which sets out the service specific activity carried out and plans for delivering the services into the future.

BUDGET SUMMARY

<u>2019/20</u> <u>Actual</u>		<u>2020/21</u> <u>Original</u> <u>Budget</u>	<u>2020/21</u> <u>Projected</u> <u>Outturn</u> <u>(Oct 20)</u>	<u>2021/22</u> <u>Budget</u>
£000		£000	£000	£000
	<u>Directorate</u>			
618	Chief Executive	1,395	1,395	1,246
4,186	Operations & Commercial Services	4,431	7,601	6,725
11,061	Corporate Resources	12,359	12,959	12,728
194	Shared Services (DDC hosted)	222	221	229
561	Special Revenue Projects	16	16	120
0	Vacancy Allowance	-150	-150	-150
0	Allowance for additional resource requirements	100	100	0
0	Estimated on-going impact of Covid Lockdowns	0	0	1,895
0	Target Savings	0	0	-1,295
16,620	Net Direct Expenditure	18,372	22,142	21,498
	Other Operating Income & Expenditure:			
0	Property Investment & Commercialisation Target	-100	0	0
0	Contingency	146	146	146
74	River Stour Drainage Board	75	75	77
-1,329	Directorate costs recharged to HRA & Capital Projects	-1,647	-1,646	-3,412
15,365	Net Operating Expenditure	16,847	20,717	18,309
	Financing Adjustments:			
-1,389	Revenue Expenditure Funded by Capital Under Statute	-1,124	-1,124	-1,276
-1,692	Interest Receivable	-1,750	-1,570	-1,673
282	Interest Payable	138	288	363
594	Loan Principal Repayments/Borrowing Allowance	1,953	1,953	1,453
-2,205	Total Financing Adjustments	-783	-453	-1,133
3,452	Net Contribution to/(from) Reserves	1,670	140	857
16,612	Total Budget Requirement	17,735	20,404	18,033
	Financed by:			
7,515	Business Rates - Total Income from NDR	8,350	8,070	7,094
56	Revenue Support Grant	57	57	58
0	Lower Tier Services Grant	0	0	360
0	Covid Funding Support	0	3,130	1,301
7,216	Council Tax	7,503	7,203	7,689
112	Council Tax - Collection Fund Surplus / (Deficit)	84	84	40
9	Council Tax - Other S31 Grants	9	9	0
1,729	New Homes Bonus	1,733	1,733	990
1	New Burdens	0	0	0
16,638	Total Financing	17,737	20,286	17,532
-26	General Fund Deficit/(Surplus) for the Year	-2	118	501
-2,539	General Fund Balance at Start of Year	-2,648	-2,565	-2,447
-2,565	Leaving Year End Balances of	-2,650	-2,447	-1,946

GENERAL FUND KEY ELEMENTS

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

Staff Salaries

2. Independent advice on the cost of living increase is received to form the basis of negotiations for the 2021/22 pay settlement and is factored into the budget.

Vacancy Allowance and Organisational Savings

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

Pension Fund

4. The Council's Pension Fund (part of the countywide fund administered by Kent County Council) is subject to actuarial valuation on a three-yearly cycle. The last triennial valuation (the "2019 valuation") of the KCC pension fund started in April 2019 and was implemented from April 2020.
5. DDC pays two contributions to the pension fund; these are "current service rate" (the additional pension earned in year) and a lump sum to finance the existing pension deficit. The actuarial report advised that based on the various assumptions used the current contributions required to meet the cost of pensions being earned today increased from 15.5% to 18.8%.
6. The annual calculations in respect of pension benefits as at 31 March 2019 estimated a decrease in the pension fund deficit for Dover. Dover is paying this deficit off over the next 14 years as agreed with the actuary. As a result, the fixed sum to finance the deficit was increased by £60k from £1.76m to £1.82m (for all staff, including HRA) in 2021/22 and then increased by £70k in 22/23.
7. It should be noted that changes to the pension fund deficit are largely a result of factors outside of the Council's control including increases in pensions payable, increased life expectancy and lower asset values.

General Inflation

8. Setting a guideline level of inflation introduces a risk of "over budgeting". Instead, all managers are asked to consider the specific quantity and price of services they will actually need in the coming year and to reduce expenditure where possible.
9. The other significant area of potential inflation pressures relates to major term contracts. In 2020/21 the assumed level of contract inflation is based on the details of the specific contracts, the state of the market for the specific services and any other relevant factors. For future years it is not realistic to attempt to model contract renewal costs and so for planning purposes a 3% increase in the cost of major term contracts has been assumed. Each 1% variance in contract inflation leads to approximately £100k variance in costs.

Contingency Provision

10. Contingency provision of £146k has been included to meet any unexpected expenditure commitments, if they cannot be contained within other budgets. As part of the budget setting process managers and directors are asked to identify any budgets held for items such as legal or consultants' fees that would only be required if certain circumstances occurred. These budgets have been removed from individual budgets and will be funded from this provision if required for the items identified.

Grants to Organisations

1. The Council makes Grants to Organisations in two ways, by concessionary rentals and by cash payments. The value of grants proposed for 2021/22 totals £325k comprising concessionary rentals of £38k and grant payments of £287k. The Concessionary Rentals are grants given to lessees of the Council properties to support them with their accommodation. The Grants to Organisations are for groups generally supporting services across the district or for those who need support.
2. The grants include contributions to the Citizens Advice Bureau, Your Leisure, KCC and the Neighbourhood Forums allocation. The main difference to the budget for 2021/22 compared to 2020/21, is the removal of the Home improvement Agency grant and the Walmer Paddling Pool payment to Your Leisure. Each of these individual grants, with the organisations' names and the grant purposes, are set out in Annex 9.

Shared Services

3. East Kent Services manage the ICT and Human Resources functions on behalf of Dover, Canterbury and Thanet Councils. They also manage the revenues & benefits and customer services contract with Civica (which started on 1st February 2018) on behalf of the East Kent Councils. Thanet are the accountable body for these arrangements and they will continue to handle the accounting arrangements and be billed by Civica, and they in turn will charge management fees to Dover, as at present.
4. The Council an 8-year contract to carry out recycling, bulky, garden, food & residual waste collections along with street cleansing operations to Veolia Environmental Services (UK), which commenced in 16th January 2021. The contract has been awarded in partnership with Folkestone and Hythe District Council (FHDC) and Kent County Council (as the disposal authority). Dover is the lead on this partnership and manages the client team who oversee the contract from the Dover District Council offices on behalf of the three authorities.
5. East Kent Audit partnership (EKAP), hosted by Dover, provides internal audit services to Dover, Folkestone and Hythe, Canterbury and Thanet (including East Kent Services) Councils.

Interest on Investments

6. The overall interest rates achieved in 2020/21 will depend on the combination of the LIBID rate and the margin it maintains above base rate, the rates for current investments, the prevailing market rates when current investments are renewed, as well as the permissible deposit durations which change according to updated credit rating criteria.

7. The Bank of England base rate has stayed at 0.10% during 2020/21 and is expected to remain at that level for the near future. Uncertainty remains in the financial markets due to the continuing effects of the global pandemic and the post EU transition trade arrangements. As of the 31st December 2020 the Council has a total of £50m invested in pooled investment funds. These are forecast to generate an income return of between 4-5% per annum.
8. The MTFP assumes that the Council's investments overall will earn the General Fund £1,673k (£77k less than the level budgeted for 2020/21), this is due the impact of the global pandemic.

Other Income Streams and Fees and Charges Made by DDC

9. Fees and Charges are reviewed and set annually, with reports approved by Licensing and Regulatory Committees and Cabinet. When setting Fees and Charges managers consider:
 - Cost of providing the service;
 - General market rate for the service;
 - Charges levied by neighbouring authorities;
 - Government guidelines;
 - The last time the fee / charge was increased;
 - Appropriate price points – it is more sensible to increase by rounded amounts every two or three years rather than a few odd pence every year;
 - Impact of the fee upon service use and upon different sections of the community;
 - Impact of service use upon corporate objectives; and
 - Overall income the service generates.
10. The only Fees and Charges that are not included in this process are for car parking, which are the subject of a separate report.
11. The main sources of income and relevant issues are summarised below.

- Car Parking

The Covid-19 pandemic had a significant impact on parking income streams due to on-going national lockdowns and strict travel restrictions on local tourism. The 2020/21 gross income (before costs) for parking fees and penalty charge notices is currently forecast to be performing at c.40% below the original budget.

The 2021/22 service budget has been set at the same level as 2020/21, with an allowance for a 25% reduction in activity levels within the Covid pressures assumptions, partially offset by anticipated Government funding for quarter 1. Additionally, an allowance has been included for additional income for changes to charging proposals to be considered by Cabinet on 1st February 2021.

- Rental Income

The 2021/22 budget forecasts rental income of over £2.3m. This consists of the rent (excluding any costs) for B&Q, Whitfield Court and garages as well as existing rental streams from corporate properties, including the letting of space at DDC's Whitfield offices.

- Development Management

The original budget for Development Management fee income in 2020/21 was £780k incorporating £720k for planning application fees and £60k for pre-application fees. Planning application fee income is standing at £685k to date and it is anticipated that the planning application fee income should achieve target by the end of the financial year. Fee income for pre-application advice has remained steady with a circa £15k increase anticipated by the end of year.

The income budget for 2021/22 has increased by £120k on the planning application fees and £15k on the pre-application fees. Making the budget total £885k. This reflects the Fees and Charges report that has been informed by the expected mix of application types and the anticipated take-up of pre-application advice.

- Licensing

This includes Alcohol, Regulated Entertainment, Taxis, Gambling and other miscellaneous licences. The original budget for 2020/21 was set at £209k. Incomes from the various licensing streams are projected to surpass their targets by the end of the financial year.

The 2021/22 budget has decreased slightly to £184k due to reduced income from numerous areas including: licenses, betting, vehicle checks and the impact from Covid. The overall reduction however has been offset by a decrease in expenditure against the licensing budgets.

- Land Charges

The original 2020/21 budget was £170k. This is expected to have a shortfall of income in year by approximately £15k and is based on the lower number of search requests than expected that have occurred. The 2021/22 budget reflects the anticipated on-going reduction in the number of searches and has been set at £160k. The income reduction is a reflection of free data accessibility and an uncertain property market.

- Green Waste Subscription Service

The Green Waste subscription service original budget for 2020/21 was set at £330K. The 2021/22 budget has been set at £448k based on an estimate of approximately 9,160 subscribers which increased from this year's 6,394 subscribers due to additional residents joining the scheme during the initial lockdown.

- Building Control

The Building Control (BRFE) income is largely dependent upon construction activity. Assumptions about the level of activity combined with the economic forecasts led to a budget of £320k being set for 2020/21. The year-to-date receipts are likely to be below the forecast budget due to the impact of lockdowns on the construction industry. The budget for 2020/21 has been increased to £325k.

12. In total the major fees and charges generate c.£6.5m gross towards the General Fund budget.

OFFICE OF THE CHIEF EXECUTIVE

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

LEADERSHIP SUPPORT

Leadership Support

This team is mainly concerned with the formulation of policy and strategy, including corporate planning, and updates to the annual State of the District, the development and delivery of the Health and Wellbeing agenda and strategic Public Health liaison. The team also supports the Corporate Management Team and the Executive, through project based work, CMT and Leadership Forum co-ordination and attendance.

Communications, PR & Marketing

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

External Funding

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

Design, Print and Postal Services

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

Corporate Services

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

- Provide insurance cover for the Council's assets and liability risks;
- Monitor, report and comment on the Council's performance and benchmark to other authorities where possible to measure efficiency and value for money;

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

STRATEGIC DIRECTOR OF CORPORATE RESOURCES

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

GOVERNANCE & LEGAL SERVICES

Monitoring Officer

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

Data Protection Officer

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

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

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

Legal Services

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

East Kent Human Resources (EKHR)

Human Resources – this Council is the host Authority for the East Kent HR Service, which is a shared service governed under a Joint Committee arrangement (East Kent Services Committee) and shared with Canterbury and Thanet Councils. EKHR also provide HR

services to East Kent Housing. The leadership of this service is delegated to the Head of Collaborative Services who is also the Head of Shared Services. The service is responsible for advising on HR matters including recruitment, retention, absence management, and disciplinary and grievance matters.

Payroll – EKHR also provides and manages a full Payroll provision for the Council and the other partner councils in the shared arrangement. This payroll service includes payment of staff, statutory and other deductions, production of interfaces to the general ledger, the production of statutory returns and liaison with statutory bodies. System security is managed within the team for all users.

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

Democratic Services

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

Chairman and Leader of the Council - The section provides secretarial and administrative support to the Leader of the Council and the Chairman of the Council. In addition, civic events organised by the Chairman to commemorate such events as Merchant Navy Day, Armed Forces Day and Commonwealth Day are organised by the section

Electoral Services

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

FINANCE AND INVESTMENT

Financial Administration

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

Accountancy

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

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

Procurement, Creditors and Income

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

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

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

Affordable Housing Development

The Affordable Housing Development Team includes strategic housing and enabling, affordable housing delivery, community led housing and self-build housing, services and interconnects with many functions carried out by the Council's Planning service and Property Services sections.

Strategic Housing and Enabling - The Council's Strategic Housing service is responsible for developing an effective strategic approach which will help meet the housing needs in the district and contribute to the development of sustainable communities.

The strategic housing function plays an important role in enabling the provision of affordable housing in the district. This is through partnership working with other affordable housing providers such as Registered Providers, through development of new Council Housing stock, direct by the Council, and through liaison with developers to ensure affordable homes are delivered on new housing developments in line with Council Planning Policy.

The service plays an important role liaising with other Council services such as Development Management, Regeneration Delivery and Corporate Property Services as well as external agencies such as Homes England in order to secure new affordable housing in the district.

The service also provides input into a number of key partnerships which aim to deliver improved housing services both county-wide and locally. The Key Partnerships are with Homes England, with whom the Council is an Investment Partner, and with Kent Housing Group.

Affordable Housing Delivery - The Affordable Housing Delivery service was established in 2019 and expanded in 2020. The service exists to directly deliver new Council owned affordable housing. An initial target of a programme of 500 new homes has been approved by Cabinet and the first of these new homes have been completed.

The service predominantly delivers homes for affordable rent, but also delivers shared ownership homes, accessible properties, and interim homes for the homeless.

The Key Partnerships are with Homes England, with whom the Council is an Investment Partner, and with Kent Housing Group.

The service liaises closely with other Council services such as Housing Management, Housing Options, Planning, Property Services, Legal, Governance and Accountancy.

Housing Policy - The Housing Policy service was established in 2020 to provide support to all teams delivering housing services across the Council, in connection with the production of policy information and local and national monitoring returns. The service ensures that all statutory obligations are met in relation to the production of housing strategies and returns.

This service liaises closely with Housing Management, Housing Options, Private Sector Housing and the whole Affordable Housing Development service, and works in partnership with Kent Housing Group.

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

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

REGULATORY SERVICES

Public Protection

- **Food Safety and Hygiene Control** - the Council undertakes visits and inspections of food establishments on a programmed, risk rated basis to ensure that appropriate standards of food hygiene are maintained. It also operates the National Food Hygiene Rating Scheme throughout the area, investigates complaints of unsound food / unhygienic premises and applies infectious disease controls.

- **Health and Safety at Work** - the Council is responsible for investigating accidents (including fatalities) and dangerous occurrences in premises such as offices, shops, warehouses and clubs. A risk-based, targeted and proportionate approach to interventions and enforcement is utilised when ensuring compliance with the relevant Acts and Regulations.
- **Port Health** – Dover District Council is the Port Health Authority for Port of Dover. The Port Health function includes inspections of vessels that enter the Port, such as cross channel ferries and cruise ships, to ensure that food hygiene standards are maintained, to issue Ship Sanitation Certificates to demonstrate that such vessels are free from pests and to undertake a range of imported food controls. At the end of the EU exit transition period the Port Health function significantly increased and includes checks on Organic products, IUU fish products, Products of Animal Origin and High Risk Foods Not of Animal Origin.

Licensing

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

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

Environmental Protection

- **Pollution Control** - the primary aim of the service is to facilitate acceptable standards for those living, working or visiting the district in respect of air, land and water quality. In particular, the team has a key role in fulfilling the Council's statutory duties in relation to Air Quality Management, Contaminated Land and Drinking and Bathing Water Quality.
- **Environmental Protection** - the team responds to service requests relating to a range of public health and environmental issues. There is a statutory duty to investigate potential statutory nuisances, which include noise (from commercial and domestic premises, burglar and car alarms etc.), dust, smoke (e.g. bonfires), odours, fumes, animals, etc. In addition, service requests relating to matters including drainage, rodents, accumulations on private land, filthy and verminous premises and dark smoke from industrial/commercial premises are also responded to.
- **Public Health Act burials** – the team is responsible for arranging funerals undertaken under relevant Public Health legislation.

Environmental Crime

A team of uniformed and non-uniformed staff, combined with an external contractor seek to promote behavioural change through a range of enforcement and educative activities with the aim of creating a cleaner, safer and greener environment. The work of the team is

supplemented and enhanced by partnership working with Kent Police, KCC, Parish Councils etc. The principal focus of this team area is to tackle environmental crimes including:

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

Planning Enforcement

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

Private Sector Housing

Services provided by the Private Sector Housing team comprise:

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

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

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

COMMUNITY AND DIGITAL SERVICES

Community Development

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

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

This is done by building social capital by developing confident communities with a sense of place and who are engaged and empowered in the decision-making process; raising the District's profile to create a sense of pride of place within the community and to raise awareness of opportunities for inward investment; developing partnerships to create opportunities for people to learn new skills through employment and volunteering; building community cohesion through events which bring people together to celebrate and to raise the District's distinctive profile; and working to secure a higher level of external funding into the District to support communities and to develop/broker skills, training and learning opportunities through partnerships with education providers to address local business needs and build self-sufficiency in communities.

Community Safety

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

The Partnership funds many initiatives across the District, tackling community safety issues identified by our communities.

The Dover District Community Safety partnership is a group of agencies who come together to ensure Dover district remains a safe place to live, work and visit.

We have an excellent record of working together and Dover district is one of the safest places to live, work and visit in the county.

We are determined to continue to improve our performance and are confident that with the continued commitment of our partners and by improving our work within the communities, we will succeed in making Dover district a safer place.

The Council is continuing to embed crime reduction activities in all its services (the Section 17 Project).

Encampments, Events, Emergency Planning, Business Continuity and all Safeguarding issues (Child and Adult Protection) and the Disclosure and Barring Service checks within the authority.

CCTV

We have operated a Closed Circuit Television (CCTV) system since 1994. Cameras are strategically located around the town centres in Dover, Deal and Sandwich. The camera network is recorded 24 hours a day, 365 days a year.

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

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

CCTV has proved itself in recent years to be a powerful weapon in the continuing fight against crime, particularly when integrated with other crime reduction methods such as retail 'radio-link' systems.

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

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

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

Digital Services

The Digital Services Team shape and implement the Council's digital vision. Ensure the Council's websites meet customer needs and deliver business objectives to change behaviours and achieve channel shift. Influence the Council's approach to digital, using insight and analytics to understand the customer. Provide advice and guidance to ensure the Council's digital initiatives are aligned and customer focussed.

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

HOUSING SERVICES

Housing Needs

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

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

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

The Council's strategic approach to addressing homelessness has recently been reviewed and the draft Homelessness and Rough Sleeping Strategy 2020-2024 is going to Cabinet in January 2021 for authority to consult. The document builds on past successes and existing partnerships across the Dover District, sets priorities that reflect our commitment to continue developing existing initiatives and an action plan for their achievement.

Housing Management

Dover District Council is the major social landlord in the district. At the time of writing, the HRA has 4,318 dwellings, made up of 2,681 houses and 1,637 flats.

On 20 February 2020 Cabinet confirmed their intention to withdraw from the contract with EKH and return the housing management service in house and on 1 October 2020 the service was successfully returned to the Council. Responsibility for tenancy management and property management / investment is now split between the Strategic Directors of Corporate Resources and Operations & Commercial with teams reporting to each. Housing management service delivery functions are the responsibility of the Strategic Director (Corporate Resources).

The in-house team deliver tenancy and estate management, income collection, resident involvement and anti-social behaviour case management services for tenants living in Dover District Council stock.

Officers at DDC have also assumed project management responsibility for the upgrade of the EKH single IT system to a cloud-based version and for its separation into four distinct contracts.

It is anticipated that EKH will be formally wound up and cease to exist as a legal entity at the end of March 2021.

SHARED SERVICES

EAST KENT AUDIT PARTNERSHIP

This Council is the host of the East Kent Audit Partnership and therefore the team forms part of the directorate. The service delivers an agreed annual internal audit plan, undertakes special investigations and reports to the s151 Officer and also independently to the Governance Committee.

EK SERVICES

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

are outsourced by the East Kent Councils to Civica and EKS acts as a joint strategic client on behalf of the three East Kent Councils)

Revenues

Council Tax has to be calculated, billed and collected for over 52,000 dwellings within the district. Council Tax includes monies billed and collected for Dover District Council, Kent County Council, The Police & Crime Commissioner for Kent, Kent and Medway Fire and Rescue and the district's town and parish councils. The service target is to collect 96.84% of Council Tax in the financial year.

Business Rates / Non Domestic Rates (NDR) also have to be calculated, billed and collected for around 4,000 businesses in the district. NDR is distributed by the council to the Government, KCC, Police, Fire and Rescue. The service target is to collect at least 98.20% of NDR in the financial year.

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

Benefits

The service anticipates that it will pay out benefits and financial assistance to nearly 1,900 council tenants, over 2,800 private tenants and more than 9,200 council taxpayers. Universal Credit has been in place in the district since 2017, and the service will work with the Department for Work and Pensions (DWP) to move those claiming housing benefit to UC between 2020 and 2024.

Customer Services

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

ICT

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

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

STRATEGIC DIRECTOR OF OPERATIONS AND COMMERCIAL

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

COMMERCIAL SERVICES

Refuse and Recycling Collections

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

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

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

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

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

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

Street Cleansing

The section is responsible for the cleansing of the highways and Council owned land, in accordance with the provisions of the Environmental Protection Act 1990 and subsequent Code of Practice on Litter and Refuse (2006). This is carried out in accordance with standards set by Government, which define how quickly the Council has to clear such land. It covers litter, detritus (grit in the gutter), dog fouling, weeds and leaves. These items are collected either manually or by using mechanical sweepers. The section also arranges the emptying of litter and dog waste bins.

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

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

Parking Services

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

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

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

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

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

Parks & Open Spaces

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

The Council has commissioned a range of strategies this year which includes; a Parks & Open Spaces Strategy, a Playing Pitch & Outdoor Sports Provision Strategy & a Play Area Strategy. This work will feed into the development of the Council’s overarching Green Infrastructure Strategy and support the revision of the District Local Plan. The various strategies will help

the Council to plan for future investment and provide a strategic approach to how it manages and delivers future projects.

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

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

White Cliffs Countryside Partnership - The White Cliffs Countryside Partnership was set up 25 years ago to help conserve and enhance the special coast and countryside of Dover and Folkestone & Hythe districts, and make it accessible to all. It is a partnership between Dover District Council, Folkestone & Hythe District Council, Kent County Council, Eurotunnel, Natural England, Environment Agency, Kent Downs AONB Unit, Kent Wildlife Trust, National Trust, British Energy, British Nuclear Group, Affinity Water, Network Rail with financial contributions from the European Regional Development Fund, the Big Lottery and the Heritage Lottery Fund.

Up on the Downs - project now completed

The Finest Dour Project - A National Lottery Heritage Funded Project to raise awareness about the incredibly important River Dour in Dover, through schools, training and community engagement.

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

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

ASSETS & BUILDING CONTROL

This service is divided into a number of key areas:

Asset Management

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

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

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

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

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

Oil Pollution - In accordance with the County of Kent Oil Pollution Response Scheme, the District Council has responsibility to deal with pollutions by oil on beaches and with the threat of oil to beaches and to sea up to a depth of 5.5 metres at low water mark of ordinary tides or to a distance of one mile from the shore, whichever is less. Areas beyond this extent are dealt with by Kent County Council.

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

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

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

Facilities Management

The service covers a number of properties:

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

to commencement of the main NHLF project. which involves major renovations and improvements to the building.

- **Deal Pier** - The present Pier, the third on this site, was officially opened by the Duke of Edinburgh in 1957. It provides opportunities for walking and fishing and has an architectural award winning café at the seaward end, which has been operated very successfully by the new tenant Deal Pier Kitchen Ltd since January 2019. There are two small shops at the entrance. The Pier itself is managed directly by the Council. Substantial maintenance works including concrete repairs, replacement seating, resurfacing of the stem, refurbishment of the pier head buildings, reglazing the shelters on the stem were undertaken during 2018 & 2019. The pier stem lighting is due to be replaced in 2021. Together these improvements have transformed the appearance of the pier and visitor experience.
- **Leisure Centres** – The new Dover District Leisure Centre at Whitfield opened in February 2019 and Places Leisure have reported that both membership levels and visits to the asset are both significantly higher than projections. The centre has been warmly welcomed by the community. The Old Dover Leisure Centre is closed awaiting demolition in early 2020. Tides Leisure and Indoor Tennis Centre provides a wide range of facilities including a beach effect leisure pool with waterslides, ancillary pools, and other features, a four-court sports hall, fitness/health suite and a cafeteria. The Indoor Tennis Centre is an LTA Beacon status site, recognising it's high quality and affordable community tennis programmes. The impact of Covid has been very significant for the leisure industry and Tides and Dover Leisure Centre are no exception the long term impacts are not known at the time of providing this report.

Building Control

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

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

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

Housing Maintenance

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

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

The first priority is to regain full control of the various aspects of health and safety compliance matters, such as electrical safety. A huge amount of hard work from the whole team has seen very significant improvements and there are robust plans in place to complete the job in 2021, captured in the voluntary undertaking that Dover District Council agreed with the Regulator for Social Housing in January 2021.

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

A pilot study involving the refurbishment of the external walls, windows, roof coverings and rainwater goods of houses in Aycliffe will complete in 2021 and will then be evaluated to see if this new approach to planned maintenance delivers cost savings and better outcomes for the tenants concerned.

INWARD INVESTMENT AND TOURISM

The Inward Investment Service and Tourism Service is responsible for attracting funding and private sector investment into the district to aid and support the growth and regeneration agenda identified in the Council's Corporate Plan while also being responsible for the developing tourism role. In addition, the Inward Investment Service and Tourism Service is also engaged on a number of the Council's direct project and strategic ambitions while supporting the Council's role in a number of external regeneration partnership and funding organisations. The Inward Investment and Tourism Service also provides assistance to strategic transportation and planning activities while identifying and implementing opportunities to also promote a positive image for the locality through the regeneration, growth and tourism and visitor agenda.

MUSEUM & TOURISM SERVICES

Dover Museum

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

Tourism & Visitor Economy

This Dover District Council service is the destination management & marketing organisation for the Dover District (including the character towns of Deal, Dover, Sandwich and wider

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

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

Following Dover District Council's new 'Destination White Cliffs Country – Growth Strategy for Tourism and the Visitor Economy 2020 to 2030¹', the Corporate Plan 2020-2024 (Corporate Objective 1: Regeneration – Tourism & Inward Investment) and emerging Local Plan 2020 to 2040, this function has specific responsibility to deliver a diverse range of promotional, engagement and placemaking projects, as well as to provide a clear vision and direction for the district, creating a vibrant destination where everyone is recognised as a visitor and where tourism is everyone's business.

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

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

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

PLANNING, REGENERATION AND DEVELOPMENT

Development Management (Regeneration Projects)

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

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

Development Management (General / Other)

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

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

Local Land Charges

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

Local Plans, Infrastructure and Heritage

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

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

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

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

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

Landowner Projects

The section also has responsibility for assisting with developing and promoting regeneration projects where the Council has a land interest. This will involve negotiating, agreeing and overseeing development agreements with the Council's developer partners and helping to steer projects through either the Local Plan or planning application processes.

Support Services

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

Housing Revenue Account - Draft Budget 2021/22 as at 21/01/21

	<i>19/20 Actual</i>	<i>Original Budget</i>	<i>2021/22 Proposed Budget</i>
	<i>£000</i>	<i>£000</i>	<i>£000</i>
INCOME			
Dwelling Rents	(18,600)	(19,510)	(19,594)
Non-dwelling Rents	(20)	(19)	(19)
Tenant Charges for Services and Facilities	(668)	(656)	(726)
Leaseholder Charges for Services and Facilities	(264)	(240)	(240)
Conts. towards Expend. - Grants for Supporting People	0	0	0
TOTAL INCOME	(19,552)	(20,424)	(20,579)
EXPENDITURE			
Repairs and Maintenance	3,037	3,461	3,982
Supervision and Management	4,639	4,765	4,848
Rents, Rates, Taxes and Other Charges	27	23	23
Negative Subsidy Entitlement (Incl MRA)	0	0	0
Self Financing Settlement Determination	0	0	0
Depreciation of Fixed Assets	2,090	2,069	2,147
Impairment of Fixed Assets	0	0	0
Revaluation Gain - rev of pr yr loss	0	0	0
Debt Management Expenses	34	37	39
Bad Debt Provision	87	250	250
Rent Rebate Subsidy Limitation	4	0	0
TOTAL EXPENDITURE	9,917	10,604	11,289
NET COST OF HRA SERVICES PER AUTHORITY INCOME AND EXPENDITURE ACCOUNT	(9,635)	(9,820)	(9,290)
HRA Share of Corporate and Democratic Core	458	470	908
HRA share of other amounts not allocated to specific services	175	0	0
NET COST OF HRA SERVICES	(9,002)	(9,350)	(8,382)
(Gain)/Loss on Sales of HRA Fixed Assets	(1,296)	0	0
Interest Payable and Similar Charges	2,543	2,532	2,869
Amortisation of Premiums & Discounts	0	0	0
Interest and Investment Income	(18)	(18)	(14)
Pension Int Costs and expected return on pensions assets	313	314	328
(SURPLUS)/DEFICIT FOR THE YEAR ON HRA SERVICES	(7,460)	(6,523)	(5,199)
Amount required by statute to be credited to the HRA Balance for the year (as per the Note to the Statement of Movement below) **	7,997	12,263	6,004
Net (Increase)/Decrease in the Housing Revenue Account Balance before transfers to or from reserves	537	5,741	805
Transfer (from) reserves	(3,591)	(7,634)	(775)
Transfer to reserves	3,060	1,833	0
(Increase)/decrease in year on the HRA balance	6	(60)	30
Impact of Deficit / (surplus) on balances			
Housing Revenue Account surplus brought forward	(1,033)	(1,027)	(1,027)
Housing Revenue Account surplus carried forward	(1,027)	(1,027)	(997)

**** Note to the Statement of Movement on the HRA Account****Items included in the HRA Income and Expenditure Account but excluded from the movement on HRA Balance for the year**

	<i>£000</i>	<i>£000</i>	<i>£000</i>
Net Charges made for retirement benefits in accordance with IAS19	469	430	439
(Gain)/loss on sale of HRA fixed asset	1,296	0	0
	1,765	430	439

Items not included in the HRA Income and Expenditure Account but included in the movement on HRA Balance for the year

Transfer to/(from) the Major Repairs Reserve	2,539	2,606	2,567
Employer's contributions payable to the Pension Fund and retirements benefits payable direct to pensioners	(488)	(314)	(328)
Capital expenditure funded by the HRA	4,181	9,541	3,325
	6,232	11,833	5,565

Net additional amount required by statute to be debited/(credited) to the HRA Balance for the year	7,997	12,263	6,004
---	--------------	---------------	--------------

FOUR YEAR REVENUE BUDGET FINANCIAL PROJECTION

Notes	2020/21 Projected Outturn £000	2021/22 Forecast £000	2022/23 Forecast £000	2023/24 Forecast £000	2024/25 Forecast £000
1	(20,424) Income	(20,579)	(20,579)	(20,579)	(20,579)
	Income Adjustments				
2	Rent increases at CPI + 1% from 2020/21		(490)	(992)	(1,507)
3	Impact of Right to Buy sales on rental income		27	54	82
4	Forecast rent from new stock		(356)	(712)	(1,161)
5	Inflation on leasehold & service charges		(19)	(39)	(59)
	(20,424) Total	(20,579)	(21,417)	(22,268)	(23,224)
6	11,074 Expenditure	12,197	12,197	12,197	12,197
	Expenditure Adjustments				
7	Repairs and Maintenance (2% inflation & add properties)		3,265	3,460	3,658
8	Supervision and Management (2% inflation & add properties)		147	297	450
9	Other Misc expenditure inflation		19	39	59
	11,074 Total	12,197	15,628	15,993	16,365
10	15,091 Other Charges	9,187	9,187	9,187	9,187
11	Increase of capital spend on Works programme		(611)	(478)	(345)
12	Pension backfunding increase				
13	Annual borrowing allowance for capital projects		(57)	(114)	(169)
	15,091 Total	9,187	8,519	8,595	8,673
14	(7,634) Transfer from Housing Initiatives reserve	(775)	(2,775)	(2,325)	(1,825)
15	1,833 Transfer to Housing Initiatives reserve	0	0	0	0
16	(60) NET (SURPLUS) / DEFICIT	30	(46)	(6)	(12)
	Impact on Reserves :-				
	Projected HRA Balance				
	(1,027) Opening balance	(1,088)	(1,058)	(1,104)	(1,110)
17	(1,088) Closing Balance	(1,058)	(1,104)	(1,110)	(1,122)
	Projected Housing Initiatives Reserve Balance				
	(13,438) Opening balance	(13,773)	(12,998)	(10,222)	(7,897)
	(1,833) Contribution to reserve	0	0	0	0
	1,498 Proposed application of reserve	775	2,775	2,325	1,825
18	(13,773) Closing Balance	(12,998)	(10,222)	(7,897)	(6,071)

**THREE YEAR REVENUE BUDGET FINANCIAL
PROJECTION**

Notes

- 1** The gross income budget is taken from the 2020/21 budget at Annex 5.
- 2** Following the rent reduction period the Government has advised that rent increases will return to levels of CPI plus 1%.
- 3** Right to Buy sales have a negative impact on rent income. Based on current levels this has been assumed to reduce rent income by 0.2% per annum.
- 4** Additional income forecast as a result of the proposed increases in stock from the Housing Initiatives projects.
- 5** It is assumed that tenant service charges will increase in line with inflation.
- 6** The gross expenditure budget is taken from the 2020/21 budget at Annex 5.
- 7** It is assumed that repairs & maintenance expenditure will increase in line with inflation.
- 8** It is assumed that supervision & management expenditure will increase in line with inflation.
- 9** Inflationary increases on other expenditure areas.
- 10** Other charges are taken from the 2020/21 budget at Annex 5. These include, capital works, interest payable & receivable & pension charges.
- 11** The 2020/21 budget includes the Housing Initiatives capital projects based on the current programme. The current commitments result in a reduction in spend in future years, this will be reviewed and updated on an on-going basis.
- 12** The HRA share of the Authority's pension deficit is assumed to increase by 5% per annum in line with the Actuary's forecasts.
- 13** The current level of proposed budget for restorative measures on DDC owned stock from the Housing Initiatives Reserve is above the forecast level of the HIR so there is borrowing of £17m over 40 years as of 2019/20
- 14** The level of funding of projects from the Housing Initiatives reserves based on the current programme & forecasts.
- 15** The annual transfer to the Housing Initiatives reserves to support future projects.
- 16** Forecast (surplus) / deficit.
- 17** Forecast HRA Balance.
- 18** Forecast Housing Initiatives Reserve Balance.

ANNEX 5B

Housing Development Projects included in the programme	Total Project Cost £000	Prior years spend £000	Forecast 2020/21 £000	Forecast 2021/22 £000	Forecast 2022/23 £000	Forecast 2023/24 £000
Foxborough Close (2)	459	38	30	296	95	0
Property purchases (90)	13,893	7,853	1,540	1,500	1,500	1,500
Interim Housing - Kimberley Close (16)	1,093	29	300	764	0	0
Interim Housing - Stockdale Gardens (8)	1,162	30	300	832	0	0
Interim Housing - Barwick Road (24)	4,580	120	0	1,460	3,000	0
William Muge & Snelgrove (65)	14,700	7,323	7,377	0	0	0
113 Folkestone Road Development (8)	1,037	96	942	0	0	0
Proposed Housing Developments (24)	9,000	0	0	3,000	3,000	3,000
Whitfield 1A - (26)	5,000	0	0	1,000	3,000	1,000
Salvatori Land (c12)	1,500	0	0	750	750	0
Total Capital Projects			10,488	9,602	11,345	5,500
Financed By:						
Capital Receipts			6,520	0	0	0
Major Repairs Reserve						
Direct Revenue Financing (HRA)						
Borrowing			2,211	7,189	9,900	4150
Excess Right to Buy			1,157	1,367	1,350	1350
Grant & S106 Funding			600	296	95	0
Housing Initiatives Reserve				750	0	0
Sub total	52,425	15,490	10,488	9,602	11,345	5,500

	ACTUAL 2019/20 £000's	ORIGINAL BUDGET 2020/21 £000's	PROJECTED OUTTURN 2020/21 £000's	PROPOSED BUDGET 2021/22 £000's
REVENUE WORKS PROGRAMME				
Term Maintenance	1,100	1,150	1,150	1,250
External Decorations	85	450	450	450
Drainage Works	2	2	2	3
Communal TV Aerials Works	6	15	15	15
Window Repairs	200	200	200	200
Elderly Persons Redecorations	25	25	25	25
Estates Paths, Pavings, Floor Resurfacing	35	70	70	70
Insurance Excess/Storm Damage	2	7	7	7
Vandalism	2	4	4	4
Electrical Safety Inspections & Works	190	50	50	275
Health and Safety Water Inspections & Works	100	25	25	100
Void Properties	700	700	700	800
Heating Servicing & Inspections	650	510	510	540
Lift Maintenance & Inspections	11	11	11	20
Disabled Hoists & Lifts	10	10	10	10
Fire Alarm Servicing & Inspections	80	80	80	60
Door Entry	15	30	30	19
Tenant Compensation	3	3	3	15
Tenants Compact - Dover / Deal / Sandwich & Rural	1	0	0	50
Environmental Improvements	100	100	100	50
TOTAL REVENUE WORKS PROGRAMME	3,316	3,441	3,441	3,962

	ACTUAL 2019/20 £000's	ORIGINAL BUDGET 2020/21 £000's	PROJECTED OUTTURN 2020/21 £000's	PROPOSED BUDGET 2021/22 £000's
CAPITAL WORKS PROGRAMME				
<u>HOUSING REVENUE ACCOUNT SCHEMES</u>				
IMPROVEMENTS				
Reroofing	255	430	806	500
Replacement Doors and Windows	435	375	375	250
Door Entry System Installations	10	50	20	50
Fire Precaution Works	300	350	1,200	200
Heating Renewals	378	700	775	735
Thermal Insulation	10	10	-	10
Asbestos Inspection & Works Programme	320	230	180	200
Structural Repairs	120	80	110	300
Electrical Rewiring Programme	200	300	400	25
Kitchen Replacement Programme	550	555	555	400
Lift Refurbishment	33	40	-	50
Bathroom Replacement Programme	350	355	355	350
Adaptations for Disabled Persons	350	400	148	350
Restorative & Carbon Neutral Programme	-	-	-	1,000
Play areas	-	51	-	-
Provision for ICT	28	-	-	-
Proposed Capital ICT Projects	-	360	360	-
Capital Works Programme Total	3,339	4,286	5,284	4,420
Financed By:				
Capital Receipts	-	-	-	-
Major Repairs Reserve	2,616	2,606	2,606	1,845
Direct Revenue Financing (HRA)	723	1,680	2,678	2,575
Borrowing				
Excess Right to Buy	-	-	-	-
Grant & S106 Funding	-	-	-	-
Housing Initiatives Reserve	-	-	-	-
Total Financed By	3,339	4,286	5,284	4,420
FULL PROGRAMME TOTAL	6,655	7,727	8,725	8,382

MEDIUM TERM CAPITAL PROGRAMME (GENERAL FUND) - 2020/21 - DECEMBER 2020 OUTTURN							
APPROVED BUDGET		PROPOSED BUDGET					
<u>Projects included in the programme</u>	Total £000	Previous years £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Future Years £000	Total £000
Committed General Fund Projects							
<u>Dover Regeneration Projects</u>							
DTIZ - Waterfront	1,038	904	134	0	0	0	1,038
DTIZ Growth Point - Unallocated Grant Funding	87	0	87	0	0	0	87
Bus Rapid Transit project (BRT)	16,220	316	8,204	8,561	439	0	17,520
Dover Market Square public realm improvements	2,791	0	2,791	0	0	0	2,791
Cable Car project	0	0	35	0	0	0	35
Sub total	20,137	1,221	11,251	8,561	439	0	21,472
<u>Other Regeneration Projects</u>							
Aylesham Regeneration Project	1,604	1,557	46	0	0	0	1,604
Discovery Park - Grant no.2 (100% grant funded)	2,722	0	2,722	0	0	0	2,722
Building Foundations for Growth Grant - unallocated funding	21	0	21	0	0	0	21
Sub total	4,347	1,557	2,789	0	0	0	4,347
<u>ICT Projects</u>							
New Financial System	400	317	83	0	0	0	400
New Corporate Software & Hardware	437	268	169	0	0	0	437
Sub total	837	586	252	0	0	0	837
<u>Other projects</u>							
Disabled Facilities Grants:-							
Mandatory Disabled Facilities Grants	1,759	n/a	1,759	0	0	0	1,759
Winter Warmth Grants	50	n/a	50	0	0	0	50
Renovation Grants	5	n/a	5	0	0	0	5
Renovation/PSH Loans	93	n/a	93	0	0	0	93
Empty Homes Loans	115	n/a	115	0	0	0	115
Sandwich Guildhall Forecourt improvement works	0	0	20	280	100	0	400
Tides LC refurbishment	1,120	758	72	130	130	30	1,120
Dover Museum & Bronze Age Boat - Essential Works	276	48	228	0	0	0	276
Whitfield Offices - Capital Works	220	197	23	0	0	0	220
Dover Town Hall-Urgent Repairs	550	134	116	300	0	0	550
Sandwich Quay - dredge & install fenders	50	39	11	0	0	0	50
Deal Pier - Capital Works	1,363	1,134	229	0	0	0	1,363
DTIZ enhancement works	120	120	0	0	0	0	120
Kearsney Café fit-out	100	0	100	0	0	0	100
CCTV upgrade & relocation / Town Centre WIFI	280	276	4	0	0	0	280
Maison Dieu restoration (Dover Town Hall)	722	567	155	0	0	0	722
Maison Dieu major restoration works(Dover Town Hall) - Delivery Phase	65	0	65	4,723	4,723	0	9,510
Street-lighting works	935	559	376	0	0	0	935
Deal Beach Management 2015-20 (100% grant funded)	1,750	367	1,062	321	0	0	1,750
Parks for People - Kearsney Abbey & Russell Gardens	3,261	2,260	1,001	0	0	0	3,261
Dover Leisure Centre - new facility provision	26,200	25,891	309	0	0	0	26,200
Old Dover Leisure Centre demolition	600	166	434	0	0	0	600
New museum storage facility	750	0	200	550	0	0	750
Property Acquisition - 3 - 55-61 Castle St	1,398	694	704	0	0	0	1,398
Sub total	41,781	33,209	7,131	6,304	4,953	30	51,626
Sub total of Committed General Fund Projects	67,102	36,573	21,423	14,865	5,392	30	78,282
<u>General Fund Projects - Proposed Projects</u>							
Capital Contingency	106	0	106	0	0	0	106
Sandwich Guildhall Forecourt improvement works	0	0	0	650	0	0	650
Victoria Park-Play Area (S106 funded)	37	0	0	0	37	0	37
St Margarets Bay coast protection works (grant funded)	150	0	0	150	0	0	150
Kearsney Abbey / Russell Gardens-play area/disabled facilities access	60	0	60	0	0	0	60
Street-lighting works	200	0	0	0	0	200	200
Dover Town Hall - DDC contribution to major refurbishment works	4,835	0	0	0	0	0	0
Public toilets refurbishment	50	0	0	50	0	0	50
Replacement coin sorter & counter	12	0	0	0	0	0	0
Dolphin House - balconies	200	0	0	200	0	0	200
Strategic Land Purchase - Dover	2,000	0	0	0	0	700	700
Dover Town Hall - essential repairs	0	0	0	0	0	0	0
Dover Market Square project	150	0	0	150	0	0	150
Disabled Facilities Grants	0	0	0	0	0	0	0
Whitfield Offices - install PVs	200	0	0	200	0	0	200
Town Centre Regeneration Fund / Future High St bid match funding	2,500	0	233	574	1,381	312	2,500
Sandwich Quay	150	0	0	150	0	0	150
Cable Car project	1,500	0	715	750	0	0	1,465
Kearsney Café CCTV	0	0	0	45	0	0	45
Discovery Centre District Archive	0	0	0	250	0	0	250
Disabled Facilities Grants	0	0	0	1,276	0	0	1,276
Sub total of General Fund Proposed Projects	12,150	0	1,114	4,445	1,418	1,212	8,189
General Fund Projects Total	79,252	36,573	22,537	19,309	6,810	1,242	86,471

MEDIUM TERM CAPITAL PROGRAMME (GENERAL FUND) - 2020/21 - DECEMBER 2020 OUTTURN							
APPROVED BUDGET		PROPOSED BUDGET					
Projects included in the programme	Total £000	Previous years £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Future Years £000	Total £000
Financed by:							
Capital projects financed in previous financial years	36,573	36,573	0	0	0	0	36,573
Capital receipts - General Fund	9,777	n/a	3,233	3,490	1,950	1,092	9,765
Capital receipts - General Fund - 21/22 amendment (Cable Car)	0	n/a	0	(750)	0	0	(750)
Capital receipts - General Fund	0	n/a	0	295	0	0	295
Capital receipts - General Fund (Dover Regeneration)	250	n/a	250	0	0	0	250
Capital receipts - DFG Grant Repayments	156	n/a	156	0	0	0	156
Capital receipts - PSH Loan receipts	208	n/a	208	0	0	0	208
Direct Revenue Financing:-							
General Fund	295	n/a	95	1,020	170	0	1,285
HRA	38	n/a	38	0	0	0	38
Heritage Lottery Fund Grant (Parks for People-Kearsney)	1,001	n/a	1,001	0	0	0	1,001
Heritage Lottery Fund Grant (Maison Dieu restoration - Dover Town Hall)	41	n/a	41	0	0	0	41
Section 106 Funding	37	n/a	0	0	37	0	37
Grants:-							
Growth Point Grant Funding	107	n/a	107	0	0	0	107
KCC Better Care Fund (Disabled Facilities Grant)	1,653	n/a	1,653	0	0	0	1,653
KCC Better Care Fund (Disabled Facilities Grant) - estimate	0	n/a	0	1,276	0	0	1,276
Coastal Communities Fund (Dover Market Sq proj)	2,441	n/a	2,441	0	0	0	2,441
Environment Agency (Deal Beach Management 2015-20)	1,383	n/a	1,062	321	0	0	1,383
Environment Agency (St Margarets Bay coast protection works)	150	n/a	0	150	0	0	150
MHCLG Building Foundations for Growth Grant (Discovery Park)	2,743	n/a	2,743	0	0	0	2,743
Sport England - (new Dover Leisure Centre)	45	n/a	45	0	0	0	45
Homes England (BRT)	15,784	n/a	8,059	7,725	0	0	15,784
National Lottery Heritage Funding (Maison Dieu-delivery)	0	n/a	0	2,135	2,135	0	4,270
Grant funding (TBC) - Cable Car	0	n/a	0	750	0	0	750
Other reserves:-							
- Cluster Prep	29	n/a	29	0	0	0	29
- Special projects	100	n/a	120	280	100	0	500
- ICT	152	n/a	152	0	0	0	152
- District Regeneration & Economic Development	3,919	n/a	84	1,918	1,918	0	3,919
- SEEDA-Dover Regeneration	150	n/a	0	0	0	150	150
- Developer Agreement Receipt	100	n/a	100	0	0	0	100
PWLB borrowing - Property Acquisition	704	n/a	704	0	0	0	704
PWLB borrowing - other	1,000	n/a	0	500	500	0	1,000
Salix loan - Street-lighting works	218	n/a	218	0	0	0	218
Salix loan - Whitfield Offices-install PVs	200	n/a	0	200	0	0	200
Unsupported borrowing	0	n/a	0	0	0	0	0
Total	79,252	36,573	22,537	19,309	6,810	1,242	86,471
Notes							
1) Dover Regeneration projects comprise a single capital budget. Virement between the lines within this project are delegated to the Director of Finance to approve.							
2) Authorisation to approve projects up to £50k included on the Programme delegated to Director of Finance, Housing & Community in consultation with the Portfolio Holder for Corporate Resources & Performance.							
3) Authorisation of projects funded from the Capital Contingency delegated to Director of Finance, Housing & Community in consultation with the Portfolio Holder for Corporate Resources & Performance.							
4) Delegated authority to the Director of Finance, Housing and Community, in consultation with the Portfolio Holder responsible for Finance, to: Authorise project overspends up to a maximum of 10% or £100k (whichever is lower); and apply relevant financing resources to cover.							

Capital Receipts Summary as at 31/12/20

Capital Receipt Category	2019/20 Opening Balance £000	Receipts in year £000	Allocated to Projects £000	2020/21 Opening Balance £000	Anticipated future income £000	MTCP Project Funding £000	New Bids 2021/22 MTFP £000	Available funding £000
Ring Fenced for 1:4:1 Affordable Housing	(4,334)	(1,388)	1,572	(4,150)	(1,676)	4,459	1,367	0
Ring fenced for Private Sector Housing	(417)	(93)	353	(157)	(51)	208	0	0
Ring fenced for Dover Regeneration	(250)	0	0	(250)	0	250	0	0
Ring fenced for Aylesham contractual commitments	(776)	0	0	(776)	(278)	0	1,054	0
Ring fenced for DFGs	(83)	(73)	0	(156)	(14)	156	14	0
Un-ringfenced capital receipts	(12,286)	(865)	1,835	(11,316)	0	9,015	295	(2,006)
Total	(18,146)	(2,419)	3,760	(16,805)	(2,019)	14,088	2,730	(2,006)

SPECIAL REVENUE PROJECTS - 2020/21 OUTTURN

<u>SPECIAL REVENUE PROJECTS</u>	Capital / Revenue	Total Approved Budget £000	Prior Years Exp £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Future years £000	Total Revised Budget £000
<u>Committed Special Revenue Projects</u>								
Corporate Property Maintenance	R	155	n/a	155	0	0	0	155
Dover District Transportation Study	R	204	149	132	0	0	0	281
Duke of York Roundabout Design	R	39	29	0	0	0	0	29
Commonwealth War Memorial-Dover	R	500	484	16	0	0	0	500
Property Strategy-external support	R	200	90	50	50	10	0	200
Food Waste Promotion	R	47	19	28	0	0	0	47
LDF Plan	R	285	127	158	0	0	0	285
Dover Regeneration - enabling costs	R	160	96	65	0	0	0	160
North Deal Land Study	R	300	150	0	0	0	0	150
Resurfacing Car Parks & DDC owned access roads	R	240	162	78	0	0	0	240
Clarendon Field - safety boundary fence	R	30	2	28	0	0	0	30
Butts - access bridge works	R	30	1	29	0	0	0	30
Contribution to Open Golf event	R	180	119	61	0	0	0	180
East Kent Waste 2021	R	200	87	113	0	0	0	200
Beach Huts - refurbishments	R	50	34	16	0	0	0	50
Property Renovations grant scheme	R	300	117	150	0	33	0	300
Old St James Church works	R	190	29	161	0	0	0	190
Future High Streets Fund - business case	R	150	0	150	0	0	0	150
Reopening High Streets Safely Fund	R	105	0	105	0	0	0	105
Project feasibility costs	R	50	10	40	0	0	0	50
Astor Theatre repair	R	20	0	20	0	0	0	20
Timeball Tower works	R	80	0	10	70	0	0	80
Parks - General Repairs (walls, fences, lakes, structures etc)	R	116	108	8	0	0	0	116
Sub total - committed projects		3,631	1,812	1,574	120	43	0	3,548
<u>ICT Infrastructure Investment Projects</u>								
Payment Card Industry (PCI) Compliance	R	35	32	3	0	0	0	35
IDOX Upgrade - Planning, Building Control & Property Services	R	85	75	10	0	0	0	85
Regulatory Services - purchase IDOX Uniform database	R	65	26	39	0	0	0	65
Windows 2008 Servers & SQL 2008 Databases upgrade	R	18	6	12	0	0	0	18
AIM upgrade	R	11	6	6	0	0	0	11
Website Accessibility Audit	R	30	0	30	0	0	0	30
Uniform Database Server replacement	R	12	0	12	0	0	0	12
Back up solution - renewal licences	R	0	0	7	0	0	0	7
ICT Reserve funded - small projects	R	16	1	14	0	0	0	16
Sub total - committed ICT projects		271	145	132	0	0	0	277
<u>Capital projects in capital programme financed from reserve:</u>								
Provision allocated to capital programme to finance capital projects	C	100	n/a	120	280	100	0	500
Total committed projects		4,002	1,957	1,826	400	143	0	4,326
<u>Proposed Projects</u>								
Special Revenue Contingency	R/C	66	0	66	0	0	0	66
Gazen Salts - nature reserve works	R	25	0	25	0	0	0	25
Sandwich Town place-making	R	1,050	0	0	0	0	0	0
Closed churchyard repairs	R	50	0	0	50	0	0	50
Paths & Structures in Parks & Open Spaces	R	50	0	50	0	0	0	50
Corporate Property Maintenance	R	50	0	0	0	0	50	50
Museum Lighting Improvements	R	69	0	0	69	0	0	69
Kearsney Abbey / Russell Gdns - contingency	C/R	250	0	250	0	0	0	250
CAB alterations to co-locate Deal & Dover CABs	R	30	0	30	0	0	0	30
Duke of York & Whitfield roundabout study	R	40	0	40	0	0	0	40
Dover Tourism signage - only to proceed with external funding	R	30	0	30	0	0	0	30
Aylesham Leisure allocation	R	200	0	200	0	0	0	200
Climate change initiatives	R	475	0	80	395	0	0	475
Support for organisational changes	R	500	0	500	0	0	0	500
Town Centre Regeneration	R	0	0	0	1,200	0	0	1,200
Public conveniences refurbishments	C/R	0	0	0	50	0	0	50
Sub total - proposed projects		2,885	0	1,271	1,764	0	50	3,085
<u>ICT Infrastructure Investment - Proposed Projects</u>								
Corporate Digital Projects	R/C	1,547	0	416	375	375	375	1,541
Regulatory Services - handheld systems	R	20	0	20	0	0	0	20
Sub total - ICT proposed projects		1,567	0	436	375	375	375	1,561
Proposed balance to transfer to capital projects	C	0	n/a	0	0	0	0	0
Total proposed projects		4,452	0	1,707	2,139	375	425	4,646
GRAND TOTAL		8,454	1,957	3,532	2,539	518	425	8,971

<u>SPECIAL REVENUE PROJECTS</u>	Capital / Revenue	Total Approved Budget £000	Prior Years Exp £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Future years £000	Total Revised Budget £000
<u>Special Projects Financing</u>								
Special Projects financed in previous years		1,957	1,957	0	0	0	0	1,957
Special Project Reserve		3,161	0	1,665	1,014	283	200	3,161
Special Project Reserve		50	0	0	50	0	0	50
ICT Reserve		894	0	330	188	188	188	894
Regeneration Reserve		282	0	223	50	10	0	282
SEEDA-Dover Regen Reserve		69	0	69	0	0	0	69
HCA-Dover Regen Reserve		6	0	6	0	0	0	6
Major Events Reserve		61	0	61	0	0	0	61
LDF Reserve		5	0	5	0	0	0	5
Planning Grant Reserve		4	0	4	0	0	0	4
Backfunding Equalisation Reserve		500	0	500	0	0	0	500
KCC & Dover Growth Fund Reserve		1,200	0	0	1,200	0	0	1,200
HM Treasury grant		16	0	16	0	0	0	16
Future High Streets Fund (MHCLG grant)		150	0	150	0	0	0	150
Reopening High Streets Safely Fund		105	0	105	0	0	0	105
Planning grant		17	0	17	0	0	0	17
Local Authority contributions		105	0	105	0	0	0	105
S106		200	0	200	0	0	0	200
External contributions		30	0	30	0	0	0	30
HRA		160	0	47	38	38	38	160
TOTAL		8,971	1,957	3,532	2,539	518	425	8,971

<u>Remaining balance in Special Projects reserve</u>	
Balance at 1 April 2020	4,902
Allocation to projects in 20/21	-1,665
Allocation from General Fund for 20/21	0
Balance at 31 March 2021	3,237
Proposed allocation to projects in 21/22 & future years	-1,496
Proposed allocation to new projects in 21/22 & future years	-50
Allocation from General Fund for 21/22	0
Balance after future years allocations	1,691

<u>Remaining balance in ICT Reserve</u>	
Balance at 1 April 2020	705
Allocation to Spec Rev projects in 20/21	-330
Allocation to Capital projects in 20/21	-152
Reduction re funding for Data Capture officer - 20/21	-17
Allocation to Gen Fund re annual subs re MS365 (part of new corp software/hardware project) - Year 1 only	-42
Allocation from General Fund for 20/21	127
Balance at 31 March 2021	291
Proposed allocation to Spec Rev projects in 21/22 & future years	-564
Proposed allocation to Capital projects in 21/22 & future years	0
Proposed allocation to new projects in 21/22 & future years	0
Allocation from General Fund for 21/22	115
Allocation from General Fund for 22/23	115
Allocation from General Fund for 23/24	115
Balance after future years allocations	72

<u>Remaining balance in Major Events Reserve</u>	
Balance at 1 April 2020	104
Allocation to projects in 20/21	-61
Allocation from General Fund for 20/21	20
Balance at 31 March 2021	63
Proposed allocation to projects in 21/22 & future years	0
Allocation from General Fund for 21/22	20
Balance after future years allocations	83

GRANTS TO CONCESSIONARY RENTALS 2021-22**2020/21 2021/22**

£	£		
50	50	Sandwich Tennis Club	Lease Of Tennis Courts In Sandown Road, Sandwich
75	75	Aylesham Parish Council	Lease Of 1.82 Acres At Market Square, Aylesham
225	225	Dover Bowling Club	Lease Of Pavilion In Maison Dieu Gardens, Dover
355	355	Victoria Park Bowling Club	Rent Of Pavilion, Victoria Park, Deal
150	150	Aylesham Parish Council	Lease Of 7.7 Acres Adjoining Hill Crescent, Aylesham
325	0	Deal & Walmer Angling Club	Lease Of Angling Cabin On Deal Pier - not in use
450	0	Capel-Le-Ferne Parish Council	Lease Of Land In Lancaster Avenue For Use Of Playing Field no longer required
1,225	1,225	Dover Rugby Football Club	Rent Of Crabble Pavilion, River (Our Half Of The 7 Months @50% Of £4,200)
1,750	1,750	Dover Rugby Football Club	Rent Of Crabble Pavilion, River (We Pay The Remaining 5 Months @ 100% Of £4,200)
2,500	2,500	Dover Athletic Football Club	
			Orange Telephone Mast 50% Of Rental Fee (Dover Ath Keep All Income As Part Of Our Support For Them - Grant Reflects Payment To Code Instead Of Their Payment Of Our Half In Original Deal)
8,000	8,000	Dover Athletic Football Club	Lease Of Ground At Crabble Athletic, River
10,000	10,000	Dover Citizen's Advice Bureau	Rent Of 1st Floor Dover Area Office
10,000	10,000	Deal Citizen's Advice Bureau	Lease Of The Cedars, 26 Victoria Road, Deal
3,250	3,250	Cross Links	9 Sheridan road
38,355	37,580	In most cases, the above shows a 50% grant or more reduction in the rental charges for DDC properties or income generating sites	

2020/21	2021/22	Change	
£	£	%	
100,350	100,350	0%	Your Leisure Budget agreed as £100,350 for Tides 2021/22
5,000	0	-100%	Your Leisure A grant of £5k to YL for Walmer Paddling Pool lease ends 31/3/21.
1,500	1,500	0%	Pegasus Playscheme Provision of a playscheme for children with disabilities
1,500	1,500	0%	Age Concern Provision of area office services.
3,000	3,000	0%	Kent County Council Contribution to Sports Partnership
4,500	4,500	0%	Gazen Salts Nature Reserve To assist in managing and maintaining the reserve
10,000	16,000	60%	Sandwich Town Cricket Club To assist the Club in defraying its expenditure in managing, maintaining and improving the Recreation Grounds at The Butts & Gazen Salts.
10,000	10,000	0%	Dover Outreach Centre Grant towards the Winter Shelter costs.
12,000	12,000	0%	Dover Rugby Club For ground maintenance at Crabble Athletic Ground, covered by saving made in the Landscape maintenance contract.
1,000	1,000	0%	Victoria Bowls Contribution to running expenses of the Club
4,000	4,000	0%	Dover Bowling Club Grant towards grounds maintenance at Dover Bowling Green. Covered by savings within the grounds maintenance budget. Reducing scale as per agreement letter dated 01 April 2017.
102,000	102,000	0%	Dover Citizen's Advice Bureau £97k CAB Core Funding grant inc £10k from HRA, plus £3,500 service charge contribution and £1,500 Other potential services.
22,500	22,500	0%	Neighbourhood Forums Grant to support voluntary and community organisations. *Any variances will most likely be caused by extra money available due to money raised through the Dover Lotto
8,000	0	-100%	Home Improvement Agency "Intouch" Housing Improvement Agency funding not required 21/22
5,000	5,000	0%	Deal Town Council Astor Theatre grant
3,500	3,500	0%	Actions with Communities in Rural Kent Contribution to rural housing
293,850	286,850		