

## BUDGET SUMMARY

<u>2022/23</u> <u>Actuals</u>		<u>2023/24 Original</u> <u>Budget</u>	<u>2023/24</u> <u>Q2 Projected</u> <u>Outturn</u>	<u>2024/25</u> <u>Budget</u>
£000		£000	£000	£000
301	Chief Executive	1,322	1,157	1,076
1,577	Corporate and Regulatory	4,055	3,489	3,917
12,192	Finance and Housing	8,200	8,429	9,026
10,091	Place and Environment	10,361	10,694	11,504
1,031	Special & Digital Revenue Projects	3,879	5,151	2,218
0	Vacancy Allowance	(150)	0	(150)
0	Target Savings / Income	(103)	(103)	(417)
0	Estimated Annual Underspend	(500)	(500)	(500)
0	Savings assumptions @ 80% delivery	400	400	0
0	Contingency	125	125	161
83	River Stour Drainage Board	87	87	96
(4,572)	Directorate costs recharged to HRA & Projects	(5,288)	(5,288)	(5,679)
<b>20,703</b>	<b>Net Operating Expenditure</b>	<b>22,388</b>	<b>23,641</b>	<b>21,251</b>
	<b>Financing Adjustments:</b>			
(1,922)	Interest Receivable	(1,935)	(2,235)	(2,391)
200	Interest Payable	450	750	879
1,656	Loan Principal Repayments/Borrowing Allowance	1,777	1,777	1,603
<b>(67)</b>	<b>Total Financing Adjustments</b>	<b>293</b>	<b>293</b>	<b>91</b>
	<b>Contribution to/(from) Reserves:</b>			
290	- Regeneration Reserve	283	283	588
245	- Special Projects & Events Reserve	(2,360)	(3,545)	(816)
(6,543)	- Periodic Operations Reserve	(466)	(466)	(309)
(155)	- ICT Systems & Servers Reserve	(276)	(363)	(796)
2,811	- Business Rates & Council Tax Reserve	0	0	0
2,367	- Port Health Reserves	0	0	0
<b>(985)</b>	<b>Net Contribution to/(from) Reserves</b>	<b>(2,820)</b>	<b>(4,092)</b>	<b>(1,333)</b>
<b>19,651</b>	<b>Total Budget Requirement</b>	<b>19,861</b>	<b>19,841</b>	<b>20,009</b>
	<b>Financed by:</b>			
10,002	Business Rates - Total Income Net of Timing Adjustme	8,562	8,562	9,270
60	Revenue Support Grant	238	238	254
441	Lower Tier Services & Funding Guarantee Grants	909	909	1,266
0	Covid Funding Support	0	0	0
8,038	Council Tax	8,321	8,321	8,763
(109)	Council Tax - Collection Fund Surplus / (Deficit)	55	55	91
17	Council Tax - S31 Grants	0	0	0
1,229	New Homes Bonus	645	645	346
<b>19,678</b>	<b>Total Financing</b>	<b>18,732</b>	<b>18,730</b>	<b>19,989</b>
<b>(27)</b>	<b>General Fund Deficit/(Surplus) for the Year</b>	<b>1,130</b>	<b>1,112</b>	<b>20</b>
	Net cost to DDC of Port Health service			2,800
	<b>Revised General Fund Deficit</b>			<b>2,820</b>
(1,479)	General Fund Balance at Start of Year	(1,492)	(1,506)	(1,544)
	<b>General Fund Balance with DEFRA impact</b>			<b>1,276</b>
0	Transfer from DDC Earmarked reserves	(1,150)	(1,150)	(2,800)
<b>(1,506)</b>	<b>Leaving Year End Balances of</b>	<b>(1,512)</b>	<b>(1,544)</b>	<b>(1,524)</b>

### General Fund Service Expenditure by Cost Type

	2023/24 Original Budget £000	2023/24 Projected Outturn £000	2024/25 Proposed Budget £000
<b>Direct Expenditure</b>			
Employees	26,034	25,493	25,973
Premises	1,393	1,497	1,277
Transport	175	175	215
Supplies and services	9,566	9,540	9,447
Third parties	13,729	14,056	14,736
Shared services	-	-	-
Transfer payments	21,348	21,348	21,242
<b>Total Direct Expenditure</b>	<b>72,245</b>	<b>72,109</b>	<b>72,890</b>
<b>Direct Income</b>			
Government Grants	(26,596)	(26,596)	(23,169)
Sales	(697)	(697)	(930)
Fees and Charges	(10,941)	(10,917)	(11,693)
Other Income	(10,073)	(10,073)	(10,657)
<b>Total Direct Income</b>	<b>(48,307)</b>	<b>(48,283)</b>	<b>(46,449)</b>
Central Support reallocation of costs	(5,288)	(5,346)	(6,598)
Special Revenue Projects	-	5,151	2,218
Vacancy Allowance & Employment Stability	(150)	-	(150)
Savings & Income Generation Target	(203)	(203)	(918)
Contingency	125	125	161
River Stour Drainage Board	87	87	96
<b>Net Service Expenditure</b>	<b>18,509</b>	<b>23,640</b>	<b>21,251</b>

**GENERAL FUND KEY FIGURES - EXPENDITURE**

	2022/23 Outturn	2023/24 Original Budget	2024/25 Draft Budget	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast
<b>Key Expenditure Figures:</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Employees:</b>						
Basic	15,794	17,482	19,058	19,630	20,022	20,423
NI	1,729	1,833	2,071	2,133	2,176	2,219
Current year pension	2,920	3,522	3,850	3,966	4,045	4,126
Backfunding	1,550	1,029	1,025	1,076	1,130	1,187
	<b>21,993</b>	<b>23,866</b>	<b>26,004</b>	<b>26,805</b>	<b>27,373</b>	<b>27,954</b>
<b>Major contracts:</b>						
Refuse Collection	1,197	1,683	1,397	1,439	1,468	1,497
Recycling	2,179	2,132	2,461	2,535	2,586	2,637
Street Cleansing	1,931	1,586	2,344	2,414	2,463	2,512
<b>Total Waste</b>	<b>5,307</b>	<b>5,401</b>	<b>6,202</b>	<b>6,388</b>	<b>6,516</b>	<b>6,646</b>
Balance of Third Party Payments <sup>1</sup>	617	590	610	628	641	653
	<b>5,924</b>	<b>5,991</b>	<b>6,812</b>	<b>7,016</b>	<b>7,157</b>	<b>7,300</b>

**Notes**

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

**GENERAL FUND KEY FIGURES - INCOME**

	2022/23 Outturn	2023/24 Original Budget	2024/25 Draft Budget	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast
<b>Key Income Figures:</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Car Parking	(2,642)	(2,709)	(3,230)	(3,327)	(3,393)	(3,461)
Rent Income	(2,149)	(2,406)	(2,502)	(2,577)	(2,629)	(2,681)
Development Management	(991)	(984)	(1,065)	(1,097)	(1,119)	(1,141)
Building Control	(295)	(325)	(375)	(386)	(394)	(402)
Licensing	(249)	(201)	(204)	(210)	(214)	(219)
Green Waste	(506)	(500)	(586)	(604)	(616)	(628)
Land Charges	(139)	(178)	(168)	(173)	(177)	(180)
	<b>(6,971)</b>	<b>(7,303)</b>	<b>(8,130)</b>	<b>(8,374)</b>	<b>(8,541)</b>	<b>(8,712)</b>
<b>Total Financing:</b>						
Non-Domestic Rates	10,002	8,562	9,270	9,270	7,104	7,299
Revenue Support Grant	60	238	254	262	267	272
Council Tax	8,037	8,321	8,763	9,112	9,470	9,838
New Home Bonus	1,229	645	346	0	0	0
Funding Guarantee	441	909	1,266	1,304	2,413	1,898
Other	(92)	55	91	91	91	91
Total Financing	<b>19,677</b>	<b>18,730</b>	<b>19,990</b>	<b>20,038</b>	<b>19,345</b>	<b>19,398</b>

## GENERAL FUND KEY ELEMENTS

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

### Staff Salaries

2. Independent advice on the cost-of-living increase is received to form the basis of negotiations for the 2024/25 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 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 2024/25 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 in the cost of major term contracts of 3% for 2025/26 and the 2% for future years has been assumed. Each 1% variance in contract inflation leads to approximately £65k variance in costs.

### Contingency Provision

10. Contingency provision of £161k 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 2024/25 totals £344k comprising concessionary rentals of £30k and grant payments of £314k. 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 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 2024/25 compared to 2023/24, 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 have been managing the revenues & benefits and customer services contract with Civica (which started on 1st February 2018) on behalf of the East Kent Councils. Thanet have been the accountable body for these arrangements and have handled the accounting arrangements, which have been billed by Civica, and then in turn charge management fees to Dover. However, there is currently a review taking place with a view to transfer the EKS and Civica work to a new LATCo. (Local Authority Trading Company). The current anticipated date for this transfer is 1st April 2024.
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 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. In 2024/25 DDC aims to utilise the Green Redeem funding to change the Garden Waste service to a wheeled-bin service (containerisation) from a service that used sacks. In doing so, the Health and Safety of Staff are prioritised and a greener solution to recycling is provided.
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 2024/25 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 Monetary Policy Committee (MPC) held Bank Rate at 5.25% in December. Arlingclose, our Treasury Management advisor, believes that this is the peak for Bank Rate and that the MPC will cut rates in the medium term to stimulate the UK economy but will be reluctant to do so until it is sure there will be no lingering second-round effects. Arlingclose expects rate cuts from Q3 2024 to a low of around 3% by early-mid 2026.
18. As of 31st December 2023, the Council has a total of £50m invested in pooled investment funds. These are forecast to generate an income return of c.4.4% per annum. The MTFP assumes that the Council's investments overall will earn the General Fund £2.4m (£450k more than the level budgeted for 2023/24) due to the impact of rising interest rates. However, this is being offset by an increased need to undertake short-term borrowing to maintain cashflow levels.
19. The authority continues to work with its treasury management advisors to monitor the position.

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

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

The 2023/24 gross income (before costs) for parking fees and penalty charge notices is currently forecast to be performing in line with the original budget. This budget had an additional 153k factored in.

The 2024/25 service budget has been increased conservatively from the levels set in 2023/24 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 5th February 2024.

- Rental Income

The 2024/25 budget forecasts rental income of over £2.5m. 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 2023/24 was £984k incorporating £850k for planning application fees and £75k for pre-application fees. Planning application fee income is standing at £556k to date and it is anticipated that the planning application fee income should achieve the budget by the end of the fiscal year. Fee income for pre-application advice has increased but the volume of applications has decreased.

The income budget for 2024/25 has been kept at a figure of £1065k with a mix of application types and the anticipated take-up of pre-application advice. This also has the 30% increase in Planning application fees set by government. 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 2023/24 was set at £201k. Incomes from the various licensing streams are projected to meet their targets by the end of the fiscal year.

The 2024/25 budget has slightly risen to £204k. The improvement is due to increases in Private Hire-Vehicles, Street Trading Consents, Animal Establishment Licences. There are small increases across numerous areas including Betting Premises licences, Club Gaming. But the increases are offset by the reduction in income from application for Personal Licenses and Licensed Premises. There are small decreases across numerous areas including Lotteries.

- Land Charges

The original 2023/24 budget was £178k. This is expected to fall short of the target by the end of the fiscal year by about £50k. The 2024/25 budget reflects the new proposed fees and charges that have been reviewed, the budget would be a proposed downward revision to £138k. 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.

- Green Waste Subscription Service

The Green Waste subscription service original budget for 2023/24 was set at £500k. The 2024/25 budget has been increased to £586k. This is due to an 8% inflation factored into this year's budget. We have also utilised the Green Redeem funding to change the service to a wheeled-bin service (containerisation) from a service that used sacks. In doing so, we prioritised Health and Safety of staff and providing a greener solution to recycling. It should be noted that subscriber numbers have been held at 9,300 to allow for the impact of the change.

- Building Control

The Building Control (BRFE) income is dependent upon construction activity. Assumptions about the level of activity combined with the economic forecasts led to a budget of £325k being set for 2023/24. The year-to-date receipts are likely to be below the forecast budget due to the impact of inflation and Cost of living on the construction industry. The budget for 2024/25 has been estimated at £375k given the economic forecast looking better in the year ahead.

23. In total the major fees and charges generate over £8.1m gross towards the General Fund budget.



**FOUR YEAR REVENUE BUDGET FINANCIAL PROJECTION**

Notes	2023/24 Projected Outturn £000	2024/25 Proposed Budget £000	2025/26 Forecast £000	2026/27 Forecast £000	2027/28 Forecast £000
1	<b>19,841 Net Budget Requirement</b>	<b>20,009</b>	<b>20,009</b>	<b>20,009</b>	<b>20,009</b>
	<b>Corporate Adjustments</b>				
2	- Salary inflation and increments including impact on National Insurance and Pensions		956	1,665	2,384
3	- Pension Backfunding (Triennial Valuation from 23/24)		49	100	153
4	- Contract inflation		204	345	488
5	- Average other expenditure inflation impact		593	1,008	1,431
6	- Average income inflation impact		(721)	(1,291)	(1,877)
	<b>0 Total Corporate Adjustments</b>	<b>0</b>	<b>1,081</b>	<b>1,825</b>	<b>2,579</b>
	<b>19,841 Total Forecast Budget Requirement</b>	<b>20,009</b>	<b>21,090</b>	<b>21,834</b>	<b>22,588</b>
	<b>Financed By :-</b>				
7	8,562 Non-Domestic Rates Income	9,270	9,270	7,104	7,299
8	238 Revenue Support Grant	254	262	267	272
9	909 Services Grants / Funding Guarantees	1,266	1,304	2,413	1,898
	Council Tax Income				
10	55 Collection Fund Surplus	91	91	91	91
	Tax rate increase (3% annual increase)				
	Base increase (1% per annum)				
11	8,321 Total Council Tax Income (incl s.31 grant)	8,763	9,112	9,470	9,838
12	645 New Homes Bonus	346	0	0	0
	<b>18,730 Total Financing</b>	<b>19,990</b>	<b>20,038</b>	<b>19,345</b>	<b>19,398</b>
13	<b>1,111 FORECAST NET DEFICIT</b>	<b>19</b>	<b>1,051</b>	<b>2,489</b>	<b>3,190</b>
14	- Cost of maintaining the current Port Health Service	2,800	4,000	4,000	4,000
15	<b>1,111 FORECAST NET DEFICIT INCLUDING PORT HEALTH</b>	<b>2,819</b>	<b>5,051</b>	<b>6,489</b>	<b>7,190</b>

**FOUR YEAR REVENUE BUDGET FINANCIAL  
PROJECTION**

**Notes**

- 1** The net budget is taken from the 2024/25 budget at Annex 1A.
- 2** Increased salary costs reflect assumed inflation at 3%, 2%, 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 3%, 2%, 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 3%, 2%, 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 3%, 2%, 2% inflation.
- 7** Forecast NDR funding, including impact of inflation, assumptions for impact of inflation and the fair funding review.
- 8** It is anticipated that RSG will continue for the planning period.
- 9** It is anticipated that the Services and Funding Guarantee grants will cease from 2025/26. However, due to the significant value of these grants and also the potential reduction in retained business rates, an allowance for the continuation of the Funding Guarantee or similar replacement funding has been included.
- 10** The collection fund surplus is distributed to the precepting authorities pro rata to their share of the precepts.
- 11** 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.
- 12** New Homes Bonus is forecast to cease from 2025/26.
- 13** Forecast (surplus) / deficit.
- 14** The underlying cost to maintain the Port Health service following the withdrawal of funding from DEFRA.
- 15** Revised deficit after Port Health pressures.

## **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.

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### **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.
- Delivery of the councils 24/7 out-of-hours functions for all LA services.

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.

### **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.

### **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 2024/25

Costs controlled by Head of Service									
2023/24 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2024/25 Sub-total	Recharges and Other Adjustments	Total
245,601	7002	CHIEF EXEC ADMIN TRADING ACCT	3	265,845	37,085	-	302,930	( 98,453)	204,477
139,200	1001	NON SERVICE SPECIFIC WORK	-	8,874	155,820	-	164,694	-	164,694
<b>384,801</b>		<b>Total Office of the Chief Executive</b>	<b>3</b>	<b>274,719</b>	<b>192,905</b>	<b>-</b>	<b>467,624</b>	<b>( 98,453)</b>	<b>369,171</b>
34,680	1071	EMERGENCY PLANNING	-	25,200	6,500	-	31,700	-	31,700
( 82,504)	1301	AYLESHAM COMMUNITY DEVELOPMENT MANAGER	-	-	3,250	-	3,250	-	3,250
-	1302	DOVER DISTRICT LOTTO	-	-	8,000	( 8,000)	-	-	-
50	1303	INSPIRE FUND	-	-	50	( 50)	-	-	-
4,500	1309	SPORTS STRTGY, IMPLMTN & GRNTS	-	-	3,000	-	3,000	-	3,000
75,320	1310	CCTV	-	2,568	71,180	-	73,748	-	73,748
1,550	1311	CRIME AND DISORDER	-	330	630	( 35,000)	( 34,040)	-	( 34,040)
2,460	1312	ANTI-SOCIAL BEHAVIOUR	-	-	5,020	-	5,020	-	5,020
( 2,216)	1318	SE STRATEGIC PRTPN MIGRATION	1	98,326	-	( 98,326)	-	-	-
-	1319	CRIME AND DISORDER PROJECTS	-	449,412	-	( 599,412)	( 150,000)	-	( 150,000)
15,036	1688	FREE CAR PARKS	-	-	10,301	-	10,301	-	10,301
( 1,607,873)	1689	OFF STREET CAR PARKS	-	3,048	391,757	( 2,132,450)	( 1,737,645)	369,848	( 1,367,797)
( 710,205)	1690	ON STREET PARKING	-	101	93,810	( 1,097,800)	( 1,003,889)	862,978	( 140,911)
-	1700	ELECTRICAL VEHICLE CHARGING BAYS	-	-	17,090	( 4,500)	12,590	-	12,590
149,077	7008	COMMUNITY AND ENGAGEMENT	2	167,136	9,710	-	176,846	( 28,295)	148,551
968,152	7009	DIGITAL SERVICES TEAM	16	1,124,915	85,110	-	1,210,025	( 530,931)	679,094
410,409	7010	COMPUTER SERVICES TRADING ACCT	-	12,700	476,630	-	489,330	( 238,718)	250,612
82,152	7036	TRANSPORT AND PARKING MANAGER	-	88,624	260	-	88,884	( 71,108)	17,776
563,726	7503	COMMUNITY DEVELOPMENT TEAM	13	462,429	6,570	( 20,445)	448,554	( 46,900)	401,654
259,186	7504	COMMUNITY SAFETY & CCTV TEAM	6	331,406	1,050	-	332,456	( 23,272)	309,184
204,072	7515	PARKING SERVICE ADMINISTRATION	-	108,595	10,970	-	119,565	( 119,555)	10
569,846	7516	PARKING OPERATIONS AND ENFORCEMENT	-	490,162	38,929	-	529,091	( 542,264)	( 13,173)
<b>937,418</b>		<b>Total Community and Digital Services</b>	<b>38</b>	<b>3,364,952</b>	<b>1,239,817</b>	<b>- 3,995,983</b>	<b>608,786</b>	<b>( 368,217)</b>	<b>240,569</b>
<b>1,322,219</b>		<b>Total Chief Executive</b>	<b>41</b>	<b>3,639,671</b>	<b>1,432,722</b>	<b>- 3,995,983</b>	<b>1,076,410</b>	<b>- 466,670</b>	<b>609,740</b>

## **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.

### **LEGAL SERVICES**

#### **Monitoring Officer**

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

### **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 consents
- Scrap Metal
- Street Furniture and Pavement Permits
- Sex Establishments

### **HUMAN RESOURCES, PAYROLL AND CORPORATE COMMUNICATIONS**

#### **Human Resources & Payroll**

**Human Resources (HR)** –. 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.

**Payroll** - Dover District Council (the 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, by a dedicated payroll system support function for all partner councils.

In addition to providing payroll services for partner councils, the Shared Payroll and System service also provides payroll services to the Marlowe Theatre Trust, the Canterbury Environmental Company, and subject to approval, the proposed new (CIVICA) LATco, which generates additional income.

**Pensions** - The team are also the responsible administrator for the partners of the LGPS in conjunction with the administering body, Kent County Council, developing employer scheme discretions and management and staff information for all partners.

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

### **Communications, Public Relations & Marketing**

The PR & 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's primary functions can be divided into:

Internal communications - Responsible for corporate internal communications to keep employees informed about council policies, important events, and service news.

Corporate communications - Deliver proactive communications to increase public awareness of council policies, initiatives, and service updates, and maintain a strong corporate identity across the council, ensuring high-quality and consistent communications.

Public Relations - Responsible for promoting the council to the public through local, regional, and national print and broadcast media and building relationships with editors and journalists to ensure fair and accurate coverage of council news.

## **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 and Armed Forces 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.

### **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**

#### **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, burglars 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.

### **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.

### **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 2024/25

## Costs controlled by Head of Service

2023/24 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2024/25 Sub-total	Recharges and Other Adjustments	Total
-	1076	CORPORATE PLANNING	-	-	50	-	50	-	50
9,417	1381	CHAIRMANS ACCOUNT	-	6	9,154	-	9,160	-	9,160
275,230	1382	MEMBERS ACCOUNT	-	11,157	271,758	( 3,152)	279,763	-	279,763
255,084	7022	CORPORATE SUPPORT TRADING ACCT	4	242,588	3,921	-	246,509	( 48,297)	198,212
134,783	7080	STRATEGIC DIRECTOR OF CORPORATE AND REGULATORY	1	149,491	7,120	-	156,611	( 57,946)	98,665
247,510	7507	DEMOCRATIC SERVICES	4	259,419	20,526	-	279,945	( 29,295)	250,650
<b>922,024</b>		<b>Total Democratic and Corporate Services</b>	<b>9</b>	<b>662,661</b>	<b>312,529</b>	<b>- 3,152</b>	<b>972,038</b>	<b>( 135,538)</b>	<b>836,500</b>
87,610	1032	ELECTORAL REGISTRATION	-	-	91,210	( 1,000)	90,210	-	90,210
140,000	1033	COST OF ELECTIONS HELD	-	-	-	-	-	-	-
286,946	7501	ELECTORAL SERVICES	5	302,829	2,450	-	305,279	-	305,279
<b>514,556</b>		<b>Total Electoral Services</b>	<b>5</b>	<b>302,829</b>	<b>93,660</b>	<b>- 1,000</b>	<b>395,489</b>	<b>-</b>	<b>395,489</b>
26,460	1316	CORPORATE PRESS AND PUBLICITY	-	-	16,700	-	16,700	-	16,700
349,963	7011	HR TRADING ACCOUNT (OLD SHARED SERV)	6	357,855	1,690	-	359,545	( 89,887)	269,658
64,894	7012	PAYROLL AND SYSTEMS SHARED SERVICES	6	264,418	69,540	( 256,260)	77,698	( 67,261)	10,437
158,418	7013	CORPORATE HR TRADING ACCOUNT	-	154,650	7,850	-	162,500	( 85,128)	77,372
-	7014	PAYROLL TRADING ACCOUNT	-	-	-	-	-	52,708	52,708
137,576	7017	CORPORATE HEALTH & SAFETY	3	115,222	46,020	-	161,242	( 58,002)	103,240
312,046	7505	FUNDING & COMMUNICATIONS	4	264,604	600	-	265,204	( 53,040)	212,164
<b>1,049,357</b>		<b>Total Human Resources, Payroll and Communications</b>	<b>19</b>	<b>1,156,749</b>	<b>142,400</b>	<b>- 256,260</b>	<b>1,042,889</b>	<b>( 300,610)</b>	<b>742,279</b>
30,000	1383	LEGAL FEES HOLDING ACCOUNT	-	-	30,000	-	30,000	-	30,000
( 97,753)	1410	LICENSING	-	-	504	( 88,155)	( 87,651)	163,342	75,691
( 10,098)	1411	MISCELLANEOUS LICENSING	-	-	5,500	( 21,870)	( 16,370)	77,846	61,476
( 14,479)	1412	GAMBLING ACT 2005	-	-	-	( 14,940)	( 14,940)	26,060	11,120
( 63,619)	1413	HACKNEY CAR & PRIVATE HIRE	-	-	9,352	( 78,780)	( 69,428)	117,286	47,858
153,012	7016	GOVERNANCE AND DATA PROTECTION	2	169,135	7,040	-	176,175	( 36,997)	139,178
590,329	7018	LEGAL TRADING ACCOUNT	9	630,137	35,800	( 31,400)	634,537	( 303,591)	330,946
239,443	7513	LICENSING ADMIN TRAD ACCOUNT	5	241,353	12,960	-	254,313	( 271,147)	( 16,834)
<b>826,835</b>		<b>Total Legal Services</b>	<b>16</b>	<b>1,040,625</b>	<b>101,156</b>	<b>- 235,145</b>	<b>906,636</b>	<b>( 227,201)</b>	<b>679,435</b>
15,404	1402	ENV PROTECTION ENFORCEMENT	-	9,553	31,737	( 23,425)	17,865	-	17,865
2,045	1403	DOG CONTROL MEASURES	-	-	7,000	( 6,000)	1,000	-	1,000
( 3,300)	1404	ENVIRONMENTAL CRIME	-	-	-	( 5,000)	( 5,000)	-	( 5,000)
362,155	1406	PRIVATE SECTOR HOUSING (incl. Renov'n Grants)	6	365,632	20,590	( 26,445)	359,777	-	359,777
38	1407	FOOD SAFETY AND HYGIENE	-	-	400	( 808)	( 408)	-	( 408)
200	1408	HEALTH AND SAFETY AT WORK	-	-	39	-	39	-	39
( 57,470)	1409	PORT HEALTH	-	9,000	495	( 44,878)	( 35,383)	-	( 35,383)
122,441	7041	HEAD OF PORT HEALTH	1	126,349	1,330	-	127,679	( 91,929)	35,750
349,185	7509	ENVIRONMENTAL CRIME TRADING ACCOUNT	7	345,124	27,140	-	372,264	( 18,480)	353,784
210,105	7510	ENVIRONMENTAL PROTECTION	3	199,702	26,132	-	225,834	( 27,353)	198,481
520,220	7511	PUBLIC PROTECTION	8	447,497	6,250	-	453,747	( 247,955)	205,792
<b>1,521,023</b>		<b>Total Port Health and Environmental Services</b>	<b>25</b>	<b>1,502,857</b>	<b>121,113</b>	<b>- 106,556</b>	<b>1,517,414</b>	<b>( 385,717)</b>	<b>1,131,697</b>
<b>4,833,795</b>		<b>Sub-Total Corporate and Regulatory</b>	<b>74</b>	<b>4,665,721</b>	<b>770,858</b>	<b>- 602,113</b>	<b>4,834,466</b>	<b>( 1,049,066)</b>	<b>3,785,400</b>
( 779,031)	1090	PORT HEALTH AUTHORITY	34	2,354,481	727,960	( 1,200,000)	1,882,441	918,649	2,801,090
-	N/A	TRANSFER FROM GENERAL FUND EARMARKED RESERVES	-	-	-	-	( 2,800,000)	-	( 2,800,000)
<b>4,054,764</b>		<b>Total Corporate and Regulatory</b>	<b>108</b>	<b>7,020,202</b>	<b>1,498,818</b>	<b>- 1,802,113</b>	<b>3,916,907</b>	<b>( 130,417)</b>	<b>3,786,490</b>

## **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 professional advice and guidance and is responsible for the delivery of the Council's Procurement Strategy, compliance with its constitution (Contract Standing Orders), Public Contract Regulations, other legislation and delivering procurement best practice. The team is responsible for the Council's procurement infrastructure, including development and delivery of corporate procurement systems, policies, processes and procedures. They also maintain the Council's Contracts Register and Forward Plan, publication of Supplier Spend Data (compliance with the Transparency Code) and administer the Government 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.



## **HOUSING SERVICES**

### **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.

**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. From 2022, there has been a statutory requirement for the Council to approve the sale of properties delivered by developers via the First Homes scheme, a form of Affordable Home Ownership . This function sits 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.

### **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 170 of these new homes have been completed. In May the new administration increased the target to 200 homes per year. 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.

**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.

### **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 team of Allocations Officers. Affordable and Social rent homes are 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, provide advice and assistance to anyone who is homeless or potentially homeless. The key statutory function of the team is to ensure the Council's obligation to provide homelessness services is discharged correctly. This includes referral to Emergency and Temporary accommodation. The Housing Options team also provide a Homelessness Prevention service.

The Temporary Accommodation team was formed in January 2024. The team manages Council owned temporary accommodation, and also liaises with landlords of privately owned temporary accommodation.

### **Housing Management Service**

Dover District Council is the major social landlord in the district with 4,426 homes at the time of writing. 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 the housing team deliver 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

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

The Strategic Director (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 proposals are now being progressed across the three Councils as to how the service should be provided in the future. The stability and continuity of the service will be a key objective in these considerations.

### **Revenues**

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

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

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

### **Benefits**

The service anticipates that it will pay out benefits and financial assistance to over 1,600 council tenants, over 2,300 private tenants and just under 9,000 council tax payers.

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

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 2024/25

## Costs controlled by Head of Service

2023/24 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2024/25 Sub-total	Recharges and Other Adjustments	Total
5,580	1073	UNAPPORTIONABLE OVERHEADS	-	-	20,300	-	20,300	-	20,300
86,200	1340	SPECIAL FEES AND PAYMENTS	-	-	94,000	( 5,000)	89,000	-	89,000
25,004	1341	TREASURY MANAGEMENT	-	-	30,000	-	30,000	-	30,000
1,413,731	1342	BACKFUNDING & OTHER PENSION COSTS	-	1,442,810	-	( 9,300)	1,433,510	-	1,433,510
322,955	1344	GRANTS TO VOLUNTARY ORGS	-	-	247,805	-	247,805	-	247,805
-	1345	OFFICE TELEPHONES HLDG ACCOUNT	-	-	43,740	-	43,740	-	43,740
-	1669	ACCOUNTABLE BODY RECHARGES	-	-	-	-	-	68,875	68,875
120,183	7006	STRATEGIC DIRECTOR - FINANCE & HOUSING	1	122,755	5,950	-	128,705	( 39,898)	88,807
119,966	7015	HEAD OF FINANCE & INVESTMENT	1	125,849	135	-	125,984	( 31,495)	94,489
133,791	7019	AUDIT PARTNERSHIP	7	550,522	4,420	( 418,557)	136,385	( 136,415)	( 30)
590	7020	AUDIT TRADING ACCOUNT	-	86	10	-	96	102,833	102,929
779,728	7021	ACCOUNTANCY TRADING ACCOUNT	13	675,986	192,200	-	868,186	( 338,766)	529,420
356,040	7024	PROCUREMENT, CREDITORS & INCOME	7	323,417	10,360	( 26,300)	307,477	( 166,130)	141,347
<b>3,363,768</b>		<b>Total Finance and Investment</b>	<b>29</b>	<b>3,241,425</b>	<b>648,920</b>	<b>- 459,157</b>	<b>3,431,188</b>	<b>( 540,996)</b>	<b>2,890,192</b>
37,800	1346	COMMUNITY HOUSING FUND	-	-	12,000	-	12,000	-	12,000
15,372	1348	KENT HOMECHOICE	1	62,504	148,495	( 200,497)	10,502	-	10,502
390,000	1349	HOMELESSNESS	-	-	1,844,060	( 1,235,000)	609,060	-	609,060
-	1350	RENT DEPOSIT SCHEME	-	-	10,000	( 10,000)	-	-	-
-	1351	ROUGH SLEEPING	-	-	423,367	( 423,367)	-	-	-
10,132	1352	CHOICE BASED LETTINGS	-	-	13,290	-	13,290	-	13,290
843,957	7506	HOUSING NEEDS TRADING ACCOUNT	21	965,174	5,180	-	970,354	( 417,128)	553,226
121,069	7521	HEAD OF HOUSING	1	116,055	5,600	-	121,655	( 91,241)	30,414
475,483	7525	HOUSING DEVELOPMENT	9	524,822	8,840	( 15,000)	518,662	( 518,662)	-
347,903	7526	HOUSING RENTS	8	366,032	15,050	-	381,082	( 362,028)	19,054
-	7528	HOUSING POLICY	4	171,291	-	-	171,291	( 930,037)	( 758,746)
1,023,672	7527	HOUSING GENERAL NEEDS	23	969,986	19,000	-	988,986	( 154,162)	834,824
<b>3,265,388</b>		<b>Total Housing</b>	<b>67</b>	<b>3,175,864</b>	<b>2,504,882</b>	<b>- 1,883,864</b>	<b>3,796,882</b>	<b>( 2,473,258)</b>	<b>1,323,624</b>
456,300	1440	COUNCIL TAX-COST OF COLLECTION	-	-	967,990	( 539,200)	428,790	-	428,790
( 47,620)	1441	NNDR - COST OF COLLECTION	-	-	172,640	( 193,008)	( 20,368)	-	( 20,368)
801,900	1442	BENEFITS & SUBSIDIES	-	-	22,598,700	( 21,585,641)	1,013,059	-	1,013,059
181,720	7026	CORPORATE INCOME COLLECTION	-	-	197,120	-	197,120	( 43,365)	153,755
178,740	7032	DDC @ YOUR SERVICE	-	-	179,390	-	179,390	( 22,425)	156,965
<b>1,571,040</b>		<b>Total Revenues and Benefits</b>	<b>-</b>	<b>-</b>	<b>24,115,840</b>	<b>- 22,317,849</b>	<b>1,797,991</b>	<b>( 65,790)</b>	<b>1,732,201</b>
<b>8,200,196</b>		<b>Total Finance and Housing</b>	<b>96</b>	<b>6,417,289</b>	<b>27,269,642</b>	<b>- 24,660,870</b>	<b>9,026,061</b>	<b>( 3,080,044)</b>	<b>5,946,017</b>

## **STRATEGIC DIRECTOR (PLACE AND ENVIRONMENT)**

The Strategic Director (Place and Environment) is responsible for a number of the Council's key service areas, details of which are summarised below.

### **WASTE SERVICES**

#### **Recycling & Waste Collections**

Dover District Council (DDC) is the statutory Waste Collection Authority for its area.

The Council introduced new service arrangements for refuse and recycling collections in 2021, which provide the over 55,000 households in the district with:

- Weekly segregated collection of food / kitchen waste, collected in a 23L kerbside caddy, with householders also using a small kitchen caddy;
- Alternate-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 a black 55L container. 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 (FHDC). Dover District Council is the lead authority within this partnership and manages the client team, which comprises staff from both DDC and FHDC and is based at the DDC offices. In addition to managing the contract, the team are also responsible for promoting waste reduction, re-use and recycling to residents across the two districts.

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 aggregates in road construction or melted down for reuse.

Garden waste is collected fortnightly through the subscription green waste collection service and is composted on a local farm in open windrows. Once fully composted it is supplied to local agricultural operators. Food waste is collected weekly as part of the new service and is taken to an anaerobic digestion facility near Maidstone where it is processed to produce energy.

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 Service, in accordance with the Refuse Disposal (Amenity) 1978.

## **Street Cleansing**

The Council is responsible for the cleansing of some 800km of public highways together with Council owned land, and is the statutory Principal Litter Authority for its area, as defined by the Environmental Protection Act 1990. This activity is carried out in accordance with standards described in the Code of Practice on Litter and Refuse (2006), which define how quickly the Council has to clear such land. The statutory duties relate to the removal of litter, detritus (grit in the gutter), dog fouling, and blossom and leaf fall. The Council also works closely with the local Highway Authority, Kent County Council, to remove weeds from the public highway. Street cleansing activity is undertaken via a combination of manual and mechanical sweeping, and the emptying of over 950 litter and dog waste bins is also undertaken.

The Service is also responsible for the removal of fly-tipped (i.e. illegally dumped) material, and works closely with Environmental Enforcement section, which is responsible for the investigation and enforcement element. Additional duties include the removal of graffiti on public buildings and structures, and the removal of flyposting (illegal banners and advertising) in the public realm.

The street cleansing activity is delivered by Veolia Environmental Services, under the same contract as noted in the Refuse & Recycling Collections description above, which extends until January 2029, and is a joint contractual arrangement with Folkestone & Hythe District Council, administered by Dover District Council Waste Services.

## **PARKS, OPEN SPACES & COUNTRYSIDE**

The Council's Grounds Maintenance team cares for around 500 hectares of parks, pitches, open spaces, cemeteries and closed churchyards on a regular schedule. The White Cliffs Countryside Partnership manages 76 hectares of DDC owned land. Many further hectares of land in DDC ownership are visited by the Grounds Maintenance team on a reactive basis.

### **Parks & Open Spaces**

Open spaces provide residents and visitors with opportunities for walking, socialising, and quiet reflection in the natural environment, as well as access to leisure facilities including play areas, outdoor sports facilities, skate parks and multi-use games areas. The Council owns and directly manages a substantial stock of open spaces throughout the district. This includes:

- parks such as Kearsney Abbey and Connaught Park in Dover, Victoria Park and Marke Wood in Deal
- sports pitches for example at Elms Vale and the Danes in Dover
- smaller amenity areas, many of which are associated with Council owned housing.

Some of the Council owned open space facilities are leased to, and managed by, sports clubs, for example the football and rugby facilities at Crabble in Dover, tennis courts at Marke Wood in Deal, cricket pitches in Sandwich and bowling greens in Deal and Dover.

### **Cemeteries and Closed Churchyards**

The Council owns and directly manages six cemeteries that are presently used for earth burials. These are located in Dover, Deal, Sandwich and Aylesham, covering a total of 19.25 hectares. In addition, the Council is obliged to accept responsibility for the upkeep of closed churchyards, if nominated by the relevant church or parish council. Currently 22 closed churchyards are maintained by the Council, covering about 10 hectares.

## **Trees**

The team also provides the Council's tree management services, in relation to Tree Preservation Orders (28 made, 11 confirmed), works to trees in conversation areas (129 applications determined), supporting relevant aspects of planning applications (73 commented upon) and the management and maintenance of Council owned trees.

## **White Cliffs Countryside Partnership**

WCCP helps to conserve and enhance the special coast and countryside of Dover and Folkestone & Hythe districts, making it accessible to all. The Partnership is hosted by Dover District Council, incorporating Folkestone & Hythe District Council, Kent County Council, Eurotunnel, Natural England, EDF Energy, Taylor Wimpey, Dover Town Council, the Land Trust, Affinity Water and Network Rail.

WCCP manages 16 nature reserves across the two districts, including three DDC owned sites totalling 76 hectares, the Western Heights (50ha), Whinless Downs (15.43ha) and Spinney Wood (11.2ha). It also works on a range of other sites across the Dover district, some of which are owned by third parties, such as the River Dour, Kingsdown and Walmer beach and Gazen Salts.

## **PROPERTY ASSETS**

After the retirement of key staff members, the service is being reshaped to become more 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.

### **Corporate Assets**

The corporate team are responsible for in excess of 220 assets in the district which include but are not limited too; operational assets (i.e. Whitfield Offices, Kearsney Café, Maison Dieu and Deal Pier), sports centres and pools, cemeteries, museums, park buildings and recreational land and facilities (including play areas), stores, depots, public conveniences, shops, commercial properties, industrial land, ground leases, and community assets.

As well as this the team are responsible for beaches and foreshores, coastal protection, dealing with oil pollution, beach huts, boat plots, DDC owned street lighting, garage plots, car parks, shelters, structures, street furniture, markets, licences and leases and general facilities management such as caretaking, cleansing and routine maintenance.

### **Housing Assets**

The housing team are responsible for the maintenance of the Council's housing stock which reverted to Dover District Council from East Kent Housing with effect from 1st October 2020. The council currently owns over 4,000 housing assets comprising temporary accommodation, general needs, DART properties and shared ownership.

The housing team are responsible for ensuring that the stock is safely maintained and in good condition to standards set by legislation. The three main areas of work are compliance, responsive maintenance and planned works.



## **INVESTMENT, GROWTH, TOURISM & CREATIVE SERVICES**

### **Investment, Growth & Tourism**

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 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).

### **Creative Services**

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.

## **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. 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 continue in 2024. 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. They are also leading and advising on projects related to the Roman Painted House, Western Heights and Silver Screen Cinema.

## **Tourism & Visitor Economy**

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

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

Following Dover District Council's new 'Destination White Cliffs Country – Growth Strategy for Tourism and the Visitor Economy 2020 to 2030<sup>1</sup>', the Corporate Plan 2020-2024 (Corporate Objective 1: Regeneration – Tourism & Inward Investment) and emerging Local Plan 2020 to 2040, this function has specific responsibility to deliver a diverse range of promotional, engagement and placemaking projects, as well as to provide a clear vision and direction for the district, creating a vibrant destination where everyone is recognised as a visitor and where tourism is everyone's business.

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

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

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

## **PLANNING 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 Act and making determinations in accordance with policies and other material considerations. This is a statutory function that requires Local Planning Authorities (LPA) to make decisions in accordance with Government set performance targets. Failure to meet these can result in an LPA being put into special measures and in refunds being due on planning application fees. The service makes both delegated decisions and, also reports applications to Planning Committee in accordance with the provisions of the Constitution. The service also defends the Council's position in planning appeals against the refusal of applications (whether that be

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

through written representations, an informal hearing or public inquiry). 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 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 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 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 2024/25

## Costs controlled by Head of Service

2023/24 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2024/25 Sub-total	Recharges and Other Adjustments	Total
-	1660	WCCP - SHORNCLIFFE	2	52,652	109,384	( 162,036)	-	-	-
( 200)	1670	WHITE CLIFFS COUNTRYSIDE PROJ	6	188,829	88,562	( 277,391)	-	-	-
-	1671	WCCP-SAMPHIRE HOE	3	101,462	13,488	( 114,950)	-	-	-
-	1672	WCCP - ROMNEY MARSH PROJECT	1	36,482	9,529	( 46,011)	-	-	-
-	1673	WCCP-WILDLIFE/SITE SURVEY	1	39,037	9,400	( 48,437)	-	-	-
( 36,000)	1674	WCCP - OFFICE MANAGER AND ADMIN	2	138,591	15,275	( 171,846)	( 17,980)	18,000	20
-	1675	DOVER SITES MANAGEMENT	-	-	16,750	( 16,750)	-	-	-
-	1676	SHEPWAY SITES MANAGEMENT	2	53,050	24,503	( 77,553)	-	-	-
-	1677	FOLKESTONE DOWNS	-	-	13,680	( 13,680)	-	-	-
-	1678	RIVER DOUR	1	805	11,096	( 11,901)	-	-	-
-	1679	DUNGENESS (EDF ENERGY)	2	85,913	40,293	( 126,206)	-	-	-
-	1680	FORT BURGOYNE	2	66,315	75,984	( 142,299)	-	-	-
( 544)	1682	OUR FINEST DOUR PROJECT	-	-	-	-	-	-	-
( 6,340)	1683	DEPOTS	-	3,052	9,988	( 19,200)	( 6,160)	-	( 6,160)
68,361	1684	CEMETERIES	-	2,749	31,900	( 128,200)	( 93,551)	-	( 93,551)
31,325	1685	CLOSED CHURCHYARDS	-	500	1,004	-	1,504	-	1,504
578,637	1686	PARKS AND OPEN SPACES	-	40,093	215,602	( 78,500)	177,195	-	177,195
144,210	1687	KEARSNEY PARKS	4	105,497	25,960	( 7,000)	124,457	-	124,457
( 1,948)	1701	AYLESHAM GROUNDS MAINTENANCE SERVICE	-	225	15,500	-	15,725	58,415	74,140
122,242	7035	HEAD OF COMMERCIAL SERVICES	1	98,626	2,146	-	100,772	( 41,769)	59,003
251,244	7037	PARKS & OPEN SPACES ADMIN	3	163,368	2,360	-	165,728	( 104,063)	61,665
( 139,998)	7514	GROUNDS MAINTENANCE TEAM	29	1,024,024	( 314,005)	( 27,300)	682,719	71,585	754,304
1,010,989		<b>Total Parks, Open Spaces and Countryside</b>	<b>59</b>	<b>2,201,272</b>	<b>418,399</b>	<b>( 1,469,261)</b>	<b>1,150,410</b>	<b>2,168</b>	<b>1,152,578</b>
69,800	1050	ECONOMIC DEVELOPMENT	-	-	43,800	300	44,100	-	44,100
( 11,420)	1074	PHOTOCOPIERS HOLDING ACCOUNT	-	-	19,940	( 20,300)	( 360)	-	( 360)
-	1075	MAIL ROOM POSTAGE ACCOUNT	-	-	60,620	( 60,500)	120	-	120
( 62,045)	1698	KEARSNEY PARK CAFÉ	15	556,824	261,359	( 850,000)	( 31,817)	-	( 31,817)
67,130	1728	TOURISM DEVELOPMENT	-	-	71,200	-	71,200	-	71,200
14,600	1729	VIC GRANTS & HISTORIC PANELS	-	-	-	-	-	-	-
( 4,110)	1730	CRUISE WELCOME OPERATION	-	3,500	500	( 4,500)	( 500)	-	( 500)
106,228	7004	DESIGN STUDIO	2	109,876	7,120	( 7,000)	109,996	( 28,072)	81,924
75,052	7005	MAIL ROOM TRADING ACCOUNT	2	80,045	9,820	-	89,865	( 30,022)	59,843
23,400	7025	PRINT UNIT TRADING ACCOUNT	-	500	30,263	( 17,500)	13,263	( 5,301)	7,962
116,105	7040	HEAD OF GROWTH & INVESTMENT	1	122,666	2,760	-	125,426	( 2,508)	122,918
380,785	7502	ECONOMIC DEVELOPMENT TRADING ACCOUNT	7	451,953	6,170	-	458,123	( 167,940)	290,183
432,875	7524	STRATEGIC TOURISM TRADING ACCOUNT	8	416,853	8,510	( 24,000)	401,363	( 13,330)	388,033
1,208,400		<b>Total Investment, Growth and Tourism</b>	<b>35</b>	<b>1,742,217</b>	<b>522,062</b>	<b>( 983,500)</b>	<b>1,280,779</b>	<b>( 247,173)</b>	<b>1,033,606</b>

**Costs controlled by Head of Service**

2023/24 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2024/25 Sub-total	Recharges and Other Adjustments	Total
153,304	1721	DOVER MUSEUM	-	27,190	167,317	( 71,214)	123,293	-	123,293
23,716	1722	MUSEUMS-BRONZE AGE BOAT-EXHIBT	-	-	51,150	( 500)	50,650	-	50,650
924	1723	DOVER MUSEUM SCHOOLS	-	-	17,269	( 16,200)	1,069	-	1,069
-	1725	CHANNEL SWIMMING	-	-	460	-	460	-	460
64,824	1726	MUSEUM COLLECTION STORAGE	-	-	18,090	37,900	55,990	-	55,990
4,056	1727	GRAND SHAFT-WESTERN HEIGHTS	-	285	6,180	-	6,465	-	6,465
-	1734	ROMAN PAINTED HOUSE	-	-	3,720	-	3,720	-	3,720
499,092	7518	MUSEUM HERITAGE & TOURISM ADMIN	14	546,075	1,126	-	547,201	( 39,300)	507,901
<b>745,916</b>		<b>Total Museums and Heritage</b>	<b>14</b>	<b>573,550</b>	<b>265,312</b>	<b>( 50,014)</b>	<b>788,848</b>	<b>( 39,300)</b>	<b>749,548</b>
5,500	1405	PLANNING ENFORCEMENT	-	-	5,500	( 5,000)	500	-	500
87,643	1626	BUILDING CONTROL	6	398,823	26,200	( 375,000)	50,023	160,434	210,457
( 873,857)	1751	DEVELOPMENT MANAGEMENT	-	500	77,186	( 1,064,996)	( 987,310)	-	( 987,310)
-	1753	PLAN PERFORMANCE AGREEMENTS	-	-	15,000	( 20,000)	( 5,000)	-	( 5,000)
( 32,820)	1754	AYLESHAM DEVELOPMENT	-	-	30,000	( 49,100)	( 19,100)	19,100	-
160,100	1762	DOVER DISTRICT DEVELOPM'T PLAN	-	-	-	-	-	-	-
250	1766	OTHER REGENERATION PROJECTS	-	-	15,152	-	15,152	-	15,152
( 140,794)	1768	LOCAL LAND CHARGES	-	150	43,900	( 168,000)	( 123,950)	179,710	55,760
340,345	7512	PLANNING ENFORCEMENT TRADING ACCOUNT	7	355,091	2,776	-	357,867	-	357,867
1,398,609	7519	DEVELOPMENT MANAGEMENT TRADING	17	1,095,172	14,570	200	1,109,942	( 164,715)	945,227
770,196	7520	REGENERATION DELIVERY TRADING	13	870,471	24,330	( 8,000)	886,801	-	886,801
-	7530	PLANNING AND DEVELOPMENT ADMIN	11	479,876	1,300	-	481,176	( 93,830)	387,346
<b>1,715,172</b>		<b>Total Planning &amp; Development</b>	<b>53</b>	<b>3,200,083</b>	<b>255,914</b>	<b>( 1,689,896)</b>	<b>1,766,101</b>	<b>100,699</b>	<b>1,866,800</b>
1,618,408	1691	REFUSE COLLECTION	-	-	1,516,433	( 225,000)	1,291,433	-	1,291,433
1,021,812	1692	RECYCLING	-	-	2,479,011	( 1,196,742)	1,282,269	-	1,282,269
-	1693	FHDC WASTE CONTRIBUTION	-	-	5,430,177	( 5,430,177)	-	-	-
1,530,890	1697	STREET CLEANSING	-	-	2,374,746	-	2,374,746	-	2,374,746
230,844	7517	WASTE SERVICES TRADING ACCOUNT	5	286,500	12,650	( 47,000)	252,150	( 13,655)	238,495
<b>4,401,954</b>		<b>Total Waste Services</b>	<b>5</b>	<b>286,500</b>	<b>11,813,017</b>	<b>( 6,898,919)</b>	<b>5,200,598</b>	<b>( 13,655)</b>	<b>5,186,943</b>

**Costs controlled by Head of Service**

2023/24 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2024/25 Sub-total	Recharges and Other Adjustments	Total
5,760	1601	CIVIC CAR	-	6,875	1,030	-	7,905	-	7,905
174,267	1602	PUBLIC CONVENIENCES	-	2,245	267,410	( 110,000)	159,655	-	159,655
( 4,210)	1603	COAST PROTECTION	-	-	450	-	450	-	450
965	1604	SECTION 38	-	-	-	-	-	-	-
13,770	1605	STREETLIGHTING AND NAMING	-	-	68,970	-	68,970	-	68,970
-	1606	COUNTRYSIDE AND WATERWAYS	-	-	3,000	-	3,000	-	3,000
13,510	1607	BUS SHELTERS	-	-	21,546	-	21,546	-	21,546
24,881	1608	PRECINCTS-DEAL AND DOVER	-	-	50,830	-	50,830	-	50,830
( 420,800)	1610	GARAGES GF	-	-	25,000	( 513,150)	( 488,150)	-	( 488,150)
( 89,250)	1611	SHOPS & SHOWROOMS GF	-	2,758	3,021	( 101,700)	( 95,921)	-	( 95,921)
-	1612	55-61 CASTLE STREET ( FORMER CO-OP)	-	-	-	-	-	-	-
( 325,765)	1613	WHITFIELD COURT	-	8,508	36,791	( 378,710)	( 333,411)	-	( 333,411)
( 1,161,000)	1614	B&Q RETAIL WAREHOUSE	-	17,197	-	( 1,208,314)	( 1,191,117)	-	( 1,191,117)
( 161,081)	1615	MISC PROPERTIES-GENERAL	-	18,487	38,767	( 227,000)	( 169,746)	-	( 169,746)
40	1616	RELOCATION OF TRAVELLERS	-	-	20	-	20	-	20
132,885	1617	HALLS-TOWN HALL DOVER	-	111,361	2,446,135	( 2,382,230)	175,266	-	175,266
( 270)	1618	TIMEBALL TOWER, DEAL	-	-	100	( 650)	( 550)	-	( 550)
1,845	1619	PUBLIC CLOCKS AND MEMORIALS	-	313	-	-	313	-	313
( 32,360)	1620	DOLPHIN HOUSE	-	4,447	100,820	( 105,540)	( 273)	-	( 273)
( 78,432)	1622	BEACHES AND FORESHORES	-	905	18,935	( 95,000)	( 75,160)	-	( 75,160)
83,223	1623	DEAL PIER	2	119,485	77,352	( 118,560)	78,277	-	78,277
( 14,350)	1624	SANDWICH QUAY	-	-	5,730	( 20,030)	( 14,300)	-	( 14,300)
( 25,000)	1625	PROPERTY SERVICES EVENTS	-	-	-	( 25,000)	( 25,000)	-	( 25,000)
( 696,805)	1627	DOVER LEISURE CENTRE	-	52,481	1,850	( 750,000)	( 695,669)	-	( 695,669)
152,950	1628	DEAL LEISURE POOL-TIDES	-	34,051	117,440	-	151,491	-	151,491
765	1629	DEAL TENNIS CENTRE	-	46	-	-	46	-	46
563,000	1630	CORPORATE MAINTENANCE	-	-	563,000	-	563,000	-	563,000
100	1631	ACTIVITY PLAN - MAISON DIEU RESTORATION	-	-	-	-	-	-	-
-	1632	HOME UPGRADE GRANTS	-	29,303	-	( 29,000)	303	-	303
553,575	7001	OFFICE ACCOMMODATION-WHITFIELD	1	56,567	417,084	-	473,651	( 203,140)	270,511
130,309	7007	STRAT DIRECTOR - OPS & COMM	1	140,820	7,440	-	148,260	( 45,961)	102,299
1,300,287	7027	PROPERTY SERVICES	17	1,055,786	36,590	( 7,000)	1,085,376	( 232,882)	852,494
21,096	7028	ASSET MAINTENANCE TEAM	6	203,122	( 197,300)	-	5,822	-	5,822
5,700	7030	THE DOVER GATEWAY (CASTLE ST)	-	1,649	34,111	( 26,500)	9,260	-	9,260
8,230	7033	MAISON DIEU PREMISES	-	581	11,699	( 3,500)	8,780	-	8,780
1,101,207	7038	PROPERTY SERVICES HRA	26	1,378,789	15,240	-	1,394,029	( 1,323,074)	70,955
1,279,042		<b>Total Property Assets</b>	<b>53</b>	<b>3,245,776</b>	<b>4,173,061</b>	<b>( 6,101,884)</b>	<b>1,316,953</b>	<b>( 1,805,057)</b>	<b>( 488,104)</b>
10,361,473		<b>Total Place and Environment</b>	<b>218</b>	<b>11,249,398</b>	<b>17,447,765</b>	<b>- 17,193,474</b>	<b>11,503,689</b>	<b>( 2,002,318)</b>	<b>9,501,371</b>

Ref	<u>Earmarked General Fund Reserves</u> (Forecast 2023/24 - 2027/28)	Balance	Contribution	Application	Balance	Contribution	Application	Balance	Contribution	Application	Balance
		2022/23 £000	2023/24 £000	2023/24 £000	2023/24 £000	2024/25 £000	2024/25 £000	2024/25 £000	Future Years £000	Future Years £000	Future Years £000
1	Special Projects & Events	(26,146)	(1,018)	13,511	(13,652)	(620)	1,466	(12,807)	0	6,674	(6,132)
2	Periodic Operations	(9,720)	(46)	1,527	(8,239)	(197)	2,558	(5,877)	(164)	5,166	(875)
3	Regeneration	(2,465)	(379)	1,299	(1,545)	(668)	283	(1,930)	0	263	(1,666)
4	Smoothing Reserve	(4,000)	0	1,150	(2,850)	0	0	(2,850)	0	0	(2,850)
5	ICT Equipment & Servers	(1,709)	(115)	469	(1,355)	0	796	(559)	0	0	(559)
6	Business Rates & Council Tax Support	(5,164)	(226)	0	(5,390)	0	768	(4,621)	0	0	(4,621)
7	Operational and Fee Income Reserve	(4,495)	0	0	(4,495)	0	2,801	(1,693)	0	1,693	0
	<b>Earmarked Reserves Total</b>	<b>(53,698)</b>	<b>(1,783)</b>	<b>17,955</b>	<b>(37,525)</b>	<b>(1,484)</b>	<b>8,672</b>	<b>(30,337)</b>	<b>(164)</b>	<b>13,797</b>	<b>(16,704)</b>



## EARMARKED RESERVES

The following earmarked reserves are held:

1. Special Projects & Events Reserve

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

2. Periodic Operations Reserve

This reserve is to cover costs of cyclical / periodic events, such as elections, and to hold grants or other income streams for specific purposes, such as 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 Digital Services Manager, in consultation with the Head of Finance & Investment and the Portfolio Holder responsible for ICT.

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. Operational and Fee Income Reserve

This reserve is required to provide the flexibility to cope with areas of fee income uncertainty including the volume of fees raised, the fee level per transaction and therefore the total income stream, the cost base and any more significant structural changes to the service that may arise.

## Housing Revenue Account - Budget Report for 2024/25

<b>Actual 2022/23</b>	<b>Original Budget 2023/24</b>	<b>Amended Budget 2023/24</b>	<b>Budget Variance</b>	<b>Proposed Budget 24/25</b>	<b>Variance of Amended to Proposed</b>
<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>INCOME</b>					
(20,378) Dwelling Rents	(22,475)	(22,475)	0	(23,631)	(1,155)
0 Non-dwelling Rents	(17)	(17)	0	0	17
(736) Tenant Charges for Services and Facilities	(795)	(951)	(157)	(1,011)	(59)
(530) Leaseholder Charges for Services and Facilities	(382)	(385)	(3)	(433)	(48)
<b>(21,644) TOTAL INCOME</b>	<b>(23,668)</b>	<b>(23,828)</b>	<b>(160)</b>	<b>(25,074)</b>	<b>(1,247)</b>
<b>EXPENDITURE</b>					
6,870 Repairs and Maintenance	5,223	6,400	1,177	6,019	(381)
5,526 Supervision and Management	6,199	6,206	7	2,367	(3,839)
153 Rents, Rates, Taxes and Other Charges	34	34	0	120	86
3,093 Depreciation of Fixed Assets	0	0	0	0	0
0 Impairment of Fixed Assets	3,086	3,086	0	3,086	0
16 Debt Management Expenses	15	15	0	20	5
165 Bad Debt Provision	200	202	2	200	(2)
1,371 HRA Share of Corporate Costs	1,029	1,166	137	5,979	4,813
<b>17,194 TOTAL EXPENDITURE</b>	<b>15,787</b>	<b>17,109</b>	<b>1,186</b>	<b>17,791</b>	<b>682</b>
<b>(4,451) NET DIRECT COST OF HRA SERVICES</b>	<b>(7,881)</b>	<b>(6,719)</b>	<b>1,163</b>	<b>(7,284)</b>	<b>(565)</b>
2,243 Interest Payable and Similar Charges	2,927	2,927	0	2,461	(465)
0 Interest and Investment Income	0	0	0	(24)	(24)
(386) Pension Int Costs and expected return on pensions assets	0	0	0	0	0
<b>(2,594) (SURPLUS)/DEFICIT FOR THE YEAR ON HRA SERVICES</b>	<b>(4,955)</b>	<b>(3,792)</b>	<b>1,163</b>	<b>(4,846)</b>	<b>(489)</b>
5,447 Capital expenditure funded by the HRA	6,810	6,810	0	5,388	(1,422)
<b>2,854 Net (Increase)/Decrease in the Housing Revenue Account Balance before transfers to or from reserves</b>	<b>1,855</b>	<b>3,018</b>	<b>1,163</b>	<b>542</b>	<b>(1,911)</b>
(3,360) Transfer (from) reserves	(2,400)	(3,450)	(1,050)	(1,020)	2,430
514 Transfer to reserves	450	450	0	475	25
<b>8 (Increase)/decrease in year on the HRA balance</b>	<b>(95)</b>	<b>18</b>	<b>113</b>	<b>(3)</b>	<b>(21)</b>
<b>Impact of Deficit / (surplus) on HRA balance</b>					
(1,033) Housing Revenue Account balance brought forward	(1,027)	(1,027)		(1,027)	
<b>(1,027) Housing Revenue Account balance carried forward</b>	<b>(1,029)</b>	<b>(1,009)</b>		<b>(1,029)</b>	
<b>Housing Initiatives Reserve Balance</b>					
(12,239) Opening balance	(8,879)	(8,879)		(5,429)	
0 Contribution to reserve	0	0		0	
3,360 Proposed application of reserve to improvement projects	2,400	3,450		1,020	
<b>(8,879) Closing Balance</b>	<b>(6,479)</b>	<b>(5,429)</b>		<b>(4,409)</b>	

**FOUR YEAR REVENUE BUDGET FINANCIAL PROJECTION**

Notes	2023/24 Projected Outturn £000	2024/25 Forecast £000	2025/26 Forecast £000	2026/27 Forecast £000	2027/28 Forecast £000
1	<b>(23,828) Income</b>	<b>(23,828)</b>	<b>(23,828)</b>	<b>(23,828)</b>	<b>(23,828)</b>
	<b>Income Adjustments</b>				
2	Rent increases at CPI +1%	(1,037)	(2,115)	(3,247)	(4,444)
3	Impact of Right to Buy sales on rental income	38	78	121	166
4	Forecast rent from new stock	(139)	(239)	(339)	(439)
5	Inflation on leasehold & service charges	(108)	(219)	(335)	(454)
	<b>(23,828) Total</b>	<b>(25,074)</b>	<b>(26,324)</b>	<b>(27,628)</b>	<b>(28,999)</b>
6	<b>17,109 Expenditure</b>	<b>17,109</b>	<b>17,109</b>	<b>17,109</b>	<b>17,109</b>
	<b>Expenditure Adjustments</b>				
7	Repairs and Maintenance (3% inflation for 2024/25)	383	777	1,187	1,613
8	Supervision and Management (3% inflation for 2024/25)	208	420	641	869
9	Other Misc expenditure inflation	91	184	280	381
	<b>17,109 Total</b>	<b>17,791</b>	<b>18,490</b>	<b>19,217</b>	<b>19,972</b>
10	<b>10,187 Other Charges</b>	<b>7,825</b>	<b>7,987</b>	<b>8,097</b>	<b>8,210</b>
11	Annual borrowing allowance for capital projects	475	575	675	775
	<b>10,187 Total</b>	<b>8,300</b>	<b>8,562</b>	<b>8,772</b>	<b>8,985</b>
	<b>Net (Surplus)/Deficit Before Transfers To/From 3,468 Reserves</b>	<b>1,017</b>	<b>728</b>	<b>361</b>	<b>(42)</b>
12	<b>(3,450) Transfer from Housing Initiatives reserve</b>	<b>(1,020)</b>	<b>(730)</b>	<b>(360)</b>	<b>40</b>
13	<b>18 NET (SURPLUS) / DEFICIT</b>	<b>(3)</b>	<b>(2)</b>	<b>1</b>	<b>(2)</b>
	Impact on Reserves :-				
	<b>Projected HRA Balance</b>				
	(1,027) Opening balance	(1,009)	(1,012)	(1,014)	(1,013)
14	<b>(1,009) Closing Balance</b>	<b>(1,012)</b>	<b>(1,014)</b>	<b>(1,013)</b>	<b>(1,015)</b>
	<b>Projected Housing Initiatives Reserve Balance</b>				
	(8,879) Opening balance	(5,429)	(4,420)	(3,408)	(2,394)
	0 Contribution to reserve	0	0		0
	3,450 Proposed application of reserve to projects	1,009	1,012	1,014	1,013
15	<b>(5,429) Closing Balance</b>	<b>(4,420)</b>	<b>(3,408)</b>	<b>(2,394)</b>	<b>(1,382)</b>

**FOUR YEAR REVENUE BUDGET FINANCIAL  
PROJECTION**

**Notes**

- 1** The gross income budget is taken from the 2024/25 budget at Annex 5.
- 2** The Rent increase is of CPI plus 1% from 2024/25 (7.7% for 2024/25) with a prediction of 4% ongoing.
- 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 0.1% per annum.
- 4** Additional income forecast as a result of the proposed increases in stock from the Housing Development projects.
- 5** Tenant and Leasehold service charges are a cost recovery exercise for the previous year so will increase with the
- 6** The gross expenditure budget is taken from the 2024/25 budget at Annex 5.
- 7** It is assumed that repairs & maintenance expenditure will increase in line with inflation.
- 8** It is assumed that supervision & management expenditure will increase in line with inflation.
- 9** Inflationary increases on other expenditure areas.
- 10** Other charges are taken from the 2024/25 budget at Annex 5. These include capital works, which increase in line with inflation, and interest payable & receivable.
- 11** 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.
- 12** The level of funding of projects from the Housing Initiatives reserves based on the current programme & forecasts.
- 13** Forecast (surplus) / deficit.
- 14** Forecast HRA Balance.
- 15** Forecast Housing Initiatives Reserve Balance.

## ANNEX 5B

<b>REVENUE WORKS PROGRAMME</b>	<b>ACTUAL 2022/23 £000's</b>	<b>BUDGET 2023/24 £000's</b>	<b>PROPOSED BUDGET 2024/25 £000'S</b>
Term Maintenance	1,436	1,600	3,138
External Decorations	381	675	500
Drainage Works	10	10	10
Communal TV Aerials Works	4	15	10
Estates Paths, Pavings, Floor Resurfacing	68	70	0
Electrical Safety Inspections & Works	93	180	140
Health and Safety Water Inspections & Works	37	50	60
Void Properties	1,002	1,000	1,000
Heating Servicing & Inspections	482	540	680
Lift Maintenance & Inspections	39	30	20
Disabled Hoists & Lifts	6	50	15
Fire Alarm Servicing & Inspections	64	50	60
Door Entry	16	20	35
Tenant Compensation	30	115	75
Tenants Compact - Dover / Deal / Sandwich & Rural	0	50	20
Environmental Improvements	0	50	0
Damp and Mould Maintenance	261	500	250
<b>TOTAL REVENUE WORKS PROGRAMME</b>	<b>3,929</b>	<b>5,005</b>	<b>6,013</b>

<b>CAPITAL WORKS PROGRAMME</b>	<b>ACTUAL 2022/23 £000's</b>	<b>BUDGET 2023/24 £000's</b>	<b>PROPOSED BUDGET 2024/25 £000'S</b>
Reroofing	727	1,415	1335
Replacement Doors and Windows	186	250	214
Door Entry System Installations	36	100	32
Fire Precaution Works	333	275	107
Heating Renewals	1,322	1,320	641
Asbestos Inspection & Works Programme	447	300	320
Structural Repairs	365	375	320
Electrical Rewiring Programme	203	25	27
Kitchen Replacement Programme	874	700	641
Lift Refurbishment	-	-	96
Bathroom Replacement Programme	634	700	641
Adaptations for Disabled Persons	555	450	374
Restorative & Carbon Neutral Programme	-	500	0
Integrated Reception Systems Upgrade	-	50	21
Estate Paving	-	100	107
Internal Block Flooring	-	150	85
Going Digital	-	100	0
Major Works Voids	-	-	427
<b>Capital Works Programme Total</b>	<b>5,682</b>	<b>6,810</b>	<b>5,388</b>
<b>Financed By:</b>			
<b>Capital Receipts</b>	-	-	
Major Repairs Reserve	1,624	2,121	1,673
Direct Revenue Financing (HRA)	4,058	4,689	3,715
<b>Total Financed By (Capital Works)</b>	<b>5,682</b>	<b>6,810</b>	<b>5,388</b>
<b>FULL PROGRAMME TOTAL</b>	<b>9,611</b>	<b>11,815</b>	<b>11,401</b>

<b>MEDIUM TERM CAPITAL PROGRAMME - including 2024/25 MTFP proposals</b>							
<b>2023/24 QTR 2 POSITION</b>		<b>PROPOSED BUDGET</b>					
<b>Projects included in the programme</b>	<b>Total £000</b>	<b>Previous years £000</b>	<b>Estimate 2023/24 £000</b>	<b>Estimate 2024/25 £000</b>	<b>Estimate 2025/26 £000</b>	<b>Future Years £000</b>	<b>Total £000</b>
<b>Committed General Fund Projects</b>							
<b>Dover Beacon Project</b>							
Bench St Land Assembly - land purchase	2,595	2,595	0	0	0	0	2,595
Bench St Land Assembly - other associated costs	98	98	0	0	0	0	98
Bench St demolition	900	0	900	0	0	0	900
Dover Beacon - Project Enabling	1,250	0	1,250	0	0	0	1,250
<b>Sub-total</b>	<b>4,844</b>	<b>2,694</b>	<b>2,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,844</b>
<b>Other Regeneration Projects</b>							
Dover Fastrack Project (BRT)	25,820	9,910	15,910	0	0	0	25,820
Future High Streets Fund - Capital Works	250	83	167	0	0	0	250
Aylesham Regeneration Project	2,429	2,392	37	0	0	0	2,429
Discovery Park - Grant no.2 (100% grant funded)	2,722	0	0	2,722	0	0	2,722
Building Foundations for Growth Grant - unallocated funding	21	0	0	21	0	0	21
<b>Sub-total</b>	<b>31,242</b>	<b>12,385</b>	<b>16,114</b>	<b>2,743</b>	<b>0</b>	<b>0</b>	<b>31,242</b>
<b>Other projects</b>							
Purchase of Refuse & Recycling Vehicles	4,500	3,954	(0)	0	0	546	4,500
DDC Community Bus purchase	103	90	13	0	0	0	103
UK Shared Prosperity Fund - Capital	176	0	36	140	0	0	176
Deal Pier - Capital Works	1,438	1,253	185	0	0	0	1,438
Tides LC refurbishment	1,120	914	205	0	0	0	1,120
Old Dover Leisure Centre demolition	550	430	120	0	0	0	550
Dover Discovery Centre refurbishment	700	0	125	300	0	275	700
Aylesham Garden Village - Grounds Maintenance Equipment	89	77	12	0	0	0	89
St Margarets Bay sea defences (100% grant funded)	125	112	13	0	0	0	125
Parks & Open Spaces - Grounds Maintenance Equipment Replacement	420	29	366	25	0	0	420
Tides Leisure Centre replacement	600	548	52	0	0	0	600
Deal Beach Management Study 2023	0	0	35	45	0	0	80
Maison Dieu major restoration works(Dover Town Hall) - Delivery Phase	12,748	1,825	6,870	4,053	0	0	12,748
Sandwich Guildhall Forecourt improvement works	1,250	763	487	0	0	0	1,250
Rural England Prosperity Fund	400	0	100	300	0	0	400
<b>Disabled Facilities Grants:-</b>							
Winter Warmth Grants	50	n/a	50	0	0	0	50
Mandatory Disabled Facilities Grants	877	n/a	2,245	0	0	0	2,245
Renovation/PSH Loans	315	n/a	315	0	0	0	315
Empty Homes Loans	131	n/a	131	0	0	0	131
<b>Sub total</b>	<b>25,592</b>	<b>9,994</b>	<b>11,361</b>	<b>4,863</b>	<b>0</b>	<b>821</b>	<b>27,040</b>
<b>Total of Committed General Fund Projects</b>	<b>61,677</b>	<b>25,073</b>	<b>29,625</b>	<b>7,606</b>	<b>0</b>	<b>821</b>	<b>63,126</b>
<b>Committed HRA Projects</b>							
<b>Development Projects:-</b>							
HRA Property Purchases	4,500	N/A	1,500	1,500	1,500	0	4,500
Foxborough Close Development	0	424	166	0	0	0	590
Barwick Rd (Poulton Close)	6,418	41	25	3,614	2,489	249	6,418
Barwick Rd - site preparation	480	0	50	430	0	0	480
Grove Rd, Preston	3,150	4	1	350	2,795	0	3,150
Military Rd, Dover	1,596	59	600	920	17	0	1,596
Mongeham Rd, Deal	1,890	18	195	1,677	0	0	1,890
Local Authority Housing Fund - Round 1	4,269	6	4,263	0	0	0	4,269
Local Authority Housing Fund - Round 2	1,709	0	1,709	0	0	0	1,709
83-87 Folkestone Rd	983	0	983	0	0	0	983
Willowbank, Sandwich - Purchase new shared ownership	5,570	0	520	4,880	170	0	5,570
Self Build Plots - capital works	0	0	149	0	0	0	149
<b>HRA Improvement works</b>	<b>6,810</b>	<b>0</b>	<b>6,810</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,810</b>
<b>Total of committed HRA Development Projects</b>	<b>37,375</b>	<b>552</b>	<b>16,971</b>	<b>13,371</b>	<b>6,972</b>	<b>249</b>	<b>38,114</b>
<b>Grand total of committed Capital Projects</b>	<b>99,053</b>	<b>25,625</b>	<b>46,596</b>	<b>20,978</b>	<b>6,972</b>	<b>1,071</b>	<b>101,240</b>

MEDIUM TERM CAPITAL PROGRAMME - including 2024/25 MTFP proposals							
2023/24 QTR 2 POSITION		PROPOSED BUDGET					
Projects included in the programme	Total £000	Previous years £000	Estimate 2023/24 £000	Estimate 2024/25 £000	Estimate 2025/26 £000	Future Years £000	Total £000
<b>Proposed Projects</b>							
<b>General Fund:-</b>							
Capital Contingency - Delete WEF 24/25	51	0	0	0	0	0	0
St Margarets Bay coast protection works (grant funded)	25	0	25	0	0	0	25
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	2,946	0	0	0	2,946
Tides Replacement	4,400	0	4,400	0	0	0	4,400
Tides Essential Works - remove at 23/24 Year End	30	0	0	0	0	0	0
Sandwich Guildhall Forecourt improvement works	0	0	0	0	0	0	0
Levelling Up Fund Grant	14,895	0	881	5,831	8,184	0	14,895
Regeneration Projects	2,776	0	2,776	0	0	0	2,776
8 Bench St	175	0	175	0	0	0	175
Disabled Facilities Grants	1,241	0	0	0	0	0	0
<b>HRA:-</b>							
Proposed Housing Development (existing projects)	2,430	0	0	430	2,000	0	2,430
<b>New bids - HRA</b>							
HRA Property Purchases	0	0	0	0	0	1,500	1,500
District Development Sites	0	0	0	14,000	13,000	13,000	40,000
Major Developments	0	0	0	420	5,640	3,940	10,000
Section 106 Purchases	0	0	0	3,725	3,020	0	6,745
HRA Improvement works - TBA	0	0	0	5,388	0	0	5,388
<b>New bids - General Fund</b>							
Deal Pier Structural Repairs	0	0	0	1,000	0	0	1,000
Regeneration Project C	0	0	0	250	0	0	250
CCTV and OOH systems Upgrade and Refresh	0	0	0	180	0	0	180
Banks Mower Procurement	0	0	0	45	0	0	45
Dover Beacon - Bench Street Westside and The Crypt	0	0	0	150	0	0	150
Kingsdown Beach Huts	0	0	0	130	0	0	130
Dover Museum Roof Repairs	0	0	0	100	0	0	100
Disabled Facilities Grants	0	0	0	1,276	0	0	1,276
<b>Total of Proposed Capital Projects</b>	<b>30,868</b>	<b>0</b>	<b>12,791</b>	<b>32,924</b>	<b>31,844</b>	<b>18,752</b>	<b>96,311</b>
<b>Grand Total</b>	<b>129,921</b>	<b>25,625</b>	<b>59,387</b>	<b>53,902</b>	<b>38,815</b>	<b>19,823</b>	<b>197,551</b>

<b>MEDIUM TERM CAPITAL PROGRAMME - including 2024/25 MTFP proposals</b>							
<b>2023/24 QTR 2 POSITION</b>		<b>PROPOSED BUDGET</b>					
<b>Projects included in the programme</b>	<b>Total £000</b>	<b>Previous years £000</b>	<b>Estimate 2023/24 £000</b>	<b>Estimate 2024/25 £000</b>	<b>Estimate 2025/26 £000</b>	<b>Future Years £000</b>	<b>Total £000</b>
<b>Financed by:</b>							
Capital projects financed in previous financial years	25,200	25,625	0	0	0	0	25,625
Capital receipts - General Fund	7,297	n/a	4,834	1,945	0	437	7,216
Capital receipts - General Fund	0	n/a	0	1,855	0	0	1,855
Capital receipts - DFG Grant Repayments	331	n/a	331	0	0	0	331
Capital receipts - PSH / Empty Homes Loan receipts	446	n/a	446	0	0	0	446
Capital receipts - Abnormal costs contingency	0	n/a	0	0	0	0	0
Capital receipts - Excess Right to Buy Receipts (HRA)	7,944	n/a	1,125	4,170	2,464	100	7,858
Capital receipts - Excess Right to Buy Receipts (HRA)	0	n/a	0	5,600	5,200	5,800	16,600
<b>Direct Revenue Financing:-</b>							
General Fund	540	n/a	410	130	0	0	540
HRA	4,689	n/a	4,718	0	0	0	4,718
HRA	0	n/a	0	3,715	0	0	3,715
National Lottery Heritage Funding (Maison Dieu-delivery)	4,708	n/a	3,430	1,278	0	0	4,708
<b>Section 106 Funding</b>							
	12	n/a	12	0	0	0	12
<b>Grants:-</b>							
DLUHC-Better Care Fund via KCC (Disabled Facilities Grant)	1,836	n/a	1,964	0	0	0	1,964
DLUHC-Better Care Fund via KCC (Disabled Facilities Grant)	0	n/a	0	1,276	0	0	1,276
Environment Agency (St Margarets Bay coast protection works)	38	n/a	38	0	0	0	38
MHCLG Building Foundations for Growth Grant (Discovery Park)	2,743	n/a	0	2,743	0	0	2,743
MHCLG Grant (Future High Streets Funding)	3,114	n/a	3,114	0	0	0	3,114
Homes England (BRT)	13,842	n/a	13,842	0	0	0	13,842
Rural England Prosperity Fund Grant	400	n/a	100	300	0	0	400
UK Shared Prosperity Fund Grant	176	n/a	36	140	0	0	176
Levelling Up Fund Grant	17,045	n/a	3,031	5,831	8,184	0	17,045
Brownfield Land Release Grant (HRA)	480	n/a	50	430	0	0	480
Local Authority Housing Fund - Round 1 (HRA)	2,024	n/a	2,024	0	0	0	2,024
Local Authority Housing Fund - Round 2 (HRA) - TBC	840	n/a	840	0	0	0	840
Homes England-Housing Support Fund (HRA)	0	n/a	216	0	0	0	216
Environment Agency (Deal Beach Management Study 2023)	0	n/a	35	45	0	0	80
<b>Other reserves:-</b>							
- Special projects	9,415	n/a	9,536	0	0	0	9,536
- SEEDA-Dover Regeneration	150	n/a	0	0	0	150	150
- KCC & Dover Growth Fund	1,000	n/a	1,000	0	0	0	1,000
- KCC COMF Helping Hands	13	n/a	13	0	0	0	13
- Parks & Open Spaces Reserve	391	n/a	366	25	0	0	391
- Major Repairs Reserve (HRA)	2,121	n/a	2,121	0	0	0	2,121
- Major Repairs Reserve (HRA)	0	n/a	0	1,673	0	0	1,673
PWLB borrowing - Property Acquisition (HRA)	21,580	n/a	5,757	9,202	6,508	150	21,616
PWLB borrowing - Property Acquisition (HRA)	0	n/a	0	12,545	16,460	12,640	41,645
PWLB borrowing - other	1,000	n/a	0	1,000	0	0	1,000
PWLB borrowing - Refuse & Recycling Vehicles	546	n/a	0	0	0	546	546
Unsupported borrowing	0	n/a	0	0	0	0	0
<b>Total</b>	<b>129,921</b>	<b>25,625</b>	<b>59,387</b>	<b>53,902</b>	<b>38,815</b>	<b>19,823</b>	<b>197,551</b>



**SPECIAL REVENUE PROJECTS - including 24/25 MTFP proposals**

<b>SPECIAL REVENUE PROJECTS</b>	<b>Capital / Revenue</b>	<b>Total Approved Budget £000</b>	<b>Prior Years Exp £000</b>	<b>Estimate 2023/24 £000</b>	<b>Estimate 2024/25 £000</b>	<b>Estimate 2025/26 £000</b>	<b>Future years £000</b>	<b>Total Revised Budget £000</b>
<b>Committed Special Revenue Projects</b>								
Corporate Assets Repairs & Maintenance	R	59	n/a	59	0	0	0	59
Parks - General Repairs (walls, fences, lakes, structures etc)	R	166	166	0	0	0	0	166
Dover District Transportation Study	R	352	287	66	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	191	182	9	0	0	0	191
Resurfacing Car Parks & DDC owned access roads	R	240	240	0	0	0	0	240
Dover Regeneration - enabling costs	R	440	299	141	0	0	0	440
Butts - access bridge works	R	50	1	49	0	0	0	50
Property Renovations grant scheme	R	300	254	46	0	0	0	300
Beach Huts - refurbishments	R	50	36	14	0	0	0	50
Old St James Church works	R	190	161	29	0	0	0	190
Dover District Leisure Centre - completion works	R	100	53	47	0	0	0	100
CAB alterations to co-locate Deal & Dover CABs	R	24	24	0	0	0	0	24
Whitfield & Duke of York roundabout study	R	40	38	2	0	0	0	40
Sandwich Dredging & Desilting Works 2021	R	25	5	0	20	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
Kearsney Park - remedial works	R	150	2	148	0	0	0	150
UK Shared Prosperity Fund	R/C	844	97	186	562	0	0	844
One Public Estate - feasibility works	R	25	17	0	0	0	0	17
Russell Gardens Pond & Bridge Repairs	R	110	108	2	0	0	0	110
Public conveniences refurbishments	C/R	50	21	29	0	0	0	50
Marke Wood Tennis Court Refurbishment	R	67	58	10	0	0	0	67
Self Build Plot	R	101	46	0	0	0	0	46
Museum Storage Facility Moves	R	43	0	43	0	0	0	43
Roman Painted House bridge repairs	R	50	0	50	0	0	0	50
Museum Essential Repairs	R	360	0	60	100	100	100	360
Garden Waste Containerisation Project	R	351	0	351	0	0	0	351
Sheridan Rd - Refurbishment Works	R	0	0	105	0	0	0	105
High Risk Tree Works-Crabble Athletic Ground	R	0	0	70	0	0	0	70
Project feasibility costs - Stembrook site	R	150	7	143	0	0	0	150
Project feasibility costs - Elvington site	R	77	28	48	0	0	0	77
Project feasibility costs - Bench St Westside - Dover Town Centre Regen	R	0	0	80	0	0	0	80
Project feasibility costs - Camden Crescent - Dover Town Centre Regen	R	0	0	80	0	0	0	80
Project feasibility costs	R	51	36	15	0	0	0	51
<b>Sub total - committed projects</b>		<b>5,096</b>	<b>2,501</b>	<b>1,986</b>	<b>682</b>	<b>100</b>	<b>100</b>	<b>5,369</b>
<b>Capital projects in capital programme financed from reserve:</b>								
Provision allocated to capital programme to finance capital projects - WIP & Proposed	C	9,415	n/a	9,536	0	0	0	9,536
<b>Total committed projects</b>		<b>14,511</b>	<b>2,501</b>	<b>11,522</b>	<b>682</b>	<b>100</b>	<b>100</b>	<b>14,905</b>
<b>Proposed Projects</b>								
Special Revenue Contingency - Amend this provision to £100K WEF 24/25	R/C	121	0	0	100	0	0	100
Closed churchyard repairs	R	50	0	50	0	0	0	50
Aylesham Leisure allocation	R	200	0	200	0	0	0	200
Climate change initiatives	R	310	0	310	0	0	0	310
Town Centre Regeneration - Delete WEF 24/25	R	99	0	0	0	0	0	0
Maison Dieu - additional works	R	700	0	700	0	0	0	700
Project Feasibility Studies	R	288	0	128	0	0	0	128
Russell Gardens Pond Repairs	R	90	0	90	0	0	0	90
Property Renovation Scheme (Town Centre Grants) - Delete WEF 24/25	R	100	0	0	0	0	0	0
Maison Dieu Artwork	R	100	0	100	0	0	0	100
Street Scene	R	50	0	50	0	0	0	50
Deal Tennis Centre Flood Protection - Delete WEF 24/25	R	50	0	0	0	0	0	0
Victoria Park	R	40	0	40	0	0	0	40
Organisational Development	R	600	0	600	0	0	0	600
Paths & Car Park resurfacing - Increase by £25k WEF 24/25	R	60	0	45	20	20	0	85
Heritage Asset Safeguarding works	R	40	0	0	40	0	0	40
Dover District Design Code	R	40	0	0	40	0	0	40
Conservation Area Appraisal	R	20	0	20	0	0	0	20
Russell Gardens Bridge Repairs	R	300	0	300	0	0	0	300
Corporate Assets Repairs & Maintenance	R	247	0	150	0	0	17	167
Property Strategy - revenue costs - Delete WEF 24/25	R	100	0	0	0	0	0	0
Deal Pier structural safety inspection	R	0	0	0	0	0	0	0
Football pitch renovation - Reduce to £25k WEF 24/25	R	75	0	25	0	0	0	25
Elms Vale Pavilion roof repairs - Delete WEF 24/25	R	50	0	0	0	0	0	0
Public Convenience refurbishment	R	50	0	50	0	0	0	50
Streetlights quinquennial inspection - Delete WEF 24/25	R	25	0	0	0	0	0	0
Levelling Up Fund - Capacity Funding	R	130	0	70	60	0	0	130
<b>New Bids - 2024/2025</b>								
Current Tides Leisure Centre - Operational Grant	R	0	0	0	200	0	0	200
Grounds Maintenance Team - Facilities & Equipment security improvements	R	0	0	0	150	0	0	150
Roman Painted House - Works	R	0	0	0	150	0	0	150

<b>SPECIAL REVENUE PROJECTS</b>	<b>Capital / Revenue</b>	<b>Total Approved Budget £000</b>	<b>Prior Years Exp £000</b>	<b>Estimate 2023/24 £000</b>	<b>Estimate 2024/25 £000</b>	<b>Estimate 2025/26 £000</b>	<b>Future years £000</b>	<b>Total Revised Budget £000</b>
Garage Stock Works	R	0	0	0	150	0	0	150
Kearsney Abbey - Play Area & Roof Screen	R	0	0	0	135	0	0	135
Cost of Living Grants Scheme	R	0	0	0	70	0	0	70
Council Catering Kitchen at DDC's Whitfield Offices	R	0	0	0	48	0	0	48
Play Area - Markewood, Walmer	R	0	0	0	40	0	0	40
Dover Museum Cinema Reconfiguration	R	0	0	0	35	0	0	35
Development of a New Playing Pitch and Outdoor Sports Facility Strategy	R	0	0	0	35	0	0	35
Play Area - Bulwarks, Sandwich	R	0	0	0	30	0	0	30
Dover Museum / Discovery Centre furnishing	R	0	0	0	30	0	0	30
Aylesham Cemetery Extension	R	0	0	0	25	0	0	25
Parking Services Safety Equipment Improvement	R	0	0	0	18	0	0	18
Roman Painted House - Dover Collections Reboxing	R	0	0	0	15	0	0	15
<b>Sub total - proposed projects</b>		<b>3,934</b>	<b>0</b>	<b>2,928</b>	<b>1,391</b>	<b>20</b>	<b>17</b>	<b>4,356</b>
Proposed balance to transfer to capital projects - new bids	C	0	n/a	0	0	0	0	0
<b>Total proposed projects</b>		<b>3,934</b>	<b>0</b>	<b>2,928</b>	<b>1,391</b>	<b>20</b>	<b>17</b>	<b>4,356</b>
<b>GRAND TOTAL</b>		<b>18,445</b>	<b>2,501</b>	<b>14,450</b>	<b>2,073</b>	<b>120</b>	<b>117</b>	<b>19,261</b>
<b>Special Projects Financing</b>								
Special Projects financed in previous years		2,501	2,501					2,501
Special Project Reserve		14,062	0	13,382	220	100	117	13,819
SEEDA-Dover Regen Reserve		132	0	132	0	0	0	132
HCA-Dover Regen Reserve		7	0	7	0	0	0	7
KCC & Dover Growth Fund Reserve		101	0	3	0	0	0	3
Periodic Operations Reserve		431	0	416	20	20	0	456
Dover Regeneration Reserve		100	0	20	80	0	0	100
S106		200	0	200	0	0	0	200
External contributions		912	0	290	622	0	0	912
Special Project Reserve (new bids)			0	0	1,131	0	0	1,131
<b>TOTAL</b>		<b>18,445</b>	<b>2,501</b>	<b>14,450</b>	<b>2,073</b>	<b>120</b>	<b>117</b>	<b>19,261</b>

<b>Remaining balance in Special Projects reserve</b>	
<b>Balance at 1 April 2023</b>	<b>19,463</b>
Allocation to projects in 22/23	(13,382)
23/24 allocation to Gen Fund re Community Grants Scheme	(18)
Allocation from General Fund for 23/24	900
Allocation from General Fund for 23/24 re Major Events	20
23/24 allocation re EZ relief from prior year	98
<b>Balance at 31 March 2024</b>	<b>7,081</b>
Proposed allocation to projects in 24/25 & future years	(437)
Proposed allocation to new projects in 24/25 & future years	(1,131)
Allocation from General Fund for 24/25 re Major Events	20
Allocation from General Fund for 24/25	600
<b>Balance after future years allocations</b>	<b>6,132</b>

<b>DIGITAL REVENUE PROJECTS</b>	<b>Total Approved Budget £000</b>	<b>Prior Years Exp £000</b>	<b>Estimate 2023/24 £000</b>	<b>Estimate 2024/25 £000</b>	<b>Estimate 2025/26 £000</b>	<b>Total Revised Budget £000</b>
<b>Infrastructure Investment - Approved Projects</b>						
AIM Cloud Based Project	28	21	7	0	0	28
Corporate Hardware & Software	99	22	76	0	0	98
Network Switches	25	7	16	0	0	23
Meeting Rooms Solution	20	12	1	0	0	13
Telephone Equipment Main System	16	6	8	0	0	14
Regulatory Services Cloud System	122	77	45	0	0	122
Laptop Replacement	72	52	7	0	0	59
IDOX System Upgrades	22	0	22	0	0	22
M365 Backups	9	1	8	0	0	9
Confirm On Demand Cloud System	9	4	4	0	0	8
WAN & Internet Wired Network	4	0	0	4	0	4
Azure Landing Zone	28	0	28	0	0	28
Firewall	17	0	17	0	0	17
Integration Software - Uniform Mastermap	7	0	7	0	0	7
Azure - IDOX Migration	91	0	91	0	0	91
JADU Upgrade	38	0	38	0	0	38
Proval to Azure	5	0	5	0	0	5
FME to Azure	10	0	10	0	0	10
Iken to Azure	18	0	18	0	0	18
Xpress to Azure	22	0	22	0	0	22
Azure - ROCK managed service extension	39	0	39	0	0	39
ICT Report	15	0	15	0	0	15
IDOX - TLC Server Migration	5	0	5	0	0	5
<b>Total - committed projects</b>	<b>721</b>	<b>202</b>	<b>489</b>	<b>4</b>	<b>0</b>	<b>695</b>
<b>Infrastructure Investment - Committed Projects</b>						
MSSQL Upgrades	21		0	21	0	21
SAN Storage Area Network	44		0	44	0	44
VM Ware	45		0	45	0	45
Civica Recharges (Software & Licences)	84		41	43	0	84
Citrix Environment	38		38	0	0	38
Citrix Licences	29		29	0	0	29
Server CALS (Licences for host servers)	10		0	10	0	10
<b>Total - proposed projects</b>	<b>271</b>	<b>0</b>	<b>108</b>	<b>163</b>	<b>0</b>	<b>271</b>
<b>Infrastructure Investment - New Bids 2024/25</b>						
ICT/Digital Development in Property Assets	50		0	50	0	50
IDOX System Upgrades	20		0	20	0	20
HR System (DDC Proportion)	150		0	150	0	150
Design Computer Hardware Update	2		0	2	0	2
Property Development Solution	10		0	10	0	10
Image Database	5		0	5	0	5
Electoral Software	40		0	40	0	40
Firewall for Dover Museum	9		0	9	0	9
CRM	300		0	300	0	300
Website Redesign	100		0	100	0	100
Switches	70		0	70	0	70
E-Commerce Upgrade (Income)	80		0	80	0	80
Press Campaign Software	1		0	1	0	1
Feasibility Study of Internet Connections	30		0	30	0	30
Ad-hoc Unknown Projects	100		0	100	0	100
<b>Total - new bids</b>	<b>967</b>	<b>0</b>	<b>0</b>	<b>967</b>	<b>0</b>	<b>967</b>
<b>GRAND TOTAL</b>	<b>1,959</b>	<b>202</b>	<b>597</b>	<b>1,134</b>	<b>0</b>	<b>1,933</b>
<b>Digital Projects Financing</b>						
Projects financed in previous years		202				202
Digital & ICT Reserve			469	796	0	1,265
Port Health Funding			43	113	0	156
HRA Funding			85	225	0	310
<b>TOTAL</b>		<b>202</b>	<b>597</b>	<b>1,134</b>	<b>0</b>	<b>1,933</b>

<b>Remaining Balance in Digital &amp; ICT Reserve</b>	<b>£000</b>
<b>Balance at 1 April 2023</b>	<b>1,709</b>
Allocation to Revenue projects in 23/24	(469)
Allocation from General Fund for 23/24	115
Allocation from Special Project Reserve for 23/24	0
<b>Balance at 31 March 2024</b>	<b>1,355</b>
Proposed allocation to Revenue projects in 24/25 & future years	(796)
Allocation from General Fund for 24/25	0
Allocation from Special Project Reserve for 24/25	0
<b>Balance after future years allocations</b>	<b>559</b>

**\* Notes**

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

During 2024/25, all services and software maintenance contracts will be reviewed and analysed.

Ongoing expenditure will depend on the findings built up throughout the financial year 2024/25, and what priorities are established.

Estimated costs for new bids have been allocated to 2024/25. Projections beyond next year are difficult to ascertain at the time of collating the MTFP.

**GRANTS TO CONCESSIONARY RENTALS 2024-25**

<b>2023/24</b>	<b>2024/25</b>	<b>Change</b>		
<b>£</b>	<b>£</b>	<b>%</b>		
50	50	0%	Sandwich Tennis Club	Lease Of Tennis Courts In Sandown Road, Sandwich
75	75	0%	Aylesham Parish Council	Lease Of 1.82 Acres At Market Square, Aylesham
225	225	0%	Dover Bowling Club	Lease Of Pavilion In Maison Dieu Gardens, Dover
355	355	0%	Victoria Park Bowling Club	Rent Of Pavilion, Victoria Park, Deal
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
<b>30,005</b>	<b>30,005</b>			In most cases, the above shows a 50% grant or more reduction in the rental charges for DDC properties or income generating sites

<b>2023/24</b>	<b>2024/25</b>	<b>Change</b>		
<b>£</b>	<b>£</b>	<b>%</b>		
110,786	117,440	6.01%	Your Leisure	Increased by 6% - CPI for 2023/24. Figure taken from Proposed budget 24/25. To be reviewed
1,500	1,500	0.00%	Pegasus Playscheme	Provision of a playscheme for children with disabilities
1,500	1,500	0.00%	Age Concern	Provision of area office services.
3,000	3,000	0.00%	Kent County Council	Contribution to Sports Partnership
4,500	4,500	0.00%	Gazen Salts Nature Reserve	To assist in managing and maintaining the reserve
19,552	20,688	5.81%	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 29.3% applied from 2021/22.
10,000	10,000	0.00%	Dover Outreach Centre	Grant towards the Winter Shelter costs.
12,600	15,600	23.81%	Dover Rugby Club	For ground maintenance at Crabble Athletic Ground, covered by saving made in the Landscape maintenance contract.
1,000	1,000	0.00%	Victoria Bowls	Contribution to running expenses of the Club
1,000	1,000	0.00%	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.
107,000	107,000	0.00%	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	0.00%	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	0.00%	Deal Town Council	Astor Theatre grant
3,500	3,500	0.00%	Actions with Communities in Rural Kent	Contribution to rural housing
<b>303,438</b>	<b>314,228</b>			