

## BUDGET SUMMARY

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

### General Fund Service Expenditure by Cost Type

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

**GENERAL FUND KEY FIGURES - EXPENDITURE**

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

**Notes**

<sup>1</sup> Excludes EKS Management Fees & WCLP

**GENERAL FUND KEY FIGURES - INCOME**

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

## GENERAL FUND KEY ELEMENTS

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

### Staff Salaries

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

### Vacancy Allowance and Organisational Savings

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

### Pension Fund

4. The Council's Pension Fund (part of the countywide fund administered by Kent County Council) is subject to actuarial valuation on a three-yearly cycle. The next triennial valuation of the KCC pension fund is expected to be carried out in March 2022 and implemented from April 2023.
5. DDC pays two contributions to the pension fund; these are "current service rate" (the additional pension earned in year) and a lump sum to finance the existing pension deficit. The actuarial report advised that based on the various assumptions used the current contributions required to meet the cost of pensions being earned today is 18.8% of payroll per annum.
6. The annual calculations in respect of pension benefits as at 31 March 2019 estimated a decrease in the pension fund deficit for Dover. Dover is paying this deficit off over the next 13 years as agreed with the actuary. As a result, the fixed sum to finance the deficit was increased by £70k from £1.82m in 2021/22 (for all staff, including HRA) to £1.89m in 2022/23.
7. It should be noted that changes to the pension fund deficit are largely a result of factors outside of the Council's control including increases in pensions payable, increased life expectancy and lower asset values.

### General Inflation

8. Setting a guideline level of inflation introduces a risk of "over budgeting". Instead, all managers are asked to consider the specific quantity and price of services they will actually need in the coming year and to reduce expenditure where possible.
9. The other significant area of potential inflation pressures relates to major term contracts. In 2022/23 the assumed level of contract inflation is based on the details of the specific contracts, the state of the market for the specific services and any other relevant factors. For future years it is not realistic to attempt to model contract renewal costs and so for planning purposes a 2% increase in the cost of major term contracts has been assumed. Each 1% variance in contract inflation leads to approximately £65k variance in costs.

### Contingency Provision

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

### Grants to Organisations

1. The Council makes Grants to Organisations in two ways, by concessionary rentals and by cash payments. The value of grants proposed for 2022/23 totals £318k comprising concessionary rentals of £30k and grant payments of £288k. The Concessionary Rentals are grants given to lessees of the Council properties to support them with their accommodation. The Grants to Organisations are for groups generally supporting services across the district or for those who need support.
2. The grants include contributions to the Citizens Advice Bureau, Your Leisure, KCC and the Neighbourhood Forums allocation. The main difference to the budget for 2022/23 compared to 2021/22, is the removal of the concessionary grant to Deal's Citizens Advice Bureau towards the lease of The Cedars as they no longer occupy this building. Each of these individual grants, with the organisations' names and the grant purposes, are set out in Annex 9.

### Shared Services

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

### Interest on Investments

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

7. The Bank of England base rate stayed at 0.10% until December 2021 when it was increased to 0.25% and it is anticipated that the Bank of England will increase the rate by a further 0.25% before 31 March 2021 in order to try and reduce the impact higher than forecast inflation. Some uncertainty remains in the financial markets due to the continuing effects of the global pandemic and the post EU transition trade arrangements. As of 31<sup>st</sup> December 2021 the Council has a total of £50m invested in pooled investment funds. These are forecast to generate an income return of between 4-5% per annum.
8. The MTFP assumes that the Council's investments overall will earn the General Fund £1,640k (£33k less than the level budgeted for 2021/22), this is due the impact of the global pandemic.

#### Other Income Streams and Fees and Charges Made by DDC

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

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

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

- Rental Income

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

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

- Development Management

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

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

- Licensing

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

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

- Land Charges

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

- Green Waste Subscription Service

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

- Building Control

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

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



## THREE YEAR REVENUE BUDGET FINANCIAL PROJECTION

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

**THREE YEAR REVENUE BUDGET FINANCIAL  
PROJECTION**

**Notes**

- 1** The net budget is taken from the 2022/23 budget at Annex 1.
- 2** Increased salary costs reflect assumed inflation at 2% pay settlement for the planning period.
- 3** Pension backfunding reflects the increases in backfunding required by the fund actuaries based on the current triennial valuation.
- 4** Inflation on major contracts has been assumed at 2% for the planning period.
- 5** Inflation on all other expenditure will aim to be limited to the current budget level, however a small allowance of 2% has been forecast to allow some limited growth.
- 6** Increases in general income received (excluding specifically budgetted items such as car parking) assumed at 2% inflation.
- 7** Total corporate adjustments.
- 8** Forecast NDR funding, including impact of inflation & assumptions for impact of inflation and business changes.
- 9** It is anticipated that RSG will cease from 2023/24.
- 10** It is anticipated that the Lower Tier Services and 2022-23 Services grants will cease from 2022/23.
- 11** The collection fund surplus is distributed to the precepting authorities pro rata to their share of the precepts.
- 12** Council Tax is forecast to increase by £4.95 (band D) per annum for the rest of the planning period. A 1% per annum increase in the tax base has also been assumed.
- 13** New Homes Bonus forecast to reduce proportionately over the next 4 years.
- 14** Additional funding received in 2021/222 is assumed to cease from 2022/23.
- 15** Forecast (surplus) / deficit.
- 16** Target savings / income required in future years.
- 17** Revised (surplus) / deficit after target savings.
- 18** Proposed one-off transfer to Smoothing reserve in 2022/23.
- 19** Forecast General Fund Balance.

## **OFFICE OF THE CHIEF EXECUTIVE**

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

### **LEADERSHIP SUPPORT**

#### **Leadership Support**

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

#### **Communications, PR & Marketing**

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

#### **External Funding**

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

#### **Creative Services**

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

## **GOVERNANCE, LEGAL AND HR & PAYROLL**

#### **Monitoring Officer**

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

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

### **Data Protection Officer**

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

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

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

### **Legal Services**

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

### **HR & Payroll**

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

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

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

### **Democratic Services**

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

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

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

### **Corporate Services**

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

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

### **Electoral Services**

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

## **COMMUNITY AND DIGITAL SERVICES**

### **Community Development**

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

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

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

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

## **Community Safety**

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

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

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

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

## **CCTV**

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

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

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

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

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

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

### **Digital Services**

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

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

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

## Chief Executive

Budget 2022/2023

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



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

## **STRATEGIC DIRECTOR OF CORPORATE RESOURCES**

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

### **FINANCE AND INVESTMENT**

#### **Financial Administration**

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

#### **Accountancy**

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

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

#### **Procurement, Creditors and Income**

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

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

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

#### **Strategic Housing**

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

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

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

- **Community Led Housing** - The Community Led Housing service was established in 2018 following the award of government funding. The service supports our communities to become involved in the delivery of new affordable homes in the district. A hub has been established to provide information, support, education and start-up grants for communities. The hub works closely in partnership with the other East Kent Authorities, and also with the newly created Kent Community Housing Hub, as well as with national organisations supporting community led development.
- **Self Build Housing** - The statutory functions relating to self-build under the Housing and Planning Act 2016, including the maintenance of a self build register and support for self build in the district are delivered via the Self-build housing service. This service provides information and training to potential self builders and liaises closely with Development Management in relation to the availability of self build plots in the district.

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

## **HOUSING SERVICES**

### **Housing Needs**

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

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

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

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

### **Housing Management Service**

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

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

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

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

## **REGULATORY SERVICES**

### **Licensing**

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

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

### **Environmental Protection**

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

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

### **Environmental Crime**

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

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

### **Planning Enforcement**

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

### **Private Sector Housing**

Services provided by the Private Sector Housing team comprise:

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

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

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

## **PORT HEALTH & PUBLIC PROTECTION DEPARTMENT**

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

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

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

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

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

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

## **SHARED SERVICES**

### **East Kent Audit Partnership**

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

## **EK Services<sup>1</sup>**

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

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

## **Revenues**

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

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

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

## **Benefits**

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

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

## **Customer Services**

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

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

## **ICT**

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

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



## Corporate Resources

Budget 2022/2023

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

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

## **STRATEGIC DIRECTOR OF OPERATIONS AND COMMERCIAL**

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

### **COMMERCIAL SERVICES**

#### **Refuse and Recycling Collections**

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

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

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

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

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

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

#### **Street Cleansing**

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

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

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

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

### **Parking Services**

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

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

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

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

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

### **Parks & Open Spaces**

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

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

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

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

### **White Cliffs Countryside Partnership**

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

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

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

#### **The Finest Dour Project**

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

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

#### **Kearsney Parks for People - now completed**

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

## **ASSETS & BUILDING CONTROL**

This service is divided into a number of key areas:

### **Asset Management**

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

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

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

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

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

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

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

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

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

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

### **Facilities Management**

The service covers a number of properties;

- **Dover Town Hall (Maison Dieu), Dover** - The main facilities at Dover Town Hall are the Stone Hall, Connaught Hall and the Council Chamber. There are also other smaller areas available for hire. The facilities are used for a variety of functions including wedding receptions, dinners, parties, dances, concerts, theatre, exhibitions, seminars, elections etc. but have been closed due to Covid the lease with Your Lease is due to be terminated in spring 2021 in order to facilitate major renovations and restoration of Burgess decorations and features. The Council was successful in the stage 2 bid to the Heritage Lottery Fund in September 2020. Enabling work is being undertaken prior to commencement of the main NHLF project. which involves major renovations and improvements to the building.
- **Deal Pier** - The present Pier, the third on this site, was officially opened by the Duke of Edinburgh in 1957. It provides opportunities for walking and fishing and has an architectural award winning café at the seaward end, which has been operated very successfully by the new tenant Deal Pier Kitchen Ltd since January 2019. There are two small shops at the entrance. The Pier itself is managed directly by the Council. Substantial maintenance works including concrete repairs, replacement seating, resurfacing of the stem, refurbishment of the pier head buildings, reglazing the shelters on the stem were undertaken during 2018 & 2019. Together these improvements have transformed the appearance of the pier and visitor experience.
- **Leisure Centres** - The new Dover District Leisure Centre at Whitfield opened in February 2019 and Places Leisure have reported that both membership levels and visits to the asset are both significantly higher than projections. The centre has been warmly welcomed by the community. Tides Leisure and Indoor Tennis Centre provides a wide range of facilities including a beach effect leisure pool with waterslides, ancillary pools, and other features, a four-court sports hall, fitness/health suite and a cafeteria. The Indoor Tennis Centre is an LTA Beacon status site, recognising its high quality and affordable community tennis programmes. The impact of Covid has been very significant for the leisure industry and Tides and Dover Leisure Centre are no exception the long term impacts are not known at the time of providing this report.

## **Building Control**

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

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

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

## **Housing Maintenance**

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

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

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

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

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

## **INVESTMENT, GROWTH AND TOURISM**

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

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

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<sup>1</sup> Reflecting the priorities and aims of the UK Government's 'Industrial Strategy' and 'Tourism Sector Deal'.

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

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

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

## **MUSEUM & TOURISM SERVICES**

### **Dover Museum**

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

### **Tourism & Visitor Economy**

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

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

Following Dover District Council's new 'Destination White Cliffs Country – Growth Strategy for Tourism and the Visitor Economy 2020 to 2030<sup>2</sup>', 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.

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<sup>2</sup> Reflecting the priorities and aims of the UK Government's 'Industrial Strategy' and 'Tourism Sector Deal'



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

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

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

## **PLANNING, REGENERATION AND DEVELOPMENT**

### **Development Management (Regeneration Projects)**

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

### **Development Management (General / Other)**

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

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

### **Local Land Charges**

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

## **Local Plans, Infrastructure and Heritage**

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

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

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

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

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

## **Landowner Projects**

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

## **Support Services**

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

## Operations and Commercial

Budget 2022/2023

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

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

Costs controlled by Head of Service						
2021/22 Sub-total	Description	FTE	Employees	Other Costs	Income	2022/23 Sub total
664,797	REGENERATION DELIVERY TRADING	11.97	674,789	41,464	( 6,900)	709,353
965,956	DEVELOPMENT MANAGEMENT TRADING	24.53	1,187,493	51,273	-	1,238,766
( 767,460)	DEVELOPMENT MANAGEMENT		-	78,622	( 1,005,200)	( 926,578)
-	FARTHINGLOE PROJECT		-	-	-	-
-	AYLESHAM DEVELOPMENT		-	30,000	( 43,200)	( 13,200)
3,000	PLANNING DELIVERY GRANT		-	3,000	-	3,000
490	CONSERVATION & HERITAGE		-	540	-	540
-	BROWNFIELD REGISTER		-	-	-	-
4,000	DOVER DISTRICT DEVELOPM'T PLAN		-	218,996	-	218,996
250	OTHER REGENERATION PROJECTS		-	250	-	250
-	WATERFRONT DEVELOPMENT		-	-	-	-
( 149,210)	LOCAL LAND CHARGES		-	11,578	( 189,996)	( 178,418)
3,500	OPS & COMMERCIAL SPECIAL REVENUE PROJECTS		-	-	-	-
-	HOUSEBUILDING REGISTER		-	-	-	-
725,323	<b>Total Regeneration &amp; Development</b>	36.50	1,862,282	435,723	( 1,245,296)	1,052,709
253,276	MUSEUM HERITAGE & TOURISM ADMIN	9.60	434,835	9,590	-	444,425
279,955	STRATEGIC TOURISM TRADING ACCOUNT	5.83	289,045	10,048	-	299,093
140,273	DOVER MUSEUM		-	225,519	( 58,452)	167,067
17,260	MUSEUMS-BRONZE AGE BOAT-EXHIBT		-	17,120	( 979)	16,141
4,900	DOVER MUSEUM SCHOOLS		-	22,896	( 18,996)	3,900
1,690	MUSEUM - BEQUEST WORK		-	-	-	-
280	CHANNEL SWIMMING		-	500	-	500
123,158	MUSEUM COLLECTION STORAGE	1.00	16,491	77,012	-	93,503
1,577	GRAND SHAFT-WESTERN HEIGHTS		-	4,398	-	4,398
90,030	TOURISM DEVELOPMENT		-	96,630	-	96,630
20,330	VIC GRANTS & HISTORIC PANELS		-	20,328	-	20,328
( 280)	CRUISE WELCOME OPERATION		-	3,996	( 4,284)	( 288)
17,670	OPEN GOLF EVENT		-	-	-	-
950,120	<b>Total Museum &amp; Tourism</b>	16.43	740,371	488,037	( 82,711)	1,145,697
7,015,985		210.78	9,096,614	16,204,089	( 17,746,982)	7,553,721

Recharges and Other Adjustments	Total
( 709,353)	-
( 1,238,766)	-
1,620,106	693,528
1,600	1,600
13,200	-
3,060	6,060
105,710	106,250
860	860
501,083	720,079
371,508	371,758
-	-
152,710	( 25,708)
5,640	5,640
430	430
827,788	1,880,497
( 444,425)	-
( 299,093)	-
655,085	822,152
67,900	84,041
53,510	57,410
-	-
-	500
2,050	95,553
7,340	11,738
266,019	362,649
33,780	54,108
-	( 288)
-	-
342,166	1,487,863
3,132,525	10,686,246

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

## EARMARKED RESERVES

The following earmarked reserves are held:

1. Special Projects & Events Reserve

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

2. Periodic Operations Reserve

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

3. Regeneration Reserve

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

4. Proposed Smoothing Reserve

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

5. Digital & ICT Equipment & Servers

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

6. Business Rates & Council Tax Support Reserve

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

7. Port Health Contingency Reserve

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

8. Port Health Operational Reserve

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



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

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

**\*\* 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**

	<b>£000</b>	<b>£000</b>	<b>£000</b>
Difference between any other items of income and expenditure determined in accordance with the SORP and determined in accordance with statutory HRA requirements	42,649	0	0
Transfer of HRA Self Financing Determination to Capital	0	0	0
Net Charges made for retirement benefits in accordance with IAS19	424	439	0
(Gain)/loss on sale of HRA fixed asset	577	0	0
	<u>43,649</u>	<u>439</u>	<u>0</u>

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

Transfer to/(from) the Major Repairs Reserve	2,506	2,567	2,172
Employer's contributions payable to the Pension Fund and retirements benefits payable direct to pensioners	(333)	(328)	0
Capital expenditure funded by the HRA	2,882	3,325	5,068
	<u>5,055</u>	<u>5,565</u>	<u>7,240</u>

<b>Net additional amount required by statute to be debited/(credited) to the HRA Balance for the year</b>	<b>48,704</b>	<b>6,004</b>	<b>7,240</b>
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**THREE YEAR REVENUE BUDGET FINANCIAL PROJECTION**

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

**THREE YEAR REVENUE BUDGET FINANCIAL  
PROJECTION**

**Notes**

- 1** The gross income budget is taken from the 2022/23 budget at Annex 5.
- 2** Following the rent reduction period the Government has advised that rent increases will return to levels of CPI plus 1%.
- 3** Right to Buy sales have a negative impact on rent income. Based on current levels this has been assumed to reduce rent income by 0.2% per annum.
- 4** Additional income forecast as a result of the proposed increases in stock from the Housing Initiatives projects.
- 5** It is assumed that tenant service charges will increase in line with inflation.
- 6** The gross expenditure budget is taken from the 2022/23 budget at Annex 5.
- 7** It is assumed that repairs & maintenance expenditure will increase in line with inflation.
- 8** It is assumed that supervision & management expenditure will increase in line with inflation.
- 9** Inflationary increases on other expenditure areas.
- 10** Other charges are taken from the 2022/23 budget at Annex 5. These include, capital works, interest payable & receivable & pension charges.
- 11** The 2022/23 budget includes the Housing Initiatives capital projects based on the current programme. The current commitments result in a reduction in spend in future years, this will be reviewed and updated on an on-going basis.
- 12** The HRA share of the Authority's pension deficit is assumed to increase by 5% per annum in line with the Actuary's forecasts.
- 13** The current level of proposed budget for Housing Initiatives projects is above the forecast level of the HIR so there is borrowing of £29m over 40 years as of for projects included on Annex 5B
- 14** The level of funding of projects from the Housing Initiatives reserves based on the current programme & forecasts.
- 15** The annual transfer to the Housing Initiatives reserves to support future projects.
- 16** Forecast (surplus) / deficit.
- 17** Forecast HRA Balance.
- 18** Forecast Housing Initiatives Reserve Balance.

**HRA Housing Development Projects**

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

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

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

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

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



Capital Receipts Summary as at 31/12/21

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

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

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

## DIGITAL PROJECTS - 2021/22 OUTTURN

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

**GRANTS TO CONCESSIONARY RENTALS 2022-23**

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

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