

BUDGET SUMMARY

<u>2021/22</u> <u>Actual</u>		<u>2022/23</u> <u>Original Budget</u>	<u>2022/23</u> <u>Projected</u> <u>Outturn</u> <u>(Oct 2022)</u>	<u>2023/24</u> <u>Budget</u>
£000		£000	£000	£000
1,637	Chief Executive	2,825	2,730	2,769
206	Corporate and Regulatory	6,245	6,245	5,331
658	Finance and Housing	7,001	7,301	8,194
7,241	Place and Environment	8,102	8,397	8,920
770	Special Revenue Projects	113	113	0
0	Vacancy Allowance	(150)	(150)	(150)
0	Target Savings / Income	(405)	(255)	(217)
0	Estimated Annual Underspend	0	0	(500)
0	Savings assumptions @ 80% delivery	0	0	400
0	Contingency	120	120	125
77	River Stour Drainage Board	79	79	87
(5,210)	Directorate costs recharged to HRA & Capital Pro	(4,564)	(4,564)	(5,288)
5,379	Net Operating Expenditure	19,366	20,016	19,671
	Financing Adjustments:			
(1,169)	Revenue Expenditure Funded by Capital	(1,276)	(1,276)	(1,276)
(1,444)	Interest Receivable	(1,640)	(1,640)	(1,935)
138	Interest Payable	203	203	450
1,097	Loan Principal Repayments/Borrowing Allowance	1,773	1,773	1,777
(1,378)	Total Financing Adjustments	(940)	(940)	(983)
	Contribution to/(from) Reserves:			
79	- Regeneration Reserve	115	115	383
3,062	- Special Projects & Events Reserve	760	760	1,018
6,555	- Periodic Operations Reserve	(5)	(5)	(446)
59	- ICT Systems & Servers Reserve	115	115	105
1,969	- Business Rates & Council Tax Reserve	0	0	0
4,018	- Port Health Reserves	(1,988)	(1,988)	0
15,742	Net Contribution to/(from) Reserves	(1,003)	(1,003)	1,059
19,743	Total Budget Requirement	17,423	18,073	19,747
	Financed by:			
8,758	Business Rates - Total Income Net of Timing Adj	7,746	7,671	8,562
58	Revenue Support Grant	60	60	238
360	Lower Tier Services / 22/23 Services/ 3% Fundin	422	422	909
1,186	Covid Funding Support	0	0	0
7,689	Council Tax	8,038	8,038	8,321
12	Council Tax - Collection Fund Surplus / (Deficit)	(109)	(109)	55
539	Council Tax - 75% Local Income Guarantee Sche	0	0	0
990	New Homes Bonus	1,229	1,229	645
19,592	Total Financing	17,385	17,310	18,732
151	General Fund Deficit/(Surplus) for the Year	37	762	1,015
(2,930)	General Fund Balance at Start of Year	(1,615)	(1,479)	(1,492)
1,300	Transfer to / (from) the Smoothing Reserve	0	(775)	(1,050)
(1,479)	Leaving Year End Balances of	(1,578)	(1,492)	(1,527)

General Fund Service Expenditure by Cost Type

	2022/23 Original Budget £000	2022/23 Projected Outturn £000	2023/24 Proposed Budget £000
Direct Expenditure			
Employees	32,077	32,112	26,034
Premises	1,251	1,321	1,393
Transport	199	199	175
Supplies and services	10,031	10,606	10,842
Third parties	13,646	13,646	13,729
Shared services	-	-	-
Transfer payments	21,984	21,984	21,348
Total Direct Expenditure	79,187	79,867	73,521
Direct Income			
Government Grants	(27,245)	(27,425)	(26,596)
Sales	(521)	(521)	(697)
Fees and Charges	(19,918)	(19,918)	(10,941)
Other Income	(7,331)	(7,331)	(10,073)
Total Direct Income	(55,015)	(55,195)	(48,307)
Central Support reallocation of costs	(4,564)	(4,564)	(5,288)
Special Revenue Projects	113	113	-
Vacancy Allowance & Employment Stability	(150)	(150)	(150)
Savings & Income Generation Target	(405)	(255)	(317)
Contingency	120	120	125
River Stour Drainage Board	79	79	87
Net Service Expenditure	19,366	20,016	19,671

GENERAL FUND KEY FIGURES - EXPENDITURE

	2021/22 Outturn	2022/23 Original Budget	2023/24 Draft Budget	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
Key Expenditure Figures:	£000	£000	£000	£000	£000	£000
Employees:						
Basic	13,833	21,582	17,482	17,075	17,760	18,286
NI	1,412	2,434	1,833	1,762	1,815	1,851
Current year pension	2,549	4,052	3,522	3,404	3,506	3,576
Backfunding	1,492	1,550	1,435	995	1,045	1,097
	19,286	29,618	24,272	23,236	24,126	24,810
Major contracts:						
Refuse Collection	1,224	1,628	1,683	1,767	1,819	1,855
Recycling	1,814	1,681	2,132	2,239	2,307	2,353
Street Cleansing	1,783	1,722	1,586	1,665	1,715	1,749
Total Waste	4,821	5,031	5,401	5,671	5,841	5,957
Balance of Third Party Payments ¹	354	261	274	288	296	302
	5,175	5,292	5,675	5,959	6,137	6,259

Notes

¹ Excludes EKS Management Fees & WCLP

GENERAL FUND KEY FIGURES - INCOME

	2021/22 Outturn	2022/23 Original Budget	2023/24 Draft Budget	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
Key Income Figures:	£000	£000	£000	£000	£000	£000
Car Parking	(2,360)	(2,558)	(2,709)	(2,721)	(2,721)	(2,857)
Rent Income	(2,091)	(2,216)	(2,406)	(2,526)	(2,602)	(2,654)
Development Management	(971)	(1,005)	(984)	(1,031)	(1,062)	(1,083)
Building Control	(292)	(325)	(325)	(343)	(354)	(361)
Licensing	(244)	(213)	(201)	(200)	(205)	(210)
Green Waste	(480)	(448)	(500)	(525)	(541)	(552)
Land Charges	(166)	(190)	(178)	(187)	(193)	(196)
	(6,604)	(6,955)	(7,303)	(7,533)	(7,678)	(7,913)
Total Financing:						
Non-Domestic Rates	8,758	7,746	8,562	9,050	7,102	7,130
Revenue Support Grant	58	60	238	256	395	357
Council Tax	7,689	8,038	8,321	8,653	8,993	9,342
New Home Bonus	990	1,229	645	645	0	0
Grant Funding Replacement	0	0	0	0	1,458	1,502
Covid	1,186	0	0	0	0	0
Lower Tier Grant	360	422	909	867	0	0
Other	552	(109)	55	55	55	55
Total Financing	19,593	17,386	18,730	19,526	18,003	18,386

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 2023/24 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 2025 and implemented from April 2026.
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 20.2% 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 has agreed with the actuary to extend the payment of the pension fund deficit from 8 to 11 years which delivers an in-year £500k reduction of the back funding payment from £1.75m to £1.25m.
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 2023/24 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 increases of 5%, 3% and 2% in the cost of major term contracts has been assumed over the next 3 years. Each 1% variance in contract inflation leads to approximately £65k variance in costs.

Contingency Provision

10. Contingency provision of £125k 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

11. The Council makes Grants to Organisations in two ways, by concessionary rentals and by cash payments. The value of grants proposed for 2023/24 totals £333k comprising concessionary rentals of £30k and grant payments of £303k. 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.
12. The grants include contributions to the Citizens Advice Bureau, Your Leisure, KCC and the Neighbourhood Forums allocation. The budget for 2023/24 compared to 2022/23, has increased in line with inflation for Your Leisure and Sandwich Town Cricket Club, the inclusion of a full-service charge contribution for Dover Citizen's Advice Bureau, with the removal of the concessionary grant to Deal's Citizens Advice Bureau (2022/23) and the lease of The Cedars as they no longer occupy this building. Each of the individual grants, with the organisations' names and the grant purposes, are set out in Annex 9.

Shared Services

13. East Kent Services (EKS) delegate the Payroll function to Dover who provide it on behalf of Dover, Canterbury and Thanet Councils. EKS 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. In addition, the ICT function is currently managed by East Kent Services, however, this service is returning to an in-house provision with effect from April 2023.
14. The Council has an 8-year contract to carry out recycling, bulky, garden, food & residual waste collections along with street cleansing operations to Veolia Environmental Services (UK), which commenced in 16th January 2021. The contract has been awarded in partnership with Folkestone and Hythe District Council (FHDC) and Kent County Council (as the disposal authority). Dover is the lead on this partnership and manages the client team who oversee the contract from the Dover District Council offices on behalf of the three authorities.
15. 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

16. The overall interest rates achieved in 2023/24 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.

17. The Bank of England's (BoE) Monetary Policy Committee raised Bank Rate by 0.5% to 3.5% in December 2022. There were signs that some Committee members believe that 3% is restrictive enough, however, a majority think further increases in Bank Rate might be required. Arlingclose, our Treasury Management advisors, expects Bank Rate to peak at 4.25%, with further 0.25% rises February, March and May 2023. As of 31st December 2022, the Council has a total of £50m invested in pooled investment funds. These are forecast to generate an income return of c.4% per annum.
18. The MTFP assumes that the Council's investments overall will earn the General Fund £1,935k (£295k more than the level budgeted for 2022/23), this is due the impact of rising interest rates.

Other Income Streams and Fees and Charges Made by DDC

19. 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.
20. 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 separate reporting.
21. The main sources of income and relevant issues are summarised below.
 - Car Parking

This has been the year of recovery from the pandemic. The 2022/23 gross income (before costs) for parking fees and penalty charge notices is currently forecast to be performing at c.7% below the original budget. This budget had an additional 130k factored in.

The 2023/24 service budget has been increased conservatively from the levels set in 2022/23 based on evidence shown throughout the year and information provided regarding the new patterns of parking behaviour and changing habits 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 6th February 2023. This includes Sunday – charging and bringing all areas to be charged uniformly.

- Rental Income

The 2023/24 budget forecasts rental income of over £2.4m. 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 2022/23 was £1,005k incorporating £900k for planning application fees and £90k for pre-application fees. Planning application fee income is standing at £765k 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 but the volume of applications has decreased.

The income budget for 2023/24 has been kept at a conservative figure of £984k with a mix of application types and the anticipated take-up of pre-application advice. New chargeable services are looking to be introduced, which will increase the overall income.

- Licensing

This includes Alcohol, Regulated Entertainment, Taxis, Gambling and other miscellaneous licences. The original budget for 2022/23 was set at £213k. Incomes from the various licensing streams are projected to meet their targets by the end of the financial year.

The 2023/24 budget has reduced to £201k due to decreased income from premises licenses as a result of decrease in number of premises post covid and star ratings. There are small increases across numerous areas including additional events.

- Land Charges

The original 2022/23 budget was £190k. This is expected to fall short of the target by the end of the financial year by about £30k. The 2023/24 budget reflects the new proposed fees and charges that have been reviewed, the budget would be a proposed downward revision to £158k although this seems ambitious given the current climate in the property market. The income decrease would reflect fees and charges that reflect the cost of service and brings them more in line with other authorities in the area. A cost-neutral exercise with overall adjustments is proposed for next year.

- Green Waste Subscription Service

The Green Waste subscription service original budget for 2022/23 was set at £448k. The 2023/24 budget has been increased to £500k. This is due to a 10% inflation factored into this year's budget. It should be noted that last year's subscriber numbers dropped to 9,300.

- 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 2023/24 has remained the same due to considerations already accounted for in the 2021/22 and 2022/23 budgets.

22. In total the major fees and charges generate over £7.3m gross towards the General Fund budget.

THREE YEAR REVENUE BUDGET FINANCIAL PROJECTION

Notes	2022/23 Projected Outturn £000	2023/24 Proposed Budget £000	2024/25 Forecast £000	2025/26 Forecast £000	2026/27 Forecast £000
1	18,073 Net Budget Requirement	19,747	19,747	19,747	19,747
	Corporate Adjustments				
2	- Salary inflation and increments including impact on National Insurance and Pensions		1,260	2,109	2,765
3	- Pension Backfunding (Triennial Valuation from 23/24)		47	97	149
4	- Contract inflation		300	488	618
5	- Average other expenditure inflation impact		501	714	963
6	- Average income inflation impact		(825)	(1,361)	(1,888)
7	0 Total Corporate Adjustments	0	1,284	2,047	2,608
	18,073 Total Forecast Budget Requirement	19,747	21,030	21,794	22,354
	Financed By :-				
8	7,671 Non-Domestic Rates Income	8,562	9,050	7,102	7,130
9	60 Revenue Support Grant	238	256	395	357
10	422 Services Grants / Funding Guarantee	909	867	1,458	1,502
	Council Tax Income				
11	(109) Collection Fund Surplus	55	55	55	55
	Tax rate increase (3% annual increase)				
	Base increase (1% per annum)				
12	8,038 Total Council Tax Income (incl s.31 grant)	8,321	8,653	8,993	9,342
13	1,229 New Homes Bonus	645	645	0	0
	17,310 Total Financing	18,732	19,525	18,004	18,385
14	762 NET (SURPLUS) / DEFICIT	1,015	1,505	3,790	3,969
15	Target Savings & Income Growth		(1,500)	(3,800)	(4,000)
16	762 NET (SURPLUS) / DEFICIT AFTER SAVINGS	1,015	5	(10)	(31)
	Projected General Fund Reserves				
17	(1,479) Opening balance	(1,492)	(1,527)	(1,522)	(1,532)
	(775) Transfer to/(from) Smoothing Reserve	(1,050)	0	0	0
18	(1,492) Closing Balance	(1,527)	(1,522)	(1,532)	(1,563)

**THREE YEAR REVENUE BUDGET FINANCIAL
PROJECTION**

Notes

- 1 The net budget is taken from the 2023/24 budget at Annex 1.
- 2 Increased salary costs reflect assumed inflation at 5%, 3%, 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 5%, 3%, 2% for the planning period.
- 5 Inflation on all other expenditure will aim to be limited to the current budget level, however an allowance of 5%, 3%, 2% has been forecast to allow some budget increases.
- 6 Increases in general income received (excluding specifically budgetted items such as car parking) assumed at 5%, 3%, 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 continue for the planning period.
- 10 It is anticipated that the New Homes Bonus, Services and Funding Guarantee grants will cease from 2024/25. However, due to the significant value of these grants and also the potential reduction in retained business rates, an allowance for some replacement funding has been included.
- 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 3% 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 cease from 2024/25.
- 14 Forecast (surplus) / deficit.
- 15 Target savings / income required in future years.
- 16 Revised (surplus) / deficit after target savings.
- 17 Proposed transfers from Smoothing reserve in.
- 18 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 AND STRATEGIC DIRECTION

The Chief Executive is the Council's head of paid service, he works closely with elected members to ensure strong and visible leadership and direction, encouraging and enabling managers to motivate and inspire their teams.

He acts as the principal policy adviser to the elected members of the Council to lead the development of workable strategies which will deliver the political objectives set by the councillors.

He has overall responsibility for overseeing financial and performance management, risk management, people management and change management within the council, ensuring all staff understand and adhere to the strategic aims of the organisation and follow the direction set by the elected members.

Strategic Direction: ensuring all staff understand and adhere to the strategic aims of the organisation and follow the direction set by the elected members.

TRANSFORMATION

The Council has established a Transformation Programme, Transformation Board and Team to ensure the organisation is delivering services in the best possible way, keeping customers at the heart of service delivery.

Currently in its early stages, the programme will have a Vision and Action Plan, with ongoing delivery grouped under the following workstreams:

- 1) Customer Experience
- 2) Staff Development and Engagement
- 3) Performance and Decision-Making
- 4) Property and Estate
- 5) Redefined Culture and Communication

The Programme is led and co-ordinated by the Head of Transformation.

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 and developing 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.

ICT

The ICT service provides a strategic and operational technology service to the council working alongside the Council's digital team. This includes support to End User Computer Devices 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, associated servers, storage and physical and cloud infrastructure.

A four-year technology asset renewal plan is in place and support to the Dover SIRO for information governance and compliance matters. ICT have a dedicated security team who work closely with the Council Senior Information Risk Officer (SIRO) to ensure the councils information and systems remain secure.

Chief Executive

Budget 2023/24

2022/23 Sub-total	Cost Centre	Description	Costs controlled by Head of Service					2023/24 Sub-total	Recharges and Other Adjustments	Total
			FTE	Employees	Other Costs	Income				
267,123	7002	CHIEF EXEC ADMIN TRADING ACCT	3	244,321	1,280	-	245,601	(245,601)	-	
145,070	1001	NON SERVICE SPECIFIC WORK	-	9,900	129,300	-	139,200	993,489	1,132,689	
412,193		Total Office of the Chief Executive	3	254,221	130,580	-	384,801	747,888	1,132,689	
43,754	1071	EMERGENCY PLANNING	-	25,200	9,480	-	34,680	139,736	174,416	
-	1072	BUSINESS CONTINUITY	-	-	-	-	-	5,016	5,016	
-	1082	COVID 19 EMERGENCY	-	-	-	-	-	6,350	6,350	
-	1300	COMMUNITY DEVELOPMENT	-	-	-	-	-	360,786	360,786	
79,953	1301	AYLESHAM COMMUNITY DEVELOPMENT MANAGER	-	-	3,250	(85,754)	(82,504)	82,504	-	
-	1302	DOVER DISTRICT LOTTO	-	-	8,000	(8,000)	-	-	-	
66,724	1303	INSPIRE FUND	-	-	50	-	50	-	50	
-	1304	AYLESHAM GARDEN VILLAGE	-	-	-	-	-	44,397	44,397	
-	1305	DOVER COASTAL COMMUNITY TEAM	-	-	-	-	-	165	165	
-	1306	DEAL+SANDWICH COASTAL COM TEAM	-	-	-	-	-	165	165	
1,500	1308	DOVER CASTLE ON THE DEFENSIVE	-	-	-	-	-	-	-	
4,500	1309	SPORTS STRTGY, IMPLMTN & GRNTS	-	-	4,500	-	4,500	12,342	16,842	
86,446	1310	CCTV	-	1,320	74,000	-	75,320	210,665	285,985	
23,813	1311	CRIME AND DISORDER	-	-	1,550	-	1,550	94,018	95,568	
11,294	1312	ANTI-SOCIAL BEHAVIOUR	-	-	2,460	-	2,460	112,171	114,631	
-	1315	SMALL PROJECTS	-	-	-	-	-	329	329	
-	1318	SE STRATEGIC PRTNP MIGRATION	1	90,315	-	(92,531)	(2,216)	2,216	-	
-	1319	CRIME AND DISORDER PROJECTS	-	-	-	-	-	494	494	
43,573	1320	ASPIRE PROJECT	-	-	-	-	-	65	65	
142,149	7008	COMMUNITY AND ENGAGEMENT	2	138,702	10,175	200	149,077	(149,077)	-	
776,740	7009	DIGITAL SERVICES TEAM	16	831,892	136,260	-	968,152	(968,152)	-	
495,620	7010	COMPUTER SERVICES TRADING ACCT	-	7,535	402,874	-	410,409	(410,409)	-	
396,268	7503	COMMUNITY DEVELOPMENT TEAM	13	558,296	5,430	-	563,726	(563,726)	-	
240,332	7504	COMMUNITY SAFETY & CCTV TEAM	6	257,936	1,250	-	259,186	(259,186)	-	
2,412,666		Total Transformation	38	1,911,196	659,279	(186,085)	2,384,390	(1,279,131)	1,105,259	
2,824,859		Total Chief Executive	41	2,165,417	789,859	(186,085)	2,769,191	(531,243)	2,237,948	

STRATEGIC DIRECTOR OF CORPORATE AND REGULATORY

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

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. Although the Monitoring Officer sits within the Directorate, The Strategic Director of Corporate and Regulatory is not responsible for discharging the functions of the Monitoring Officer.

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. Although the Data Protection Officer sits within the Directorate, The Strategic Director of Corporate and Regulatory is not responsible for discharging the functions of the 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 AND CORPORATE SERVICES

Democratic Services

The Democratic Services function provides support for elected Members, support for the offices of the Chairman of the Council and Leader of the Council and the provision of a secretariat for Council and Executive committees. The main areas are:

- The Member Support function provides support to all Members of the Council;
- Provide an efficient and effective secretariat to all committees, sub-committees and project/policy advisory groups of the Council;
- Administer the Notice of Forthcoming Key Decisions;
- Administer Special Urgency and General Exception procedures as well the procedures for Leader of the Council decisions, delegated decisions by Members and officers, decisions between meetings and the notice of exempt meetings of the Executive;
- Provide support for the overview and scrutiny function, including support for scrutiny reviews;
- Maintain an archive of past Minutes of Council meetings;
- Administering the Members' Allowances Scheme;
- Administers outside body appointments for elected Members;
- Organise the annual Town and Parish Council event;
- Organise new Member induction following full Council elections and district by-elections;

- Organise new Member induction and co-ordinate training and development for Members following the election. Organise the provision of equipment to enable the councillors to carry out their democratic role as elected representatives of the community;
- Provide secretarial and administrative support to the Leader of the Council and the Chairman of the Council.
- Organise civic events for the Chairman to commemorate such events as (but not limited to) Merchant Navy Day, Armed Forces Day and Commonwealth Day.

Corporate Services

This Corporate Services function is responsible for a number of corporate services of which the main areas are:

- 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;
- Administer complaints made against elected Members for the Monitoring Officer;
- Identification and mitigation of key corporate and project risks; maintain the Risk Registers;
- Provide insurance cover for the Council's assets and liability risks;
- 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 and maintain and update the Equality Policy and Objectives;
- Administer the National Fraud Initiative schemes;
- Provide other corporate services such as, project support, job evaluation & employment management support and numerous other areas.

Leadership Support

The Leadership Support function is responsible for a number of activities, the main areas are:

- The formulation of policy and strategy, including corporate planning
- Maintaining and reviewing the information that forms the State of the District
- The development and delivery of the Health and Wellbeing agenda and strategic Public Health liaison
- Support Corporate Management Team and the Leader/Executive, through project-based work
- Administers Corporate Management Team and Leadership Forum
- Responsible for the development and compilation of the Strategic Dashboard including 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.

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 all associated 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 November and publish a new Register of Electors on 1 December each year. On behalf of the RO & ERO, the Elections Team will be processing Voter ID applications and postal/proxy applications as well as ensuring everything is updated in line with the latest legislation.

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

The team 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

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.
- Investigation and prevention of illegal evictions.
- 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

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 district, as well as investigating complaints of unsound food / unhygienic premises and potentially infectious staff within the district (including within the Port district).

Infectious Diseases – This department is responsible for investigation and enforcing infectious disease controls, including new and emerging diseases such as COVID. Notifications of infectious diseases are received via the UK Health Security Agency, the Coroner, 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. Interventions made to regulate and influence businesses in the management of health and safety risks include:

- 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 compliant and are safe to eat. This is achieved through the examination of imported food documentation, and when required the physical inspection and sampling of imported food.

Corporate and Regulatory

Budget 2023/24

Costs controlled by Head of Service								Recharges and Other Adjustments	
2022/23 Sub-total		Description	FTE	Employees	Other Costs	Income	2023/24 Sub-total		Total
-	1076	CORPORATE PLANNING	-	-	-	-	-	42,916	42,916
-	1077	HEALTH PROJECTS	-	-	-	-	-	34,351	34,351
28,010	1316	CORPORATE PRESS AND PUBLICITY	-	-	26,460	-	26,460	159,276	185,736
-	1380	COUNCIL, CABINET & COMMITTEES	-	-	-	-	-	380,350	380,350
10,033	1381	CHAIRMANS ACCOUNT	-	83	9,334	-	9,417	31,822	41,239
284,141	1382	MEMBERS ACCOUNT	-	5,271	273,111	(3,152)	275,230	69,572	344,802
158,232	7003	HEAD OF LEADERSHIP SUPPORT	-	-	-	-	-	-	-
206,186	7022	CORPORATE SUPPORT TRADING ACCT	4	250,088	4,996	-	255,084	(255,084)	-
-	7080	STRATEGIC DIRECTOR OF CORPORATE AND REGULATORY	1	134,603	180	-	134,783	(134,783)	-
231,723	7505	FUNDING & COMMUNICATIONS	6	311,226	820	-	312,046	(312,046)	-
235,374	7507	DEMOCRATIC SERVICES	4	225,896	21,614	-	247,510	(247,510)	-
1,153,699		Total Democratic and Corporate Services	15	927,167	336,515	(3,152)	1,260,530	(231,136)	1,029,394
-	1031	ELECTIONS - ADMIN	-	-	-	-	-	175,984	175,984
93,860	1032	ELECTORAL REGISTRATION	-	-	88,610	(1,000)	87,610	236,274	323,884
-	1033	COST OF ELECTIONS HELD	-	78,000	62,000	-	140,000	-	140,000
261,113	7501	ELECTORAL SERVICES	5	284,406	2,540	-	286,946	(286,946)	-
354,973		Total Electoral Services	5	362,406	153,150	(1,000)	514,556	125,312	639,868
-	7011	HR TRADING ACCOUNT (OLD SHARED SERV)	6	343,473	6,490	-	349,963	(349,963)	-
-	7012	PAYROLL AND SYSTEMS SHARED SERVICES	6	221,934	66,980	(224,020)	64,894	(64,894)	-
-		Total Human Resources and Payroll	12	565,407	73,470	(224,020)	414,857	(414,857)	-
30,000	1383	LEGAL FEES HOLDING ACCOUNT	-	-	30,000	-	30,000	-	30,000
172,850	7013	CORPORATE HR TRADING ACCOUNT	-	146,648	11,770	-	158,418	(158,418)	-
676,744	7018	LEGAL TRADING ACCOUNT	9	582,619	37,710	(30,000)	590,329	(590,329)	-
879,594		Total Legal Services	9	729,267	79,480	(30,000)	778,747	(748,747)	30,000
328,891	1090	PORT HEALTH AUTHORITY	34	2,034,632	771,420	(3,585,083)	(779,031)	779,031	-
10,275	1407	FOOD SAFETY AND HYGIENE	-	-	400	(362)	38	239,996	240,034
-	1408	HEALTH AND SAFETY AT WORK	-	-	200	-	200	65,853	66,053
(68,279)	1409	PORT HEALTH	-	8,000	8,320	(73,790)	(57,470)	123,707	66,237
75,554	7017	CORPORATE HEALTH & SAFETY	2	117,535	20,041	-	137,576	(136,676)	900
111,281	7041	HEAD OF PORT HEALTH	1	120,491	1,950	-	122,441	(122,441)	-
480,739	7511	PUBLIC PROTECTION	9	514,744	5,476	-	520,220	(520,220)	-
938,461		Total Port Health and Public Protection	46	2,795,402	807,807	(3,659,235)	56,026	429,250	373,224

Costs controlled by Head of Service							
2022/23 Sub-total		Description	FTE	Employees	Other Costs	Income	2023/24 Sub-total
680	1400	PEST CONTROL	-	-	-	-	-
2,500	1401	POLLUTION CONTROL	-	-	-	-	-
10,435	1402	ENV PROTECTION ENFORCEMENT	-	14,440	22,606	(21,642)	15,404
10,356	1403	DOG CONTROL MEASURES	-	-	15,190	(13,145)	2,045
(18,844)	1404	ENVIRONMENTAL CRIME	-	-	3,200	(6,500)	(3,300)
1,594,536	1406	PRIVATE SECTOR HOUSING (incl. Renov'n Grants)	7	357,053	1,290,280	(9,198)	1,638,135
(79,200)	1410	LICENSING	-	-	504	(98,257)	(97,753)
(14,050)	1411	MISCELLANEOUS LICENSING	-	-	4,000	(14,098)	(10,098)
(11,884)	1412	GAMBLING ACT 2005	-	-	-	(14,479)	(14,479)
(62,834)	1413	HACKNEY CAR & PRIVATE HIRE	-	-	10,876	(74,495)	(63,619)
2,434	1414	CALL OUT PAYMENTS - NOISE POLLUTION	-	-	-	-	-
257,771	7016	GOVERNANCE AND DATA PROTECTION	2	143,337	9,675	-	153,012
119,117	7034	HEAD OF REGULATORY SERVICES	-	-	-	-	-
281,732	7509	ENVIRONMENTAL CRIME TRADING ACCOUNT	7	325,003	24,182	-	349,185
194,579	7510	ENVIRONMENTAL PROTECTION	3	182,005	28,100	-	210,105
190,571	7513	LICENSING ADMIN TRAD ACCOUNT	5	232,379	7,064	-	239,443
2,477,899		Total Regulatory Services	24	1,254,217	1,415,677	(251,814)	2,418,080
5,804,626		Total Corporate and Regulatory	111	6,633,866	2,866,099	(4,169,221)	5,330,744

Recharges and Other Adjustments	Total
-	-
-	-
243,774	259,178
89,476	91,521
336,550	333,250
91,264	1,729,399
160,570	62,817
64,400	54,302
16,027	1,548
114,581	50,962
-	-
(153,012)	-
-	-
(349,185)	-
(210,105)	-
(239,443)	-
164,897	2,582,977
(675,281)	4,655,463

STRATEGIC DIRECTOR OF FINANCE AND HOUSING

The Strategic Director of Finance and Housing 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 (Finance and Housing) 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, undertaking in-year budget monitoring, 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, service reviews, 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 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 SERVICES

Housing Management Service

Dover District Council is the major social landlord in the district with 4,376 homes as at 1st January 2023. Responsibility for tenancy management and property management/investment is now split between the Strategic Directors of Finance & Housing and Place & Environment with teams reporting to each. Housing management service delivery functions are the responsibility of the Strategic Director (Finance and Housing).

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.

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 assurance on the risk, governance and control arrangements in place as well as providing opportunities to share best practice, acting as a catalyst for change and improvement. 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 Services¹

The Strategic Director of Finance and Housing, 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.

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

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 over 1,600 council tenants, over 2,300 private tenants and just under 9,000 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.

The service also administers various ad hoc schemes initiated by the Government from time to time, for example in response to Covid-19 and energy inflation etc.

Finance and Housing

Budget 2023/24

Costs controlled by Head of Service								Recharges and Other Adjustments	
2022/23 Sub-total		Description	FTE	Employees	Other Costs	Income	2023/24 Sub-total		Total
75,000	1340	SPECIAL FEES AND PAYMENTS	-	-	91,200	(5,000)	86,200	1,948	88,148
35,004	1341	TREASURY MANAGEMENT	-	-	25,004	-	25,004	52,533	77,537
1,382,828	1342	BACKFUNDING & OTHER PENSION COSTS	-	1,422,232	-	(8,951)	1,413,281	-	1,413,281
240,680	1344	GRANTS TO VOLUNTARY ORGS	-	-	322,955	-	322,955	16,305	339,260
(5,524)	1345	OFFICE TELEPHONES HLDG ACCOUNT	-	-	49,220	(49,220)	-	-	-
56,800	1346	COMMUNITY HOUSING FUND	-	250	36,550	1,000	37,800	57,411	95,211
(15,190)	1348	KENT HOMECHOICE	2	114,557	165,815	(265,000)	15,372	10,592	25,964
126,468	1349	HOMELESSNESS	-	-	1,395,000	(1,005,000)	390,000	583,963	973,963
-	1350	RENT DEPOSIT SCHEME	-	-	10,000	(10,000)	-	-	-
50,000	1351	ROUGH SLEEPING	-	-	522,015	(522,015)	-	4,642	4,642
9,782	1352	CHOICE BASED LETTINGS	-	-	10,132	-	10,132	-	10,132
-	1355	BROWNFIELD PLOTS	-	-	-	-	-	-	-
525,940	1440	COUNCIL TAX-COST OF COLLECTION	-	-	1,021,000	(564,700)	456,300	16,078	472,378
(32,544)	1441	NNDR - COST OF COLLECTION	-	-	163,380	(211,000)	(47,620)	14,494	(33,126)
602,360	1442	BENEFITS & SUBSIDIES	-	-	22,605,360	(21,803,460)	801,900	14,494	816,394
139,473	7006	STRATEGIC DIRECTOR - CORPORATE RESOURCES	1	116,463	3,720	-	120,183	(120,183)	-
111,699	7015	HEAD OF FINANCE & INVESTMENT	1	119,746	220	-	119,966	(119,966)	-
-	7019	AUDIT PARTNERSHIP	7	523,741	4,140	(394,090)	133,791	(133,791)	-
250	7020	AUDIT TRADING ACCOUNT	-	-	590	-	590	(590)	-
717,381	7021	ACCOUNTANCY TRADING ACCOUNT	12	609,063	170,665	-	779,728	(779,728)	-
332,428	7024	PROCUREMENT, CREDITORS & INCOME	8	345,540	11,400	(900)	356,040	(356,040)	-
172,160	7026	CORPORATE INCOME COLLECTION	-	-	181,720	-	181,720	(181,720)	-
170,390	7032	DDC @ YOUR SERVICE	-	-	178,740	-	178,740	(178,740)	-
673,497	7506	HOUSING NEEDS TRADING ACCOUNT	19	836,997	6,960	-	843,957	(843,957)	-
5,368,882		Total Finance and Investment	50	4,088,589	26,975,786	(24,838,336)	6,226,039	(1,942,255)	4,283,784
7,000	1347	HOUSING STRATEGY	-	-	-	-	-	148,997	148,997
109,788	7521	HEAD OF HOUSING	1	116,869	4,200	-	121,069	(121,069)	-
331,630	7525	HOUSING DEVELOPMENT	9	473,753	1,730	-	475,483	(475,483)	-
306,994	7526	HOUSING RENTS	8	338,273	9,630	-	347,903	(347,903)	-
760,618	7527	HOUSING GENERAL NEEDS	23	1,012,622	11,050	-	1,023,672	(1,023,672)	-
1,516,030		Total Housing	41	1,941,517	26,610	-	1,968,127	(1,819,130)	148,997
6,884,912		Total Finance and Housing	91	6,404,937	27,002,396	(24,838,336)	8,194,166	(3,761,385)	4,432,781

STRATEGIC DIRECTOR OF PLACE AND ENVIRONMENT

The Strategic Director of Place and Environment 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.

PROPERTY ASSETS

As part of the transformation agenda, and with a view to retaining an effective service after the imminent retirement of key members of staff, the service is being reshaped to become more sharply focussed on managing the Council's assets, both corporate and housing. The name of the service has been changed to Property Assets to reflect this focus. One of the early actions has been for Building Control to be moved in the Planning service area, which took effect from 1st December 2022.

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. The Asset M

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 is responsible for a number of buildings within the District including the offices at Whitfield and Dover Museum. 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 has been undertaken and final contract negotiations are in progress in respect 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. Replacement of the lighting on the pier stem and enhanced lighting around the café are due to be delivered in December 2022 and January 2023.
- **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.

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 Property Assets 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.

INVESTMENT, GROWTH, TOURISM & CREATIVE SERVICES

The **Investment, Growth & Tourism** Service represents a place management and marketing organisation for Dover District, leading, co-ordinating and delivering growth, regeneration, placemaking, tourism (visitor) and strategic major projects across White Cliffs Country. A service focused upon transformational change and positioning the District as a greater place to live, work, visit, learn and invest.

The service is responsible for attracting funding and private sector investment into the District to drive the strategic growth agenda identified in the Council's Corporate Plan, Tourism & Visitor Economy Strategy, Economic Growth Strategy and Local Plan (emerging). In addition, the service is also leading and engaged on several of the Council's major projects and grant programmes, assisting the Council in its role in numerous external regeneration partnerships, funding organisations and tourism associations.

The Investment, Growth & Tourism Service also provides assistance and strategic insight to placemaking, branding, marketing, communications, engagement, events, funding, transportation and planning priorities. Providing 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).

The **Creative Services** team are fully integrated into the department and provide in-house creative services and brand guardianship for the Council, including graphic design, photography, video and drone resources. The team is also responsible for the Print Unit that provides in-house printing and mail room facilities. 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 and private organisations and clients.

Related Dover District Council strategies and plans:

- Tourism & Visitor Economy Strategy - [Tourism and Visitor Economy Strategy \(2020\)](https://doverdistrictlocalplan.co.uk) (doverdistrictlocalplan.co.uk)
 - Economic Growth Strategy - [Economic Growth Strategy - \(2021\)](https://doverdistrictlocalplan.co.uk) (doverdistrictlocalplan.co.uk)
 - Corporate Plan 2020 to 2024 - [Corporate Plan \(dover.gov.uk\)](https://dover.gov.uk)
-

MUSEUM & TOURISM SERVICES

Dover Museum

Dover Museum is one of the oldest museums in the United Kingdom, 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 staff are leading a team of volunteers in implementing a new collections plan relating to the national museums accreditation scheme. This involves the introduction of a new Collections Management System. The museum has recently undertaken a project to relocate the reserve collections from the Maison Dieu to a new store, and work to consolidate collections from the other museum stores will be undertaken in 2023. Staff at the museum are working on the Maison Dieu/Dover Town Hall NLHF project and utilising the Urban Archaeological Database to inform decisions in respect of the regeneration of Dover town centre.

Tourism & Visitor Economy

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

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

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

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

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

- www.whitecliffscountry.org.uk (consumer);
- 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 AND DEVELOPMENT

Development Management

The main functions of the Development Management service relate to the 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, whilst meeting Government performance indicators relating to decision times. This involves reporting applications to Planning Committee in accordance with the provisions of the Constitution and 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). Other responsibilities include responding to requests for fee-earning pre-application advice and responses to a wide range of planning matters and enquiries.

A vital element of the service is to promote good urban design throughout the District. This often involves negotiations to secure better quality developments, as well as seeking to protect

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

and enhance our heritage and built and natural environment and to manage change to underpin the long-term viability of the district.

Responsibilities include providing planning input for major projects and other significant schemes, including contributing to the delivery of corporate aspirations through collaborative working and project management, working closely with the Inward Investment Team and other Council services.

Functions also involve supporting and working closely with Planning Policy team in work associated with the emerging Local Plan, as well as infrastructure, natural environment and heritage team work on Supplementary Planning Documents and other matters.

Planning Enforcement

The Planning Enforcement Section investigates breaches of planning control, including responding to complaints raised by interested parties and taking formal enforcement action in appropriate cases. In addition, the team deals with appeals to the planning inspectorate against enforcement notices and prosecutes for non-compliance with notices and organises direct action where necessary.

Local Land Charges

The Local Land Charges Section is responsible for carrying out the statutory function of maintaining and updating the Local Land Charges Register by liaising with internal departments and external bodies to ensure the timely registration of new charges and the removal of expired charges. The Register is held and maintained as a digital/spatial record with supporting background documents meeting the requirements of HM Land Registry for the future migration project.

The team is also responsible for compiling and returning upon request to solicitors/conveyancers, accurate Local Land Charge searches for both the Register (LLC1) and the conveyancing enquiries of Local Authorities (CON29), as well as checking the accuracy of authority data provided on the CON29 and providing access to the Local Land Charges and Planning Registers for personal search companies and/or members of the public upon request.

Planning Policy and Projects

The Planning Policy and Projects service brings together the statutory 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 for development, updating the Dover Transportation Study, preparing the evidence base to support the Plan and undertaking community and stakeholder engagement. An Infrastructure Delivery Plan has also been prepared to support the implementation of the Plan.

Following the adoption of the Local Plan (expected early 2024) the priority will be to support delivery of the Plan, which will include the production of supporting documents including an

update to the Whitfield Urban Expansion SPD and Design Codes. The implementation of the Local Plan is reported each year in the form of an Authority Monitoring Report, which is prepared by the team, and includes reporting on the Council's five-year housing land supply.

The service also works closely with the Inward Investment team to support the Council's major regeneration projects and related research, strategies and corporate priorities. The overall objective is to bring focus to the Council's regeneration activities, particularly in Dover Town Centre.

Other work in the Planning Policy and Project section includes monitoring the payments pursuant to Section 106 Agreements and working with other Council departments and external providers to manage spend.

Functions also include processing Listed Buildings applications and providing advice on heritage matters to support the development management team and implementing the District Council's Heritage Strategy by empowering local groups to prepare Conservation Area Character Appraisals.

The team also provides Natural Environment expertise in relation to ecology, including advice on planning applications, leading the Council's Green Infrastructure Strategy and the implementation of Biodiversity Net Gain, and other requirements set out in the Environment Act.

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.

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.

Place and Environment

Budget 2023/24

Costs controlled by Head of Service									
2022/23 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2023/24 Sub- total	Recharges and Other Adjustments	Total
6,930	1601	CIVIC CAR	-	5,760	-	-	5,760	1,926	7,686
71,128	1602	PUBLIC CONVENIENCES	-	3,340	267,927	(97,000)	174,267	84,876	259,143
(23,110)	1603	COAST PROTECTION	-	-	670	(4,880)	(4,210)	321,347	317,137
650	1604	SECTION 38	-	-	965	-	965	823	1,788
51,700	1605	STREETLIGHTING AND NAMING	-	-	63,170	(49,400)	13,770	127,317	141,087
-	1606	COUNTRYSIDE AND WATERWAYS	-	-	-	-	-	4,417	4,417
11,480	1607	BUS SHELTERS	-	-	13,510	-	13,510	9,743	23,253
23,990	1608	PRECINCTS-DEAL AND DOVER	-	-	24,881	-	24,881	10,999	35,880
-	1609	ENVIRONMENTAL IMPROVEMENTS	-	-	-	-	-	7,360	7,360
(358,040)	1610	GARAGES GF	-	-	35,000	(455,800)	(420,800)	321,633	(99,167)
(71,957)	1611	SHOPS & SHOWROOMS GF	-	-	1,000	(90,250)	(89,250)	24,164	(65,086)
19,451	1612	55-61 CASTLE STREET (FORMER CO-OP)	-	-	-	-	-	6,797	6,797
(268,272)	1613	WHITFIELD COURT	-	9,590	29,045	(364,400)	(325,765)	50,125	(275,640)
(1,053,112)	1614	B&Q RETAIL WAREHOUSE	-	16,350	-	(1,177,350)	(1,161,000)	5,239	(1,155,761)
(240,447)	1615	MISC PROPERTIES-GENERAL	-	18,730	26,469	(206,280)	(161,081)	725,482	564,401
180	1616	RELOCATION OF TRAVELLERS	-	-	40	-	40	14,153	14,193
109,490	1617	HALLS-TOWN HALL DOVER	-	88,215	2,426,900	(2,382,230)	132,885	716,821	849,706
(380)	1618	TIMEBALL TOWER, DEAL	-	130	100	(500)	(270)	7,708	7,438
802	1619	PUBLIC CLOCKS AND MEMORIALS	-	490	1,355	-	1,845	2,277	4,122
(31,520)	1620	DOLPHIN HOUSE	-	4,370	74,170	(110,900)	(32,360)	32,360	-
-	1621	ENERGY EFFICIENCY GRANTS	-	-	-	-	-	13,965	13,965
(58,297)	1622	BEACHES AND FORESHORES	-	410	21,458	(100,300)	(78,432)	49,346	(29,086)
75,225	1623	DEAL PIER	2	112,373	79,350	(108,500)	83,223	545,418	628,641
(8,850)	1624	SANDWICH QUAY	-	-	5,280	(19,630)	(14,350)	15,913	1,563
(16,000)	1625	PROPERTY SERVICES EVENTS	-	-	-	(25,000)	(25,000)	21,888	(3,112)
(703,373)	1627	DOVER LEISURE CENTRE	-	49,180	4,015	(750,000)	(696,805)	660,538	(36,267)
135,536	1628	DEAL LEISURE POOL-TIDES	-	37,180	115,770	-	152,950	538,306	691,256
699	1629	DEAL TENNIS CENTRE	-	765	-	-	765	82,732	83,497
570,710	1630	CORPORATE MAINTENANCE	-	-	563,000	-	563,000	-	563,000
-	1631	ACTIVITY PLAN - MAISON DIEU RESTORATION	-	-	100	-	100	-	100
478,133	7001	OFFICE ACCOMMODATION-WHITFIELD	1	50,905	502,670	-	553,575	(553,575)	-
140,985	7007	STRAT DIRECTOR - OPS & COMM	1	127,959	2,350	-	130,309	(130,309)	-
1,439,768	7027	PROPERTY SERVICES	23	1,253,277	54,010	(7,000)	1,300,287	(1,300,287)	-
16,642	7028	ASSET MAINTENANCE TEAM	6	191,696	18,400	(189,000)	21,096	-	21,096
68,357	7030	THE DOVER GATEWAY (CASTLE ST)	-	1,030	31,170	(26,500)	5,700	(5,700)	-
10,004	7033	MAISON DIEU PREMISES	-	290	11,440	(3,500)	8,230	(8,230)	-
906,821	7038	PROPERTY SERVICES HRA	22	1,091,257	9,950	-	1,101,207	(1,101,207)	-
1,305,323		Total Property Assets	56	3,063,297	4,384,165	(6,168,420)	1,279,042	1,304,365	2,583,407

Costs controlled by Head of Service								
2022/23 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2023/24 Sub-total	Total
-	1660	WCCP - SHORNCLIFFE	2	57,969	104,738	(162,707)	-	-
-	1669	ACCOUNTABLE BODY RECHARGES - SRB, S/START, WCCP	-	-	-	-	-	95,571
(200)	1670	WHITE CLIFFS COUNTRYSIDE PROJ	6	214,435	90,439	(305,074)	(200)	200
-	1671	WCCP-SAMPHIRE HOE	3	99,189	31,903	(131,092)	-	-
-	1672	WCCP - ROMNEY MARSH PROJECT	1	33,402	23,390	(56,792)	-	-
-	1673	WCCP-WILDLIFE/SITE SURVEY	1	35,426	12,316	(47,742)	-	-
(102,781)	1674	WCCP - OFFICE MANAGER AND ADMIN	2	137,851	8,215	(182,066)	(36,000)	18,000
-	1675	DOVER SITES MANAGEMENT	-	-	16,480	(16,480)	-	-
-	1676	SHEPWAY SITES MANAGEMENT	1	32,215	31,255	(63,470)	-	-
-	1677	FOLKESTONE DOWNS	-	-	12,880	(12,880)	-	-
-	1678	RIVER DOUR	-	250	350	(600)	-	-
-	1679	DUNGENESS (EDF ENERGY)	3	94,575	34,313	(128,888)	-	-
-	1680	FORT BURGOYNE	2	55,242	30,818	(86,060)	-	-
-	1682	OUR FINEST DOUR PROJECT	1	25,486	750	(26,780)	(544)	544
7,901	1683	DEPOTS	-	2,970	6,690	(16,000)	(6,340)	25,114
5,258	1684	CEMETERIES	-	1,570	229,291	(162,500)	68,361	96,488
32,660	1685	CLOSED CHURCHYARDS	-	455	30,870	-	31,325	21,801
585,077	1686	PARKS AND OPEN SPACES	-	38,846	657,999	(118,208)	578,637	237,031
6,450	1687	KEARSNEY PARKS	3	107,599	44,611	(8,000)	144,210	14,071
11,320	1688	CAR PARKS-SURFACE FREE	-	-	15,036	-	15,036	50,546
(1,469,148)	1689	CAR PARKS - OFF STREET	-	890	330,487	(1,939,250)	(1,607,873)	383,511
(703,730)	1690	CAR PARKS - ON STREET	-	275	59,520	(770,000)	(710,205)	702,864
1,579,222	1691	REFUSE COLLECTION	-	-	1,808,408	(190,000)	1,618,408	344,742
643,012	1692	RECYCLING	-	-	2,132,554	(1,110,742)	1,021,812	116,745
-	1693	FHDC WASTE CONTRIBUTION	-	-	5,171,597	(5,171,597)	-	-
-	1696	SOUTHERN WATER PROJECT	-	-	-	-	-	329
1,705,076	1697	STREET CLEANSING	-	-	1,615,890	(85,000)	1,530,890	186,905
-	1698	KEARSNEY PARK CAFÉ	16	534,335	112,620	(709,000)	(62,045)	50,756
-	1700	ELECTRICAL VEHICLE CHARGING BAYS	-	-	-	-	-	823
-	1701	AYLESHAM GROUNDS MAINTENANCE SERVICE	2	52,388	15,000	(69,336)	(1,948)	1,948
111,479	7035	HEAD OF COMMERCIAL SERVICES	1	120,046	2,196	-	122,242	(122,242)
74,300	7036	TRANSPORT & PARKING MANAGER	1	81,292	860	-	82,152	(82,152)
239,430	7037	PARKS & OPEN SPACES ADMIN	5	247,934	3,310	-	251,244	(251,244)
(115,480)	7514	GROUNDS MAINTENANCE TEAM	23	788,337	(908,335)	(20,000)	(139,998)	139,998
131,819	7515	PARKING SERVICE ADMINISTRATION	3	118,922	85,150	-	204,072	(204,072)
545,432	7516	PARKING OPERATIONS & ENFORCEMT	15	547,353	22,493	-	569,846	(569,846)
195,895	7517	WASTE SERVICES TRADING ACCOUNT	5	267,384	10,460	(47,000)	230,844	(230,844)
3,482,992	Total Commercial Services		95	3,696,636	11,844,554	(11,637,264)	3,903,926	1,027,587
								4,931,513

Recharges and Other Adjustments	Total
-	-
95,571	95,571
200	-
-	-
-	-
-	-
18,000	(18,000)
-	-
-	-
-	-
-	-
-	-
544	-
25,114	18,774
96,488	164,849
21,801	53,126
237,031	815,668
14,071	158,281
50,546	65,582
383,511	(1,224,362)
702,864	(7,341)
344,742	1,963,150
116,745	1,138,557
-	-
329	329
186,905	1,717,795
50,756	(11,289)
823	823
1,948	-
(122,242)	-
(82,152)	-
(251,244)	-
139,998	-
(204,072)	-
(569,846)	-
(230,844)	-
1,027,587	4,931,513

		Costs controlled by Head of Service						
2022/23 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2023/24 Sub- total	
49,760	1050	ECONOMIC DEVELOPMENT	-	-	62,500	7,300	69,800	
11,024	1073	UNAPPORTIONABLE OVERHEADS	-	-	5,580	-	5,580	
(11,676)	1074	PHOTOCOPIERS HOLDING ACCOUNT	-	-	17,270	(28,690)	(11,420)	
-	1075	MAIL ROOM POSTAGE ACCOUNT	-	-	50,000	(50,000)	-	
96,630	1728	TOURISM DEVELOPMENT	-	-	72,130	(5,000)	67,130	
20,328	1729	VIC GRANTS & HISTORIC PANELS	-	-	14,600	-	14,600	
(288)	1730	CRUISE WELCOME OPERATION	-	170	-	(4,280)	(4,110)	
94,732	7004	DESIGN STUDIO	2	102,258	3,970	-	106,228	
101,036	7005	MAIL ROOM TRADING ACCOUNT	2	65,032	10,020	-	75,052	
27,510	7025	PRINT UNIT TRADING ACCOUNT	-	-	40,900	(17,500)	23,400	
105,359	7040	HEAD OF GROWTH & INVESTMENT	1	113,535	2,570	-	116,105	
360,903	7502	ECONOMIC DEVELOPMENT TRADING ACCOUNT	6	370,365	10,420	-	380,785	
299,093	7524	STRATEGIC TOURISM TRADING ACCOUNT	10	430,255	2,620	-	432,875	
1,154,411		Total Investment, Growth and Tourism	21	1,081,615	292,580	(98,170)	1,276,025	
167,067	1721	DOVER MUSEUM	-	17,435	195,979	(60,110)	153,304	
16,141	1722	MUSEUMS-BRONZE AGE BOAT-EXHIBT	-	-	24,720	(1,004)	23,716	
3,900	1723	DOVER MUSEUM SCHOOLS	-	-	17,124	(16,200)	924	
500	1725	CHANNEL SWIMMING	-	-	-	-	-	
93,503	1726	MUSEUM COLLECTION STORAGE	-	-	17,374	47,450	64,824	
4,398	1727	GRAND SHAFT-WESTERN HEIGHTS	-	190	3,866	-	4,056	
444,425	7518	MUSEUM HERITAGE & TOURISM ADMIN	13	497,142	1,950	-	499,092	
729,934		Total Museums and Heritage	13	514,767	261,013	(29,864)	745,916	
4,724	1405	PLANNING ENFORCEMENT	-	-	5,500	-	5,500	
50,978	1626	BUILDING CONTROL	6	379,603	33,040	(325,000)	87,643	
(926,578)	1751	DEVELOPMENT MANAGEMENT	-	-	110,010	(983,867)	(873,857)	
(13,200)	1754	AYLESHAM DEVELOPMENT	-	-	30,000	(62,820)	(32,820)	
3,000	1756	PLANNING DELIVERY GRANT	-	-	-	-	-	
540	1757	CONSERVATION & HERITAGE	-	-	-	-	-	
218,996	1762	DOVER DISTRICT DEVELOPM'T PLAN	-	-	159,600	500	160,100	
250	1766	OTHER REGENERATION PROJECTS	-	-	250	-	250	
(178,418)	1768	LOCAL LAND CHARGES	-	150	37,056	(178,000)	(140,794)	
320,466	7512	PLANNING ENFORCEMENT TRADING ACCOUNT	7	334,409	5,936	-	340,345	
1,238,766	7519	DEVELOPMENT MANAGEMENT TRADING	25	1,367,753	30,656	200	1,398,609	
709,353	7520	REGENERATION DELIVERY TRADING	12	767,056	11,140	(8,000)	770,196	
1,428,877		Total Planning & Development	49	2,848,971	423,188	(1,556,987)	1,715,172	
8,101,537			233	11,205,286	17,205,500	(19,490,705)	8,920,081	

Recharges and Other Adjustments	Total
284,654	354,454
-	5,580
11,420	-
-	-
470,362	537,492
38,452	53,052
-	(4,110)
(106,228)	-
(75,052)	-
(23,400)	-
(116,105)	-
(380,785)	-
(432,875)	-
(329,557)	946,468
712,722	866,026
64,625	88,341
36,095	37,019
-	-
91,396	156,220
5,692	9,748
(499,092)	-
411,438	1,157,354
417,595	423,095
95,878	183,521
1,790,190	916,333
49,494	16,674
-	-
138,733	138,733
563,013	723,113
228,075	228,325
240,917	100,123
(340,345)	-
(1,398,609)	-
(770,196)	-
1,014,745	2,729,917
3,428,578	12,348,659

Earmarked General Reserves (Forecast 2022/23 - 2026/27)	Balance 2021/22 £000	Contribution 2022/23 £000	Application 2022/23 £000	Balance 2022/23 £000	Contribution 2023/24 £000	Application 2023/24 £000	Balance 2023/24 £000	Contribution Future Years £000	Application Future Years £000	Balance Future Years £000
Ref										
1	Special Projects & Events	(25,837)	(1,251)	15,161	(11,926)	(1,214)	10,378	(2,700)	17	(5,445)
2	Periodic Operations	(16,501)	(227)	11,060	(5,667)	(58)	1,565	(134)	2,456	(1,839)
3	Dover Regeneration	(704)	(85)	364	(425)	(85)	267	(255)	300	(198)
4	Smoothing Reserve	(4,000)	0	775	(3,225)	0	1,050	0	0	(2,175)
5	ICT Equipment & Servers	(1,364)	(615)	381	(1,598)	(115)	249	(345)	158	(1,651)
6	Business Rates & Council Tax Support	(3,854)	0	1,501	(2,353)	0	226	0	750	(1,377)
7	Public Health Operations	(7,627)	0	141	(7,486)	0	0	0	0	(7,486)
	Earmarked Reserves Total	(59,887)	(2,178)	29,384	(32,681)	(1,471)	13,735	(3,434)	3,681	(20,171)

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 Section 106 Funding, 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. 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 future years.

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 Transformation 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. Public Health Operational 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.

Housing Revenue Account - Draft Budget 2023/24 as at 11/01/23

	2021/22 Actual	2022/23 Original Budget	2022/23 Amended Budget	2023/24 Proposed Budget
	£000	£000	£000	£000
INCOME				
Dwelling Rents	(19,054)	(20,483)	(20,708)	(22,475)
Non-dwelling Rents	(18)	(18)	(1)	(17)
Tenant Charges for Services and Facilities	(1,010)	(628)	(678)	(795)
Leaseholder Charges for Services and Facilities	(443)	(419)	(419)	(382)
TOTAL INCOME	(20,524)	(21,549)	(21,807)	(23,668)
EXPENDITURE				
Repairs and Maintenance	4,776	4,450	5,230	5,723
Supervision and Management	5,564	4,992	4,885	5,977
Rents, Rates, Taxes and Other Charges	119	37	54	34
Depreciation of Fixed Assets	2,742	2,694	2,694	3,086
Impairment of Fixed Assets	0	0	0	0
Revaluation Gain - rev of pr yr loss	(24,093)	0	0	0
Debt Management Expenses	37	15	15	15
Bad Debt Provision	(159)	185	225	200
TOTAL EXPENDITURE	(11,013)	12,373	13,102	15,035
NET COST OF HRA SERVICES PER AUTHORITY INCOME AND EXPENDITURE ACCOUNT	(31,537)	(9,176)	(8,704)	(8,633)
HRA Share of Corporate and Democratic Core	1,288	1,068	1,068	1,029
HRA share of other amounts not allocated to specific services	14	342	342	225
NET COST OF HRA SERVICES	(30,235)	(7,766)	(7,294)	(7,379)
(Gain)/Loss on Sales of HRA Fixed Assets	(625)	0	0	0
Interest Payable and Similar Charges	2,386	2,523	2,523	3,062
Amortisation of Premiums & Discounts	0	0	0	0
Interest and Investment Income	(1)	(18)	(18)	0
Pension Int Costs and expected return on pensions assets	304	0	0	0
(SURPLUS)/DEFICIT FOR THE YEAR ON HRA SERVICES	(28,172)	(5,262)	(4,790)	(4,317)
Amount required by statute to be credited to the HRA Balance for the year (as per the Note to the Statement of Movement below) **	28,669	7,240	7,176	6,810
Net (Increase)/Decrease in the Housing Revenue Account Balance before transfers to or from reserves	498	1,978	2,386	2,493
Transfer (from) reserves	(489)	(1,980)	(2,380)	(2,600)
Transfer to reserves		0	0	0
(Increase)/decrease in year on the HRA balance	9	(2)	5	(107)

Impact of Deficit / (surplus) on balances				
	£000	£000	£000	£000
Housing Revenue Account surplus brought forward	(1,033)	(1,027)	(1,027)	(1,027)
Housing Revenue Account surplus carried forward	(1,027)	(1,029)	(1,021)	(1,133)

** Note to the Statement of Movement on the HRA Account				
Items included in the HRA Income and Expenditure Account but excluded from the movement on HRA Balance for the year				
	£000	£000	£000	£000
Difference between any other items of income and expenditure determined in accordance with the guidance and determined in accordance with statutory HRA requirements	24,093	0	0	0
Transfer of HRA Self Financing Determination to Capital	0			
Net Charges made for retirement benefits in accordance with IAS19	429	0	0	0
(Gain)/loss on sale of HRA fixed asset	625	0	0	0
	25,147	0	0	0
Items not included in the HRA Income and Expenditure Account but included in the movement on HRA Balance for the year				
Transfer to/(from) the Major Repairs Reserve	1,927	2,172	2,172	1,638
Employer's contributions payable to the Pension Fund and retirements benefits payable direct to pensioners	(318)	0	0	0
Capital expenditure funded by the HRA	1,914	5,068	5,004	5,172
	3,522	7,240	7,176	6,810
Net additional amount required by statute to be debited/(credited) to the HRA Balance for the year	28,669	7,240	7,176	6,810

THREE YEAR REVENUE BUDGET FINANCIAL PROJECTION

Notes	2022/23 Projected Outturn £000	2023/24 Forecast £000	2024/25 Forecast £000	2025/26 Forecast £000
1	(21,806) Income	(21,806)	(21,806)	(21,806)
	Income Adjustments			
2	Rent increases at 7% cap then CPI +1% from 2024/25	(1,531)	(2,194)	(2,877)
3	Impact of Right to Buy sales on rental income	44	90	137
4	Forecast rent from new stock	(219)	(319)	(419)
5	Inflation on leasehold & service charges	(156)	(249)	(288)
	(21,806) Total	(23,668)	(24,478)	(25,254)
6	13,103 Expenditure	13,103	13,103	13,103
	Expenditure Adjustments			
7	Repairs and Maintenance (7.5% inflation for 2023/24)	121	541	914
8	Utilities Inflation (60% increase for 2023/24)	145	222	231
9	Supervision and Management (6% inflation for 2023/24)	794	955	1,091
10	Other Misc expenditure inflation	350	371	384
	13,103 Total	14,513	15,192	15,723
11	11,091 Other Charges	11,091	11,091	11,091
12	Annual borrowing allowance for capital projects	557	657	757
	11,091 Total	11,648	11,748	11,848
	Net (Increase)/Decrease In The HRA Balance Before 2,386 Transfers To/From Reserves	2,493	2,462	2,317
13	(2,380) Transfer from Housing Initiatives reserve	(2,600)	(2,460)	(2,310)
14	0 Transfer to Housing Initiatives reserve	0	0	0
15	6 NET (SURPLUS) / DEFICIT	(107)	2	7
	Impact on Reserves :-			
	Projected HRA Balance			
	(1,027) Opening balance	(1,021)	(1,129)	(1,126)
16	(1,021) Closing Balance	(1,129)	(1,126)	(1,119)
	Projected Housing Initiatives Reserve Balance			
	(12,239) Opening balance	(9,859)	(7,259)	(4,799)
	0 Contribution to reserve	0	0	0
	(2,380) Proposed application of reserve	(2,600)	(2,460)	(2,310)
17	(9,859) Closing Balance	(7,259)	(4,799)	(2,489)

**THREE YEAR REVENUE BUDGET FINANCIAL
PROJECTION**

Notes

- 1** The gross income budget is taken from the 2023/24 budget at Annex 5.
- 2** The Government has set the rent cap at 7% for 23/24 but advised that rent increases will return to levels of CPI plus 1% from 2024/25
- 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 Development
- 5** Tenant and Leasehold service charges are a cost recovery exercise for the previous year so will increase
- 6** The gross expenditure budget is taken from the 2023/24 budget at Annex 5.
- 7** It is assumed that repairs & maintenance expenditure will increase in line with inflation.
- 8** Utilities cost has increased in line with costs across the sector, 60% for 2023/24 reducing to 20% in 2024/25 then 2% in 2025/26.
- 9** It is assumed that supervision & management expenditure will increase in line with inflation.
- 10** Inflationary increases on other expenditure areas.
- 11** Other charges are taken from the 2023/24 budget at Annex 5. These include, capital works, interest payable & receivable & pension charges.
- 12** The current level of proposed budget for Housing Development projects is above the forecast level of the HIR so there is forecast to be a requirement to borrow for future projects. The increase is based on £3.5m
- 13** The level of funding of projects from the Housing Initiatives reserves based on the current programme &
- 14** The annual transfer to the Housing Initiatives reserves to support future projects.
- 15** Forecast (surplus) / deficit.
- 16** Forecast HRA Balance.
- 17** Forecast Housing Initiatives Reserve Balance.

HRA Housing Development Projects

	Total Project Cost £000	Prior years spend £000	Actual Spend 2021/22 £000	Forecast 2022/23 £000	Forecast 2023/24 £000	Forecast 2024/25 £000	Forecast 2025/26 £000
Foxborough Close (2)	480	68	22	390	0	0	0
Property purchases (90)	16,623	9,393	1,230	1,500	1,500	1,500	1,500
Interim Housing - Kimberley Close (16)	1,683	329	571	783	0	0	0
Interim Housing - Stockdale Gardens (8)	1,498	330	884	284	0	0	0
Interim Housing - Barwick Road (24)	6,645	120	107	196	3,639	2,489	94
William Muge & Snelgrove (65)	15,175	14,700	475	0	0	0	0
113 Folkestone Road Development (8)	1,037	1,037	0	0	0	0	0
Napchester Road, Whitfield (26)	4,907	0	2,985	1,912	10	0	0
Grove Road, Preston (c12)	3,150	0	0	30	350	2,770	0
St Richards Road, Deal (6)	982	0	116	866	0	0	0
Military Road, Dover	1,596	0	0	53	1,133	387	23
Mongeham Road, Deal	1,890	0	0	190	1,700	0	0
Local Housing Fund Top-Up	1,200	0	0	0	1,200	0	0
Proposed Housing Developments (24)	8,500	0	0	500	3,000	3,000	2,000
Total Housing Projects	65,367	25,978	6,390	6,704	12,532	10,146	3,617
Financed By:							
Capital Receipts	2,500	0	0	2,500	0	0	0
Borrowing	40,924	15,570	4,536	1,975	9,276	7,350	2,217
Excess Right to Buy	13,386	3,712	1,117	1,105	3,256	2,796	1,400
Grant & S106 Funding	1,739	628	737	374	0	0	
Housing Initiatives Reserve	6,818	6,068	0	750	0	0	
Sub total	65,367	25,978	6,390	6,704	12,532	10,146	3,617

REVENUE WORKS PROGRAMME	ACTUAL 2021/22 £000's	ORIGINAL BUDGET 2022/23 £000's	AMENDED BUDGET 2022/23 £000'S	PROPOSED BUDGET 2023/24 £000'S
Term Maintenance	1,448	1,250	2,000	1,600
External Decorations	144	675	675	675
Drainage Works	6	3	3	10
Communal TV Aerials Works	12	15	15	15
Window Repairs	45	200	-	-
Elderly Persons Redecorations	-	-	-	-
Estates Paths, Pavings, Floor Resurfacing	0	320	200	70
Insurance Excess/Storm Damage	28	7	-	-
Vandalism	0	4	-	-
Electrical Safety Inspections & Works	0	180	180	180
Health and Safety Water Inspections & Works	486	100	100	50
Void Properties	176	800	1,000	1,000
Heating Servicing & Inspections	1,282	540	540	540
Lift Maintenance & Inspections	533	20	30	30
Disabled Hoists & Lifts	31	10	50	50
Fire Alarm Servicing & Inspections	62	60	50	50
Door Entry	80	20	20	20
Tenant Compensation	40	15	115	115
Tenants Compact - Dover / Deal / Sandwich & Rural	1	50	50	50
Environmental Improvements	6	50	50	50
Damp and Mould Maintenance	-	-	0	500
TOTAL REVENUE WORKS PROGRAMME	4,380	4,319	5,078	5,005

CAPITAL WORKS PROGRAMME	ACTUAL 2021/22 £000's	ORIGINAL BUDGET 2022/23 £000's	AMENDED BUDGET 2022/23 £000'S	PROPOSED BUDGET 2023/24 £000'S
Reroofing	384	1,560	750	1415
Replacement Doors and Windows	400	715	250	250
Door Entry System Installations	31	5	20	100
Fire Precaution Works	580	75	260	275
Heating Renewals	1,034	1,320	1320	1320
Thermal Insulation	-	-	-	-
Asbestos Inspection & Works Programme	264	-	450	300
Structural Repairs	314	375	375	375
Electrical Rewiring Programme	-	-	25	25
Kitchen Replacement Programme	369	741	741	700
Lift Refurbishment	-	-	-	-
Bathroom Replacement Programme	382	699	550	700
Adaptations for Disabled Persons	382	350	600	450
Restorative & Carbon Neutral Programme	-	500	1085	500
Integrated Reception Systems Upgrade	-	-	-	50
Estate Paving	-	-	-	100
Internal Block Flooring	-	-	-	150
Going Digital	-	-	-	100
Proposed Capital ICT Projects	-	150	-	-
Capital Works Programme Total	4,140	6,490	6,426	6,810
Financed By:				
Major Repairs Reserve	2,226	2,172	2,172	2,121
Direct Revenue Financing (HRA)	1,914	4,318	4,254	4,689
Total Financed By (Capital Works)	4,140	6,490	6,426	6,810
FULL PROGRAMME TOTAL	8,520	10,809	11,504	11,815

2022/23 MEDIUM TERM CAPITAL PROGRAMME (GENERAL FUND) - 22/23 Outturn Position - December 2022 (including 23/24 MTFP proposals)							
2022/23 Quarter 2 Position			PROPOSED BUDGET				
Projects included in the programme	Total £000	Previous years £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Future Years £000	Total £000
Committed General Fund Projects							
Dover Regeneration Projects							
Dover Fastrack Project (BRT)	17,520	3,564	13,956	0	0	0	17,520
Dover Fastrack Project (BRT) - increase to provision wef 23/24	0	0	0	1,500	0	0	1,500
Dover Market Square public realm improvements	3,651	1,549	2,102	0	0	0	3,651
Future High Streets Fund - Capital Works	250	26	224	0	0	0	250
Bench St Land Assembly	2,500	0	2,980	0	0	0	2,980
Sub total	23,921	5,139	19,262	1,500	0	0	25,901
Other Regeneration Projects							
Aylesham Regeneration Project	2,429	1,867	562	0	0	0	2,429
Discovery Park - Grant no.2 (100% grant funded)	2,722	0	2,722	0	0	0	2,722
Building Foundations for Growth Grant - unallocated funding	21	0	21	0	0	0	21
Sub total	5,172	1,867	3,305	0	0	0	5,172
Other projects							
Purchase of Refuse & Recycling Vehicles	4,500	3,941	13	0	0	546	4,500
DDC Community Bus purchase	101	30	71	0	0	0	101
Deal Pier - Capital Works	1,363	1,133	229	0	0	0	1,363
Tides LC refurbishment	1,120	909	211	0	0	0	1,120
Deal Beach Management 2015-20 (100% grant funded)	1,429	1,266	163	0	0	0	1,429
Old Dover Leisure Centre demolition	600	427	173	0	0	0	600
Old Dover Leisure Centre demolition - remove unspent balance on completion wef 23/24 (estimate)	0	0	(50)	0	0	0	(50)
55-61 Castle St - demolition	250	72	178	0	0	0	250
Dover Discovery Centre refurbishment	700	0	0	125	300	275	700
Aylesham Garden Village - Grounds Maintenance Equipment	87	0	87	0	0	0	87
St Margarets Bay sea defences (100% grant funded)	125	80	45	0	0	0	125
Cowdray Square Play Area	117	5	112	0	0	0	117
Parks & Open Spaces - Grounds Maintenance Equipment Replacement	420	0	100	320	0	0	420
Tides Leisure Centre replacement	600	0	600	0	0	0	600
Dover Museum & Bronze Age Boat - Essential Works - delete wef 23/24 (new special revenue project created)	276	59	0	0	0	0	59
New museum storage facility	830	759	71	0	0	0	830
Maison Dieu major restoration works(Dover Town Hall) - Delivery Phase	9,513	863	4,325	4,325	1,057	0	10,570
Maison Dieu major restoration works(Dover Town Hall) - Delivery Phase - increase to provision wef 23/24	0	0	0	2,250	0	0	2,250
Sandwich Guildhall Forecourt improvement works	1,050	50	1,000	0	0	0	1,050
Electric Vehicle Charging Bays	316	282	41	0	0	0	323
Rural England Prosperity Fund	0	0	0	100	300	0	400
Disabled Facilities Grants:-							
Winter Warmth Grants	50	n/a	50	0	0	0	50
Mandatory Disabled Facilities Grants	2,548	n/a	2,548	0	0	0	2,548
Renovation/PSH Loans	225	n/a	225	0	0	0	225
Empty Homes Loans	192	n/a	192	0	0	0	192
Sub total	26,412	9,876	10,384	7,120	1,657	821	29,859
Sub total of Committed General Fund Projects	55,506	16,883	32,951	8,620	1,657	821	60,933
General Fund Projects - Proposed Projects							
Capital Contingency	61	0	61	0	0	0	61
St Margarets Bay coast protection works (grant funded)	25	0	25	0	0	0	25
Street-lighting works - delete wef 23/24	107	0	0	0	0	0	0
Dolphin House - balconies	200	0	200	0	0	0	200
Future High St bid match funding	1,700	0	1,388	0	0	312	1,700
Future High St grant funding	2,946	0	2,306	640	0	0	2,946
Sandwich Quay - delete wef 23/24	150	0	0	0	0	0	0
Tides Replacement	4,400	0	4,400	0	0	0	4,400
Town Centre Regeneration and Historic Buildings	500	0	0	0	0	0	0
Kearsney Café Extension - delete wef 23/24	550	0	0	0	0	0	0
Park Lane Nursery - delete wef 23/24	125	0	0	0	0	0	0
Tides Essential Works	30	0	30	0	0	0	30
Sandwich Guildhall Forecourt improvement works	200	0	200	0	0	0	200
Public Sector Decarbonisation Fund - delete wef 23/24	115	0	0	0	0	0	0
Levelling Up Fund	0	0	18,100	0	0	0	18,100
23/24 New Bids:-	0	0	0	0	0	0	0
Regeneration Projects	0	0	0	1,000	0	0	1,000
8 Bench St	0	0	0	175	0	0	175
Disabled Facilities Grants	0	0	0	1,241	0	0	1,241
Sub total of General Fund Proposed Projects	11,109	0	26,711	3,056	0	312	30,078

2022/23 MEDIUM TERM CAPITAL PROGRAMME (GENERAL FUND) - 22/23 Outturn Position - December 2022 (including 23/24 MTFP proposals)							
2022/23 Quarter 2 Position			PROPOSED BUDGET				
Projects included in the programme	Total £000	Previous years £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Future Years £000	Total £000
General Fund Projects Total	66,615	16,883	59,662	11,676	1,657	1,133	91,011

2022/23 MEDIUM TERM CAPITAL PROGRAMME (GENERAL FUND) - 22/23 Outturn Position - December 2022 (including 23/24 MTFP proposals)							
2022/23 Quarter 2 Position		PROPOSED BUDGET					
Projects included in the programme	Total £000	Previous years £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Future Years £000	Total £000
Financed by:							
Capital projects financed in previous financial years	16,883	16,883					16,883
Capital receipts - General Fund	5,817	n/a	3,807	125	300	437	4,669
Capital receipts - General Fund - 23/24 amendments	0	n/a	(50)	3,750	0	0	3,700
Capital receipts - General Fund - 23/24 new bids	0	n/a	0	175	0	0	175
Capital receipts - General Fund (Dover Regeneration)	250	n/a	250	0	0	0	250
Capital receipts - DFG Grant Repayments	262	n/a	262	0	0	0	262
Capital receipts - PSH / Empty Homes Loan receipts	417	n/a	417	0	0	0	417
Capital receipts - Abnormal costs contingency	520	n/a	520	0	0	0	520
Direct Revenue Financing:-							
General Fund	1,211	n/a	871	340	0	0	1,211
HRA	0	n/a	0	0	0	0	0
National Lottery Heritage Funding (Maison Dieu-delivery)	4,084	n/a	2,042	2,042	1,057	0	5,142
Office for Zero Emission Vehicles Grant	17	n/a	17	0	0	0	17
Section 106 Funding	87	n/a	87	0	0	0	87
Grants:-							
KCC Better Care Fund (Disabled Facilities Grant)	2,336	n/a	2,336	0	0	0	2,336
KCC Better Care Fund (Disabled Facilities Grant) - 23/24 estimate	0	n/a	0	1,241	0	0	1,241
Coastal Communities Fund (Dover Market Sq proj)	902	n/a	902	0	0	0	902
Environment Agency (Deal Beach Management 2015-20)	163	n/a	163	0	0	0	163
Environment Agency (St Margarets Bay coast protection works)	70	n/a	70	0	0	0	70
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)	3,171	n/a	2,531	640	0	0	3,171
Homes England (BRT)	12,836	n/a	12,836	0	0	0	12,836
Rural England Prosperity Fund Grant	0	n/a	0	100	300	0	400
Levelling Up Fund Grant	0	n/a	18,100	0	0	0	18,100
Other reserves:-							
- Special projects	11,904	n/a	10,333	1,443	0	0	11,776
- SEEDA-Dover Regeneration	150	n/a	0	0	0	150	150
- Developer Agreement Receipt	100	n/a	100	0	0	0	100
- KCC & Dover Growth Fund	528	n/a	528	1,000	0	0	1,528
- KCC COMF Community Play Areas Grant	112	n/a	112	0	0	0	112
- KCC COMF Helping Hands	71	n/a	71	0	0	0	71
- Parks & Open Spaces Reserve	420	n/a	100	320	0	0	420
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	559	n/a	13	0	0	546	559
Unsupported borrowing	0	n/a	0	0	0	0	0
Total	66,615	16,883	59,662	11,676	1,657	1,133	91,011

Capital Receipts Summary as at 31/12/22

Capital Receipt Category	2021/22 Opening Balance £000	Receipts in year £000	Allocated to Projects £000	2022/23 Opening Balance £000	Anticipated future income £000	MTCP Project Funding £000	New Bids 2022/23 MTFP £000	Available funding £000
Ring Fenced for 1:4:1 Affordable Housing	(3,538)	(824)	909	(3,453)	(1,205)	4,658	0	0
Ring fenced for Private Sector Housing	(99)	(475)	157	(417)	0	417	0	0
Ring fenced for Dover Regeneration	(250)	0	0	(250)	0	250	0	0
Ring fenced for Aylesham contractual commitments	(1,055)	0	0	(750)	0	520	230	0
Ring fenced for DFGs	(192)	(70)	0	(262)	(48)	310	0	0
Ring fenced for Shared Ownership	0	(2,571)	2,571	0	0	0	0	0
Un-ringfenced capital receipts	(10,799)	(1,035)	2,071	(10,068)	(642)	4,669	3,875	(2,166)
Total	(15,933)	(4,975)	5,708	(15,200)	(1,895)	10,824	4,105	(2,166)

SPECIAL REVENUE PROJECTS - 2022/23 OUTTURN - DECEMBER 2022 (including 2023/24 MTFP proposals)

SPECIAL REVENUE PROJECTS	Capital / Revenue	Total Approved Budget £000	Prior Years Exp £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Future years £000	Total Revised Budget £000
Committed Special Revenue Projects								
Corporate Property Maintenance	R	72	n/a	65	0	0	0	65
Parks - General Repairs (walls, fences, lakes, structures etc)	R	166	155	11	0	0	0	166
Dover District Transportation Study	R	352	245	108	0	0	0	352
Food Waste Promotion	R	47	19	28	0	0	0	47
LDF Plan	R	322	317	5	0	0	0	322
Property Strategy-external support	R	206	206	0	0	0	0	206
Resurfacing Car Parks & DDC owned access roads	R	240	220	20	0	0	0	240
Dover Regeneration - enabling costs	R	343	240	103	0	0	0	343
Butts - access bridge works	R	30	1	29	0	0	0	30
Property Renovations grant scheme	R	300	208	92	0	0	0	300
Beach Huts - refurbishments	R	50	31	19	0	0	0	50
Old St James Church works	R	190	155	35	0	0	0	190
Deal Indoor Tennis Centre - Flood Protection Works	R	40	0	40	0	0	0	40
Dover District Leisure Centre - completion works	R	100	21	79	0	0	0	100
CAB alterations to co-locate Deal & Dover CABs	R	30	24	6	0	0	0	30
Levelling Up Fund Bid	R	245	115	150	0	0	0	265
Whitfield & Duke of York roundabout study	R	40	15	25	0	0	0	40
Sandwich Dredging & Desilting Works 2021	R	25	0	25	0	0	0	25
Dover Place Plan	R	50	0	50	0	0	0	50
Dover Strategic Parking Strategy	R	20	0	20	0	0	0	20
Queen's Platinum Jubilee Celebrations	R	50	0	50	0	0	0	50
Queen's Baton Relay - 2022 Commonwealth Games	R	20	0	20	0	0	0	20
Kearsney Park - remedial works	R	150	0	150	0	0	0	150
UK Shared Prosperity Fund	R/C	0	0	99	199	702	0	1,000
One Public Estate - feasibility works	R	15	0	25	0	0	0	25
Kearsney Abbey ancillary building	R	33	0	33	0	0	0	33
Burgoyne Heights Street Lighting	R	140	0	140	0	0	0	140
Russell Gardens Pond & Bridge Repairs	R	0	0	110	0	0	0	110
Public conveniences refurbishments	C/R	50	0	50	0	0	0	50
Marke Wood Tennis Court Refurbishment	R	0	0	70	0	0	0	70
Project feasibility costs	R	201	51	212	0	0	0	264
Sub total - committed projects		3,526	2,021	1,870	199	702	0	4,792
Capital projects in capital programme financed from reserve:								
Provision allocated to capital programme to finance capital projects - WIP & Proposed	C	11,904	n/a	10,333	1,443	0	0	11,776
Total committed projects		15,430	2,021	12,203	1,641	702	0	16,568
Proposed Projects								
Special Revenue Contingency	R/C	121	0	121	0	0	0	121
Closed churchyard repairs	R	50	0	50	0	0	0	50
Corporate Property Maintenance	R	17	0	0	0	0	17	17
Museum Lighting Improvements - delete wef 23/24 (new special revenue project created)	R	69	0	0	0	0	0	0
Dover Tourism signage - delete wef 23/24	R	30	0	0	0	0	0	0
Aylesham Leisure allocation	R	200	0	200	0	0	0	200
Climate change initiatives	R	310	0	310	0	0	0	310
Support for organisational changes - allocate to Transformation project wef 23/24	R	500	0	0	0	0	0	0
Town Centre Regeneration	R	99	0	99	0	0	0	99
Maison Dieu - additional works	R	700	0	700	0	0	0	700
Project Feasibility Studies	R	350	0	288	0	0	0	288
Russell Gardens Pond Repairs	R	200	0	90	0	0	0	90
Community Grants	R	0	0	0	0	0	0	0
Property Renovation Scheme (Town Centre Grants)	R	100	0	100	0	0	0	100
Reimagining Whitfield Offices - allocate to Transformation project wef 23/24	R	100	0	0	0	0	0	0
Maison Dieu Artwork	R	100	0	100	0	0	0	100
Dover Museum Roof - delete wef 23/24 (new special revenue project created)	R	50	0	0	0	0	0	0
Street Scene	R	50	0	50	0	0	0	50
Deal Tennis Centre Flood Protection	R	50	0	50	0	0	0	50
Victoria Park MUGA	R	40	0	40	0	0	0	40
Museum Essential Repairs - existing provisions amalgamated to create new project - move to WIP in 23/24	R	0	0	0	360	0	0	360
Transformation Project - provisions reallocated from Support for organisational changes & Reimagining Whitfield Offices	R	0	0	0	600	0	0	600
23/24 New Bids:-		0	0	0	0	0	0	0
Paths & Car Park resurfacing	R	0	0	0	20	20	20	60
57 New Street	R	0	0	0	40	0	0	40
Dover District Design Code	R	0	0	0	40	0	0	40
Conservation Area Appraisal	R	0	0	0	20	0	0	20
Russell Gardens Bridge Repairs	R	0	0	0	300	0	0	300
Corporate Assets Repairs & Maintenance	R	0	0	0	250	0	0	250
Property Strategy - revenue costs	R	0	0	0	100	0	0	100
Deal Pier structural safety inspection	R	0	0	0	75	0	0	75
Football pitch renovation	R	0	0	0	75	0	0	75
Elms Vale Pavilion roof repairs	R	0	0	0	50	0	0	50
Public Convenience refurbishment	R	0	0	0	50	0	0	50
Roman Painted House bridge repairs	R	0	0	0	50	0	0	50
Streetlights quinquennial inspection	R	0	0	0	25	0	0	25
Sub total - proposed projects		3,135	0	2,197	2,055	20	37	4,309
Proposed balance to transfer to capital projects - new bids	C	0	n/a	0	0	0	0	0
Total proposed projects		3,135	0	2,197	2,055	20	37	4,309

<u>SPECIAL REVENUE PROJECTS</u>	Capital / Revenue	Total Approved Budget £000	Prior Years Exp £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Future years £000	Total Revised Budget £000
GRAND TOTAL		18,566	2,021	14,400	3,696	722	37	20,877

SPECIAL REVENUE PROJECTS	Capital / Revenue	Total Approved Budget £000	Prior Years Exp £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Future years £000	Total Revised Budget £000
Special Projects Financing								
Special Projects financed in previous years		2,021	2,021	0	0	0	0	2,021
Special Project Reserve		16,035	0	13,615	2,403	0	17	16,035
SEEDA-Dover Regen Reserve		38	0	38	0	0	0	38
HCA-Dover Regen Reserve		3	0	3	0	0	0	3
KCC & Dover Growth Fund Reserve		280	0	280	0	0	0	280
Deal Tennis Centre Equipment Reserve		40	0	40	0	0	0	40
Periodic Operations Reserve		20	0	20	0	0	0	20
Levelling Up Fund grant Reserve		10	0	10	0	0	0	10
S106		200	0	200	0	0	0	200
External contributions		1,125	0	224	199	702	0	1,125
External contributions - reduction wef 23/24		0	0	-30	0	0	0	-30
Special Project Reserve - 23/24		0	0	0	975	0	0	975
Periodic Operations Reserve - 23/24		0	0	0	20	20	20	60
Dover Regeneration Reserve - 23/24		0	0	0	100	0	0	100
TOTAL		19,772	2,021	14,400	3,696	722	37	20,877

Remaining balance in Special Projects reserve	
Balance at 1 April 2022	23,809
Allocation to projects in 22/23	-13,615
22/23 allocation to Digital & ICT projects	-500
22/23 allocation to Gen Fund re Community Grants Scheme	-200
	0
Balance transferred from Major Events Reserve in 22/23	83
Allocation from General Fund for 22/23 re Major Events	20
Allocation from General Fund in 22/23 - replenishment of 21/22 reserve use pending receipt of OZEV grant	56
Allocation from General Fund for 22/23	900
Balance at 31 March 2023	10,553
Proposed allocation to projects in 23/24 & future years	-2,420
Proposed allocation to new projects in 23/24 & future years	-975
Ring-fenced financing for Dover Dist Leisure Centre	-7,000
	0
Allocation from General Fund for 23/24 re Major Events	20
23/24 allocation re EZ relief from prior year	98
Allocation from General Fund for 23/24	600
Allocation from General Fund for future years	2,700
Balance after future years allocations	3,576

DIGITAL REVENUE PROJECTS	Total Approved Budget £000	Prior Years Exp £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 * £000	Total Revised Budget £000
<u>Digital Infrastructure Investment - Approved Projects</u>						
Collection Management - Museum	18	0	18	0	0	18
Corporate Hardware & Software	99	17	44	38	0	99
Parking Cloud System	26	0	25	1	0	26
AIM Cloud Based Project	37	0	35	2	0	37
Mod.Gov Cloud Upgrade	22	0	19	3	0	22
Network Switches	25	0	1	24	0	25
Meeting Rooms Solution	20	0	19	1	0	20
Telephone Equipment Main System	16	0	8	8	0	16
Regulatory Services Cloud System	122	0	92	30	0	122
Laptop Replacement	72	0	68	4	0	72
Pentana	3	0	3	0	0	3
IDOX System Upgrades	22	0	11	11	0	22
M365 Backups	9	0	9	0	0	9
Confirm On Demand Cloud System	9	0	0	9	0	9
Council Chamber	76	71	5	0	0	76
WiFi	57	3	54	0	0	57
Telephony	13	0	13	0	0	13
Total - committed projects	646	91	424	131	0	646
<u>Infrastructure Investment - Proposed Projects</u>						
Mobile Phone replace	42		0	0	42	42
MSSQL Upgrades	21		0	0	21	21
SAN Storage Area Network	44		0	0	44	44
VM Ware	45		0	15	30	45
WAN & Internet Wired Network	8		0	0	8	8
Civica Recharges (Software & Licences)	84		0	41	43	84
Citrix Environment	38		0	38	0	38
Citrix Licences	29		0	29	0	29
Server CALS (Licences for host servers)	10		0	0	10	10
Firewall	25		0	25	0	25
Total - proposed projects	346	0	0	148	198	346
GRAND TOTAL	992	91	424	279	198	992
<u>Digital Projects Financing</u>						
Projects financed in previous years	91	91	0	0	0	91
Digital & ICT Reserve	788	0	381	249	158	788
HRA Funding	113	0	43	30	40	113
TOTAL	992	91	424	279	198	992

Remaining balance in Digital & ICT Reserve	£000
Balance at 1 April 2022	1,364
Allocation to Revenue projects in 22/23	-381
Allocation from General Fund for 22/23	115
Allocation from Special Project Reserve for 22/23	500
Balance at 31 March 2023	1,598
Proposed allocation to Revenue projects in 23/24 & future years	-407
Allocation from General Fund for 23/24	115
Allocation from General Fund for MTFP period (3 years)	345
Balance after future years allocations	1,651

*** Notes**

ICT services are moving in-house with effect from 1st April 2023.

During the first year in 2023/24, all services and software maintenance contracts will be reviewed and analysed.

Therefore, at the time of preparing this data, it is not possible to accurately estimate costs for the financial year 2024/25.

Ongoing expenditure will depend on the findings built up throughout the financial year 2023/24, and what priorities are established.

Forecasts for future years will be revised as part of the 2024/25 budget process.

GRANTS TO CONCESSIONARY RENTALS 2023-24

2022/23	2023/24	Change		
£	£	%		
50	50	0%	Sandwich Tennis Club	Lease Of Tennis Courts In Sandown Road, Sandwich
75	75	0%	Aylesham Parish Council	Lease Of 1.82 Acres At Market Square, Aylesham
225	225	0%	Dover Bowling Club	Lease Of Pavilion In Maison Dieu Gardens, Dover
355	355	0%	Victoria Park Bowling Club	Rent Of Pavilion, Victoria Park, Deal
325	325	0%	Deal & Walmer Angling Club	Lease Of Angling Cabin On Deal Pier
450	450	0%	Capel-Le-Ferne Parish Council	Lease Of Land In Lancaster Avenue For Use Of Playing Field
1,225	1,225	0%	Dover Rugby Football Club	Rent Of Crabble Pavilion, River (One 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
11,800	11,800	0%	Dover Citizen's Advice Bureau	Rent Of Ground now includes 1st Floor Dover Area Office
3,250	3,250	0%	Cross Links	9 Sheridan road
30,005	30,005		In most cases, the above shows a 50% grant or more reduction in the rental charges for DDC properties or income generating sites	

2022/23	2023/24	Change		
£	£	%		
100,350	110,390	10%	Your Leisure	Increased by 10% - CPI for 2023/24. To be reviewed annually until 2025.
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	19,552	22%	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. A cumulative RPI increase of 22.2% applied from 2021/22.
10,000	10,000	0%	Dover Outreach Centre	Grant towards the Winter Shelter costs.
12,600	12,600	0%	Dover Rugby Club	For ground maintenance at Crabble Athletic Ground, covered by saving made in the Landscape maintenance contract.
1,000	1,000	0%	Victoria Bowls	Contribution to running expenses of the Club
1,000	1,000	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	107,000	5%	Dover Citizen's Advice Bureau	£97k CAB Core Funding grant inc £10k from HRA, plus £8,500 for full 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
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
284,450	303,042			