

## BUDGET SUMMARY

<u>2023/24</u> <u>Actuals</u>		<u>2024/25</u> <u>Original Budget</u>	<u>2024/25</u> <u>Q2 Projected</u> <u>Outturn</u>	<u>2025/26</u> <u>Budget</u>
£000		£000	£000	£000
2,559	Chief Executive	2,942	2,935	3,307
11,660	Finance, Housing & Assets	14,705	15,910	16,424
8,519	Environment and Place	10,676	9,215	8,767
757	Special & Digital Revenue Projects	2,218	2,218	2,838
0	Vacancy Allowance	(150)	(454)	(150)
0	Target Savings / Income	(417)	(483)	(1,085)
0	Estimated Annual Underspend	(500)	(500)	(500)
0	Savings assumptions @ 80% delivery	0	21	0
0	Contingency	161	161	285
88	River Stour Drainage Board	96	94	96
(4,998)	Directorate costs recharged to HRA & Projects	(5,679)	(5,973)	(6,416)
<b>18,585</b>	<b>Net Operating Expenditure</b>	<b>24,051</b>	<b>23,143</b>	<b>23,566</b>
	<b>Financing Adjustments:</b>			
(2,395)	Interest Receivable	(2,391)	(2,391)	(2,559)
824	Interest Payable	879	879	1,092
1,811	Loan Principal Repayments/Borrowing Allowance	1,603	1,603	1,737
<b>239</b>	<b>Total Financing Adjustments</b>	<b>90</b>	<b>90</b>	<b>271</b>
	<b>Contribution to/(from) Reserves:</b>			
288	- Regeneration Reserve	552	308	550
752	- Special Projects & Events Reserve	(816)	(816)	(2,020)
(340)	- Periodic Operations Reserve	(309)	(309)	(103)
(141)	- ICT Systems & Servers Reserve	(796)	(796)	(295)
(530)	- Business Rates & Council Tax Reserve	0	0	0
226	- Operational & Income Reserves	(2,800)	(901)	(325)
<b>256</b>	<b>Net Contribution to/(from) Reserves</b>	<b>(4,169)</b>	<b>(2,514)</b>	<b>(2,193)</b>
<b>19,079</b>	<b>Total Budget Requirement</b>	<b>19,973</b>	<b>20,720</b>	<b>21,643</b>
	<b>Financed by:</b>			
8,401	Business Rates - Total Income Net of Timing Ad	9,109	8,807	9,204
238	Revenue Support Grant	254	254	294
909	Services & Funding Guarantee Grants	1,412	1,412	771
8,321	Council Tax	8,763	8,763	9,299
55	Council Tax - Collection Fund Surplus / (Deficit)	91	91	91
645	Council Tax - S31 Grants	0	0	0
0	New Homes Bonus	346	346	534
0	Extended Producer Responsibility Funding	0	0	1,019
<b>18,571</b>	<b>Total Financing</b>	<b>19,973</b>	<b>19,670</b>	<b>21,211</b>
<b>509</b>	<b>General Fund Deficit/(Surplus) for the Year</b>	<b>(1)</b>	<b>1,049</b>	<b>432</b>
(1,506)	General Fund Balance at Start of Year	(1,521)	(1,507)	(1,509)
(510)	Transfer from Earmarked Reserves	0	(1,050)	(440)
<b>(1,507)</b>	<b>Leaving Year End Balances of</b>	<b>(1,522)</b>	<b>(1,509)</b>	<b>(1,516)</b>

## General Fund Service Expenditure by Cost Type

	2024/25 Original Budget £000	2024/25 Projected Outturn £000	2025/26 Proposed Budget £000
<b>Direct Expenditure</b>			
Employees	28,326	28,409	28,773
Premises	1,277	1,378	2,890
Transport	223	245	243
Supplies and services	10,167	11,738	9,581
Third parties	14,736	14,864	14,991
Shared services	-	-	-
Transfer payments	21,242	20,005	21,611
<b>Total Direct Expenditure</b>	<b>75,971</b>	<b>76,639</b>	<b>78,089</b>
<b>Direct Income</b>			
Government Grants	(24,369)	(24,887)	(26,196)
Sales	(930)	(783)	(1,142)
Fees and Charges	(11,693)	(12,921)	(12,410)
Other Income	(10,657)	(9,989)	(9,844)
<b>Total Direct Income</b>	<b>(47,649)</b>	<b>(48,580)</b>	<b>(49,592)</b>
Central Support reallocation of costs	(5,679)	(5,973)	(6,415)
Special Revenue Projects	2,218	2,218	2,838
Vacancy Allowance & Employment Stability	(150)	(454)	(150)
Savings & Income Generation Target	(918)	(962)	(1,585)
Contingency	161	161	285
River Stour Drainage Board	96	94	96
<b>Net Service Expenditure</b>	<b>24,051</b>	<b>23,143</b>	<b>23,566</b>

**GENERAL FUND KEY FIGURES - EXPENDITURE**

	2023/24 Outturn	2024/25 Original Budget	2025/26 Draft Budget	2026/27 Forecast	2027/28 Forecast	2028/29 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	15,669	19,058	19,348	19,735	20,130	20,532
NI	1,640	2,071	2,104	2,146	2,189	2,233
Current year pension	3,113	3,850	3,908	3,986	4,066	4,147
Backfunding	1,025	1,025	1,107	1,162	1,220	1,281
	<b>21,447</b>	<b>26,004</b>	<b>26,467</b>	<b>27,030</b>	<b>27,605</b>	<b>28,194</b>
<b>Major contracts:</b>						
Refuse Collection	1,253	1,397	1,446	1,475	1,504	1,535
Recycling	2,315	2,461	2,505	2,555	2,606	2,658
Street Cleansing	2,201	2,344	2,332	2,379	2,426	2,475
<b>Total Waste</b>	<b>5,769</b>	<b>6,202</b>	<b>6,283</b>	<b>6,409</b>	<b>6,537</b>	<b>6,668</b>
Balance of Third Party Payments <sup>1</sup>	823	610	632	645	658	671
	<b>6,592</b>	<b>6,812</b>	<b>6,915</b>	<b>7,053</b>	<b>7,194</b>	<b>7,338</b>

Notes

1 Excludes EKS Management Fees &amp; WCLP

**GENERAL FUND KEY FIGURES - INCOME**

	2023/24 Outturn	2024/25 Original Budget	2025/26 Draft Budget	2026/27 Forecast	2027/28 Forecast	2028/29 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	(2,793)	(3,230)	(3,117)	(3,273)	(3,436)	(3,608)
Rent Income	(2,347)	(2,502)	(2,446)	(2,495)	(2,545)	(2,596)
Development Management	(864)	(1,065)	(965)	(984)	(1,004)	(1,024)
Building Control	(254)	(375)	(300)	(306)	(312)	(318)
Licensing	(255)	(204)	(227)	(232)	(236)	(241)
Green Waste	(565)	(586)	(650)	(663)	(676)	(690)
Land Charges	(160)	(168)	(170)	(173)	(177)	(180)
	<b>(7,238)</b>	<b>(8,130)</b>	<b>(7,875)</b>	<b>(8,126)</b>	<b>(8,387)</b>	<b>(8,658)</b>
<b>Total Financing:</b>						
Non-Domestic Rates	8,401	9,270	9,204	6,565	6,677	6,810
Revenue Support Grant	238	254	294	259	263	267
Council Tax	8,321	8,763	9,299	9,670	10,050	10,440
New Home Bonus	760	346	534	0	0	0
Funding Guarantee	150	1,266	320	785	299	0
Recovery Grant	0	0	451	57	57	0
Extended Producer Responsibility Funding	0	0	1,019	1,019	917	825
Other	700	91	91	91	91	91
Damping	0	0	0	1,320	990	495
<b>Total Financing</b>	<b>18,570</b>	<b>19,990</b>	<b>21,212</b>	<b>19,765</b>	<b>19,343</b>	<b>18,928</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 2025/26 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 2023 estimated a decrease in the pension fund deficit for Dover. Dover agreed with the actuary to extend the payment of the pension fund deficit from 8 to 11 years which delivered 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 2025/26 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 2% for future years has been assumed. Each 1% variance in contract inflation leads to approximately £70k variance in costs.

### Contingency Provision

10. Contingency provision of £285k 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.

### Homelessness

11. Homelessness is a demand led service. There is a national shortage of housing that has accrued over many years leading to the use of TA which creates a budget pressure. The net costs to DDC of TA (after grant funding and Housing Benefit income) in 2025/26 are estimated to be £1.4m. The impact on DDC is also seen across virtually all other district councils.
12. The Council continues to take steps to mitigate the impact of homelessness including:
  - Building and procuring more housing and allocating more of the council's stock for use as TA.
  - Using block booking / contracts with local hotels to mitigate the costs.
  - Pro-actively managing and minimising the length of stay in TA.
  - Detailed independent benchmarking by East Kent Audit Partnership using data for all Kent districts. DDC is not an outlier.
  - Working with other Kent districts to learn from their initiatives.
13. Nonetheless, homelessness pressures are expected to continue to increase.

### Grants to Organisations

14. The Council makes Grants to Organisations in two ways, by concessionary rentals and by cash payments. The value of grants proposed for 2025/26 totals £232k comprising concessionary rentals of £30k and grant payments of £202k. 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.
15. The grants include contributions to the Citizens Advice Bureau, Sandwich Town Cricket Club, KCC and the Neighbourhood Forum. The budget for 2025/26 compared to 2024/25, has decreased substantially as the closure of Tides means that the grant paid to Your Leisure has been removed. The grant for Sandwich Town Cricket Club has increased in line with inflation, but no further increases have been identified for any other grantee. Each of the individual grants, with the organisations' names and the grant purposes, are set out in Annex 9.

### Shared Services

16. 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. From 1<sup>st</sup> February 2025 these services will be provided to EKS by Partnership One, a three way Local Authority Trading Company (LATCo) jointly and wholly owned by Canterbury, Thanet and Dover. The board of the LATCo comprises 3 directors, one from each council. Civica staff working on the EKS contract will transfer to the LATCo. This will ensure continuity.

17. 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.
18. 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

19. The overall interest rates achieved in 2025/26 will depend on the combination of the Sterling Overnight Index Average (SONIA) 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. SONIA is administered by the Bank of England, which takes responsibility for its governance and daily publication.
20. The Chancellor of the Exchequer delivered her Autumn Budget at the end of October. Based on the plans announced, the Office for Budget Responsibility reported they would provide a short-term boost to GDP growth before weakening it further out and pushing inflation higher over the medium-term. This change to the economic and inflation outlook caused financial markets to readjust expectations of Bank of England (BoE) Bank Rate and gilt yields higher. The council's treasury management advisor, Arlingclose, also revised its interest rate forecast upwards in November, with Bank Rate expected to eventually fall to 3.75%.
21. The impact on the UK from the government's Autumn Budget, slower expected interest rate cuts, a short-term boost to but modestly weaker economic growth over the medium term, together with the impact from President Trump's second term in office and uncertainties around US domestic and foreign policy, will be major influences on the Council's treasury management strategy for 2025/26.
22. The Bank of England's (BoE) Monetary Policy Committee (MPC) held Bank Rate at 4.75% at its December 2024 meeting, having reduced it to that level in November and following a previous 25bp cut from the 5.25% peak at the August MPC meeting. At the December meeting, six Committee members voted to maintain Bank Rate at 4.75% while three members preferred to reduce it to 4.50%.
23. The Council's treasury management adviser Arlingclose expects the Bank of England's MPC will continue reducing Bank Rate through 2025, taking it to around 3.75% by the end of the 2025/26 financial year. The effect from the Autumn Budget on economic growth and inflation has reduced previous expectations in terms of the pace of rate cuts as well as pushing up the rate at the end of the loosening cycle.

24. Arlingclose expects long-term gilt yields to remain broadly at current levels on average (amid continued volatility), but to end the forecast period modestly lower compared to now. Yields will continue remain relatively higher than in the past, due to quantitative tightening and significant bond supply. As ever, there will be short-term volatility due to economic and (geo)political uncertainty and events.
25. As of 31st December 2024, the Council has a total of £46.4m invested in pooled investment funds. The MTFP assumes that the Council's investments overall will earn the General Fund £2,533k (£142k more than the £2,391k budgeted for 2024/25) due to the rates of current investments. However, this is being offset by an increased need to undertake short-term borrowing to maintain cashflow levels.
26. The authority continues to work with its treasury management advisors to monitor the position.

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

27. 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
  - Overall income the service generates
28. 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.
29. The main sources of income and relevant issues are summarised below.
  - Car Parking

The 2024/25 gross income (before costs) for parking fees and penalty charge notices is currently forecast to be performing below the 2024/25 budget, totalling £3.1m.

The 2025/26 service budget has been increased conservatively from the levels set in 2024/25 based on evidence shown throughout the year and information provided regarding the new patterns of parking behaviour and changing. Additionally, a target income has been included for additional income for potential changes to charging proposals from the parking strategy process currently underway.
  - Rental Income

The 2024/25 budget forecasts rental income of c.£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 2024/25 was £993k incorporating £910k for planning application fees and £83k for pre-application fees. This has been revised to £833k with £750k for planning application fees and £85k for pre-application fees in year due to the reduction in activity in the construction industry.

The income budget for 2025/26 has been set at £905k with a mix of application types and the anticipated take-up of pre-application advice. This incorporates the increase in householder Planning application fees as proposed by government.

- Licensing

Incomes from the various licensing streams are projected to meet their targets by the end of the fiscal year. These include Alcohol, Regulated Entertainment, Taxis, Gambling, and other miscellaneous licences. The original budget for 2024/25 was set at £203.7k. Incomes from the various licensing streams are projected to meet their targets by the end of the fiscal year.

The 2025/26 budget has risen to £226.7k. The improvement is due to increases in Premises Licences-New, Hack Private Licences. There are small increases across numerous areas including Lotteries Licence, Health-Related Licences, Scrap Metal Dealers, Gaming Machines. But the increases are offset by the reduction in income from application for Temporary Event Notices, Animal Establishment Licences.

- Land Charges

The original 2024/25 budget was set at £138k. The 2025/26 budget reflects that the requisition for Local Land Charge 1 has been removed as it will be handed over to HM Land Registry in early March. The council will retain responsibility for CON19 forms, used in conveyancing to request information from the local authority, the budget for this remaining service has been set at £130k.

- Green Waste Subscription Service

The Green Waste subscription service original budget for 2024/25 was set at £586k. The 2025/26 budget has been increased to £650k. This is due to a favourable take up of the service following the change to a wheeled-bin service (containerisation) from a service that used sacks. In doing so, we prioritised Health and Safety of staff and modernised the service to reflect industry good practice.

- Building Control

The Building Control fee income is dependent upon construction activity. Assumptions about the level of activity combined with the economic forecasts led

to a budget of £375k being set for 2024/25. 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 2025/26 has been estimated at £325k given the economic forecast looking better in the year ahead.

30. In total the major fees and charges generate over £8.6m gross towards the General Fund budget.

## THREE YEAR REVENUE BUDGET FINANCIAL PROJECTION

Notes	2024/25 Projected Outturn £000	2025/26 Proposed Budget £000	2026/27 Forecast £000	2027/28 Forecast £000	2028/29 Forecast £000
1	<b>20,720 Net Budget Requirement</b>	<b>21,643</b>	<b>21,643</b>	<b>21,643</b>	<b>21,643</b>
	<b>Corporate Adjustments</b>				
2	- Salary inflation and increments including impact on National Insurance and Pensions		704	1,419	2,145
3	- Pension Backfunding (Triennial Valuation from 23/24)		54	111	170
4	- Contract inflation		139	280	424
5	- Average other expenditure inflation impact		320	648	982
6	- Average income inflation impact		(629)	(1,275)	(1,937)
	<b>0 Total Corporate Adjustments</b>	<b>0</b>	<b>588</b>	<b>1,183</b>	<b>1,784</b>
	<b>20,720 Total Forecast Budget Requirement</b>	<b>21,643</b>	<b>22,231</b>	<b>22,826</b>	<b>23,427</b>
	<b>Financed By :-</b>				
7	8,807 Non-Domestic Rates Income	9,204	6,565	6,677	6,810
8	254 Revenue Support Grant	294	259	263	267
9	1,412 Funding Guarantees / Recovery Funds	771	842	356	0
	Council Tax Income				
10	91 Collection Fund Surplus	91	91	91	91
	Tax rate increase (3% annual increase) Base increase (1% per annum)				
11	8,763 Total Council Tax Income (incl s.31 grant)	9,299	9,670	10,050	10,440
12	346 New Homes Bonus	534	0	0	0
13	0 Extended Producer Responsibility	1,019	1,019	917	825
14	0 Estimated Damping Funding	0	1,320	990	495
	<b>19,670 Total Financing</b>	<b>21,211</b>	<b>19,765</b>	<b>19,343</b>	<b>18,928</b>
15	<b>1,049 FORECAST NET DEFICIT</b>	<b>431</b>	<b>2,466</b>	<b>3,483</b>	<b>4,499</b>
	<b>Projected General Fund Reserves</b>				
	(1,507) Opening balance	(1,509)	(1,517)	(1,552)	(1,569)
16	0 Target savings, based on current funding assumptions	0	(2,500)	(3,500)	(4,500)
17	(1,050) Transfer to/(from) Earmarked Reserves	(440)	0	0	0
18	<b>(1,509) Closing Balance</b>	<b>(1,517)</b>	<b>(1,552)</b>	<b>(1,569)</b>	<b>(1,570)</b>

**THREE YEAR REVENUE BUDGET FINANCIAL  
PROJECTION**

**Notes**

- 1** The net budget is taken from the 2025/26 budget at Annex 1.
- 2** Increased salary costs reflect assumed inflation at 2% per annum pay settlement for the planning period.
- 3** Pension backfunding reflects the increases in backfunding required by the fund actuaries based on the current triennial valuation.
- 4** Inflation on major contracts has been assumed at 2% per annum for the planning period.
- 5** Inflation on all other expenditure will aim to be limited to the current budget level, however an allowance of 2% per annum has been forecast to allow some budget increases.
- 6** Increases in general income received (excluding specifically budgetted items such as car parking) assumed at 2% per annum 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 Funding Guarantee grants will cease from 2026/27. 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 2026/27.
- 13** Extended Producer Responsibility funding, forecast to reduce slowly over the period.
- 14** Allowance made for damping the impact of the business rates reset, forecast to reduce over the period.
- 15** Forecast (surplus) / deficit.
- 16** Estimated target savings required if current funding assumptions realised.
- 17** Proposed transfer from the Smoothing Reserve in 2024/25 and Operational and Fee Income Reserve in 2025/26.
- 18** Forecast General Fund Balance.

## **OFFICE OF THE CHIEF EXECUTIVE**

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

### **LEADERSHIP AND STRATEGIC DIRECTION**

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

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

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

He ensures all staff understand and adhere to the strategic aims of the organisation, and follow the direction set by the elected members.

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

#### **Human Resources**

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

#### **Payroll**

Dover District 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, and subject to contract, the Local Authority Trading Company, "Partnership One" which generates additional income for the Councils.

The team are also the responsible administrator for the partners of the Local Government Pension Scheme (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. The team ensures the Council complies with its legal obligations as set out in various acts of law and provides a service design to identify and mitigate risks and upskill employees in risk prevention and reporting.

### **Communications, Public Relations**

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.

### **Creative Services**

The Creative Services Team strive to deliver efficient, effective and productive in-house creative, print, mail and post services across the Council. Central services that directly support other DDC functions with the aim of creating a better and fairer future for our communities, and that also help to position the district as a greater place to live, work, visit, learn and invest.

The team's work also includes:

- Branding, Corporate Identity and Brand Guardianship.
- Graphic Design.

- Photography.
- Videography.
- Drone Services.

### **Continuous Improvement**

This team was implemented in November 2024. The team's primary purpose is to:

- Lead cross-functional teams to develop and implement innovative solutions and best practices.
- Establish key performance indicators (KPIs) and metrics to track progress and measure the impact of improvement initiatives.
- Collaborate with internal and external stakeholders to gather feedback, build consensus, and drive change.
- Advise the Council on industry trends, emerging technologies, and best practices in continuous improvement, to continuously refine Council processes, to increase performance and efficient delivery of services to residents and staff.

## **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 small civic events for the Chairman.

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

## **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.

## Chief Executive

Budget 2025/26

## Costs controlled by Head of Service

2024/25 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2025/26 Sub-total	Recharges and Other Adjustments	Total
302,930	7002	CHIEF EXEC ADMIN TRADING ACCT	3	272,031	39,498	-	311,529	( 311,529)	-
164,694	1001	NON SERVICE SPECIFIC WORK	-	9,051	179,710	-	188,761	893,428	1,082,189
467,624		<b>Total Office of the Chief Executive</b>	<b>3</b>	<b>281,082</b>	<b>219,208</b>	<b>-</b>	<b>500,290</b>	<b>581,899</b>	<b>1,082,189</b>
( 360)	1074	PHOTOCOPIERS HOLDING ACCOUNT	-	-	18,990	( 26,923)	( 7,933)	7,933	-
120	1075	MAIL ROOM POSTAGE ACCOUNT	-	-	90,600	( 90,600)	-	-	-
-	1077	HEALTH PROJECTS	-	-	-	-	-	61,418	61,418
-	1082	C-19 EMERGENCY ASSISTANCE FUND	-	-	-	-	-	2,157	2,157
16,700	1316	CORPORATE PRESS AND PUBLICITY	-	-	16,900	-	16,900	152,880	169,780
109,996	7004	DESIGN STUDIO	2	115,604	7,070	( 1,000)	121,674	( 121,674)	-
89,865	7005	MAIL ROOM TRADING ACCOUNT	2	81,999	9,175	-	91,174	( 91,174)	-
359,545	7011	HR TRADING ACCOUNT (OLD SHARED SERV)	9	409,471	3,560	-	413,032	( 413,032)	-
77,698	7012	PAYROLL AND SYSTEMS SHARED SERVICES	6	289,123	141,640	( 334,811)	95,952	( 95,952)	-
162,500	7013	CORPORATE HR TRADING ACCOUNT	-	387,590	37,610	-	425,200	( 425,200)	-
161,242	7017	CORPORATE HEALTH & SAFETY	3	128,085	23,220	-	151,305	( 151,305)	-
13,263	7025	PRINT UNIT TRADING ACCOUNT	-	500	38,025	( 13,800)	24,725	( 24,725)	-
-	7043	CONTINUOUS IMPROVEMENT	2	108,639	500	-	109,139	( 109,139)	-
265,204	7505	FUNDING & COMMUNICATIONS	3	178,719	300	-	179,019	( 179,019)	-
1,255,773		<b>Total Human Resources, Payroll and Communications</b>	<b>27</b>	<b>1,699,730</b>	<b>387,590</b>	<b>( 467,134)</b>	<b>1,620,187</b>	<b>( 1,386,832)</b>	<b>233,355</b>
-	1031	ELECTIONS - ADMIN		-	-	-	-	185,924	185,924
90,210	1032	ELECTORAL REGISTRATION		-	113,580	( 1,000)	112,580	260,555	373,135
-	1033	COST OF ELECTIONS HELD		10,000	1,000	( 10,000)	1,000	-	1,000
50	1076	CORPORATE PLANNING		-	50	-	50	114,854	114,904
-	1380	COUNCIL, CABINET & COMMITTEES		-	-	-	-	463,745	463,745
9,160	1381	CHAIRMANS ACCOUNT		6	9,058	-	9,064	48,747	57,811
279,762	1382	MEMBERS ACCOUNT		12,790	267,108	( 3,152)	276,746	176,441	453,187
7,905	1601	CIVIC CAR		587	280	-	867	3,154	4,021
246,508	7022	CORPORATE SUPPORT TRADING ACCT	3	193,117	4,531	-	197,648	( 197,648)	-
305,279	7501	ELECTORAL SERVICES	5	308,595	3,000	-	311,595	( 311,595)	-
279,945	7507	DEMOCRATIC SERVICES	4	254,479	22,576	-	277,055	( 277,055)	-
1,218,819		<b>Total Electoral, Democratic and Corporate Services</b>	<b>12</b>	<b>779,574</b>	<b>421,183</b>	<b>-</b>	<b>1,186,605</b>	<b>467,122</b>	<b>1,653,727</b>
2,942,216		<b>Total Chief Executive</b>	<b>42</b>	<b>2,760,386</b>	<b>1,027,981</b>	<b>( 481,286)</b>	<b>3,307,082</b>	<b>( 337,811)</b>	<b>2,969,271</b>

## **DIRECTOR OF ENVIRONMENT AND PLACE**

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

### **LEGAL SERVICES & LICENSING**

#### **Monitoring Officer**

The functions of the Monitoring Officer, (who is the Solicitor to the Council) are set out in Article 12.03 of the Constitution, and are primarily concerned with reporting to the full Council or to the Leader and Executive in relation to an executive function, if he or she considers that any proposal, decision or omission would give rise to unlawfulness, or if any decision or omission has given rise to maladministration 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 or she 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 councils 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 set out in Article 39 of General Data Protection Regulation 2016 and include:

- 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 cooperate with the supervisory authority.
- 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.

## **PORT HEALTH AND ENVIRONMENTAL 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, burglar and car alarms etc.), dust, smoke (e.g., bonfires), odours, fumes, animals, etc. In addition, service requests relating to matters including drainage, rodents, accumulations on private land, filthy and verminous premises, and dark smoke from industrial/commercial premises are also responded to.

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

### **Environmental Crime**

The team seek to promote behavioural change through a range of enforcement and educative activities with the aim of creating a cleaner, safer and greener environment. The work of the team is supplemented and enhanced by partnership working with Kent Police, KCC, Parish Councils etc. The principal focus of the team's work is to tackle environmental non-compliance in the areas of:

- 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 team 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 team is also responsible for investigating 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 (H&S) at Work** - This team is also responsible for H&S enforcement for retail, wholesale distribution and warehousing, hotel and catering premises, offices, and the consumer/leisure industries within the district. This team is also 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 and the frontier of the Channel Tunnel. This team 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.

To safeguard the nation and mitigate the incursion of disease.

### **Port Health – Imported Food Controls**

This department is also responsible for Imported Food Controls to ensure that food imported into the UK via Dover Port, are compliant and safe to eat. This is achieved through the examination of imported food documentation, and when required the physical inspection and sampling of imported food that falls within our enforcement remit.

**Illegal Food/Meat Controls** – This team is also responsible for detecting and removing illegal food/meat controls at the border of Dover and Coquelles. To date, the Dover Port Health Authority have overseen the removal of over 127 tonnes of illegal food/meat at Dover alone, with just 25% operational coverage since September 2022. This is a critical service that provides a national protection to GB biosecurity and public health. As such this service has been funded centrally to date.

## **PLACE & GROWTH SERVICES**

### **Placemaking & Economic Development**

The Placemaking & Economic Development Team strive to develop a better and fairer future for Dover District, as well as drive transformational economic, physical and cultural change –

liaising with and supporting businesses, attractions and enterprises (of all sizes). Ultimately, positioning the district as a greater place to live, work, visit, learn and invest.

The team takes positive action in the following areas of recognised strategic need:

- Regeneration.
- Economic Development and Inward Investment.
- Town Centres Placemaking (Dover, Deal and Sandwich.)
- Tourism & the Visitor Economy.
- Culture & The Arts.
- Place Marketing & Promotion.
- Active Travel.
- Signage & Wayfinding.
- Funding Applications and Grant Giving Opportunities.

### **Major Projects**

The Major Projects Team strive to deliver the Council's major capital projects efficiently, effectively and productively across Dover District. Projects that not only develop a better and fairer future for our communities, but also those that position the district as a greater place to live, work, visit, learn and invest.

Example, current projects (at various stages of delivery and feasibility) include:

- Dover Beacon Project.
- Deal Leisure Centre Project.
- Aylesham Garden Village Project.
- Roman Dover Project.
- Funding Applications and Opportunities.

### **Venues**

The Venues & Visitor Services Team strive to deliver efficient, effective and productive venue and visitor services. Operations that are accessible and easy to use, as well as provide quality customer service. The team's work not only supports a better and fairer future for our communities but also helps to position the district as a greater place to live, work, visit, learn and invest.

Venues include:

- Kearsney Cafe & The Billiards Room.
- Maison Dieu.
- District Visitor Information Centre.
- Dover Museum (Front of House only.)
- Roman Painted House (Front of House only.)

### **Community Development**

The Community Development Team strive to develop a better and fairer future for Dover District communities, as well as drive transformational social change, capacity and cohesion – liaising with and supporting residents and community groups (of all sizes). Ultimately, positioning the district as a greater place to live, work, visit, learn and invest.

The team takes positive action in the following areas of recognised strategic need:

- Homelessness and Veterans.
- Education, Jobs and Skills.
- Cost of Living, Inclusion and Pensioners.
- Leisure, Wellbeing and Family.
- Community Funding Applications and Grant Giving Opportunities.
- Events and Events Safety Advisory Group.

## **MUSEUM & TOURISM**

### **Dover Museum and Bronze Age Boat Gallery**

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 2025. 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, the Dover Bronze Age Boat, Silver Screen Cinema and Dover Discovery Centre.

### **Tourism & Visitor Economy**

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

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

Following Dover District Council's new 'Destination White Cliffs Country – Growth Strategy for Tourism and the Visitor Economy 2020 to 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>
- 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. 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 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 our 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.

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

Functions also involve supporting and working closely with the Planning Policy team in work associated with the Local Plan, infrastructure, natural environment, heritage 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 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. In early 2025, the LLC1 will be moved to HMLR. The team will continue to be responsible for updating the register.

### **Planning Policy and Projects**

Following the adoption of the Local Plan (expected October 2024), the priority will be to support delivery of the Plan, which will include the production of supporting documents including Supplementary Planning Documents and Design Codes and ensuring the Infrastructure Delivery Plan is up to date. 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, including publication of an annual Infrastructure Funding Statement 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.

The team is also responsible for leading the Council's Climate Change Strategy and Action Plan, working corporately to reduce the Council's carbon emissions and deliver the target of being net zero by 2030.

### **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.

## **ICT & DIGITAL**

### **Digital and Technology**

The Digital and Technology 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 and technology, using insight and analytics to understand the customer.
- Providing strategic and operational support for various types of technology used across the Council.
- Technology Support team provide weekday support on systems and end user devices.

- 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.
- Monitoring use of technology for cyber security threats and vulnerabilities, ensuring the threat attack surface is as small as possible.
- Security and Compliance team work closely with DPO and regularly report to Senior Information Risk Officer (SIRO.)
- Responsible for co-ordinating the delivery of new and improved cost-effective ways of working and developing digital support services across the organisation.
- Project management of major system implementations.
- Installation/maintenance of IT infrastructure and networks.

### **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, Emergency Planning, Business Continuity and all Safeguarding Issues (Child and Adult Protection.) The team are also responsible for the planning and response as a local authority to the EU Entry and Exit System due to be implemented in 2025 (postponed from November 2024).

### **CCTV**

We have operated a Closed-Circuit Television (CCTV) system since 1994. Cameras are strategically located around the town centres in Dover, Deal, Aylesham 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 detect 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.

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.

## Environment and Place

Budget 2025/26

## Costs controlled by Head of Service

2024/25 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2025/26 Sub-total	Recharges and Other Adjustments	Total
44,100	1050	ECONOMIC DEVELOPMENT	-	-	81,800	-	81,800	282,532	364,332
-	1300	COMMUNITY DEVELOPMENT	-	1,600	62,230	(20,000)	43,830	403,282	447,112
3,250	1301	AYLESHAM COMMUNITY DEVELOPMENT OFFICER	-	-	3,250	-	3,250	-	3,250
-	1302	DOVER DISTRICT LOTTO	-	-	8,000	(8,000)	-	-	-
-	1304	AYLESHAM GARDEN VILLAGE	-	-	-	-	-	23,382	23,382
3,000	1309	SPORTS STRATEGY, IMPLEMENTATION & GRANTS	-	-	3,000	-	3,000	3,864	6,864
73,748	1310	CCTV	-	3,620	82,500	-	86,120	261,101	347,221
(34,040)	1311	CRIME AND DISORDER	-	-	480	(21,163)	(20,683)	61,066	40,383
5,020	1312	ANTI-SOCIAL BEHAVIOUR	-	-	5,187	-	5,187	90,194	95,381
-	1318	SE STRATEGIC PARTNERSHIP MIGRATION	1	103,388	-	(102,176)	1,212	12,071	13,283
(150,000)	1319	CRIME AND DISORDER PROJECTS	7	373,240	-	(535,311)	(162,071)	12,071	(150,000)
(31,817)	1698	KEARSNEY PARK CAFÉ	13	465,672	319,849	(825,000)	(39,479)	153,009	113,530
71,200	1728	TOURISM DEVELOPMENT	-	-	-	-	-	206,199	206,199
-	1729	VIC GRANTS & HISTORIC PANELS	-	-	-	-	-	-	-
(500)	1730	CRUISE WELCOME OPERATION	-	3,500	500	(4,500)	(500)	713	213
176,846	7008	COMMUNITY AND ENGAGEMENT	-	-	25	-	25	(25)	-
125,426	7040	HEAD OF GROWTH & INVESTMENT	1	128,852	2,970	-	131,822	(131,822)	-
458,122	7502	ECONOMIC DEVELOPMENT TRADING ACCOUNT	12	779,138	12,535	-	791,673	(791,673)	-
448,554	7503	COMMUNITY DEVELOPMENT TEAM	11	473,679	10,370	-	484,049	(484,049)	-
332,456	7504	COMMUNITY SAFETY & CCTV	9	469,825	2,420	-	472,245	(472,245)	-
401,363	7524	STRATEGIC TOURISM TRADING ACCOUNT	7	344,698	570	-	345,268	(345,268)	-
1,926,728		<b>Total Investment, Growth and Tourism</b>	<b>61</b>	<b>3,147,212</b>	<b>595,686</b>	<b>(1,516,150)</b>	<b>2,226,748</b>	<b>(715,598)</b>	<b>1,511,150</b>
31,700	1071	EMERGENCY PLANNING	-	25,200	7,580	-	32,780	121,200	153,980
1,210,025	7009	DIGITAL SERVICES TEAM	17	1,189,842	99,285	(15,000)	1,274,127	(1,274,127)	-
489,330	7010	COMPUTER SERVICES TRADING ACCT	9	12,954	512,250	-	525,204	(525,204)	-
1,731,055		<b>Total Digital and IT</b>	<b>26</b>	<b>1,227,996</b>	<b>619,115</b>	<b>(15,000)</b>	<b>1,832,111</b>	<b>(1,678,131)</b>	<b>153,980</b>
123,293	1721	DOVER MUSEUM	-	27,715	142,724	(63,250)	107,189	437,831	545,020
50,650	1722	MUSEUMS-BRONZE AGE BOAT-EXHIBIT	-	-	29,030	(500)	28,530	44,867	73,397
1,069	1723	DOVER MUSEUM SCHOOLS	-	-	17,145	(16,200)	945	36,788	37,733
460	1725	CHANNEL SWIMMING	-	-	460	-	460	505	965
55,990	1726	MUSEUM COLLECTION STORAGE	-	-	95,900	-	95,900	32,455	128,355
6,465	1727	GRAND SHAFT-WESTERN HEIGHTS	-	291	3,530	-	3,821	28,591	32,412
3,720	1734	ROMAN PAINTED HOUSE	-	-	4,895	(8,530)	(3,635)	273,578	269,943
547,201	7518	MUSEUM HERITAGE & TOURISM ADMIN	9	453,372	1,450	-	454,822	(454,822)	-
788,848		<b>Total Museums and Heritage</b>	<b>14</b>	<b>481,378</b>	<b>295,134</b>	<b>(88,480)</b>	<b>688,032</b>	<b>399,793</b>	<b>1,087,825</b>
30,000	1383	LEGAL FEES HOLDING ACCOUNT	-	-	-	-	-	-	-
(87,650)	1410	LICENSING	-	-	-	(108,900)	(108,900)	182,489	73,589
(16,370)	1411	MISCELLANEOUS LICENSING	-	-	3,300	(15,100)	(11,800)	85,562	73,762
(14,940)	1412	GAMBLING ACT 2005	-	-	-	(15,374)	(15,374)	20,789	5,415
(69,428)	1413	HACKNEY CAR & PRIVATE HIRE	-	-	20,700	(87,280)	(66,580)	151,226	84,646
176,175	7016	GOVERNANCE AND DATA PROTECTION	2	175,922	8,615	-	184,537	(184,537)	-
634,537	7018	LEGAL TRADING ACCOUNT	8	631,284	70,275	(30,000)	671,559	(671,559)	-
254,313	7513	LICENSING ADMIN TRAD ACCOUNT	5	248,251	15,080	-	263,331	(263,331)	-
906,637		<b>Total Legal Services</b>	<b>15</b>	<b>1,055,457</b>	<b>117,970</b>	<b>(256,654)</b>	<b>916,773</b>	<b>(679,361)</b>	<b>237,412</b>

**Costs controlled by Head of Service**

2024/25 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2025/26 Sub-total	Recharges and Other Adjustments	Total
1,882,441	1090	PORT HEALTH AUTHORITY GRANT	24	1,660,932	578,148	(2,835,146)	(596,066)	596,066	-
17,865	1402	ENV PROTECTION ENFORCEMENT	-	3,064	33,392	(25,575)	10,881	261,403	272,284
1,000	1403	DOG CONTROL MEASURES	-	-	13,750	(6,000)	7,750	84,925	92,675
359,777	1406	PRIVATE SECTOR HOUSING (incl. Renov'n Grants)	6	379,622	15,534	(21,285)	373,871	114,180	488,051
(408)	1407	FOOD SAFETY AND HYGIENE	-	-	2,430	(2,070)	360	440,128	440,488
39	1408	HEALTH AND SAFETY AT WORK	-	-	-	-	-	129,484	129,484
(35,383)	1409	PORT HEALTH	-	9,000	47,346	(227,023)	(170,677)	47,870	(122,807)
-	1414	CALL OUT PAYMENTS - NOISE POLLUTION	-	-	45	-	45	-	45
127,679	7041	HEAD OF PORT HEALTH	1	129,483	1,410	-	130,893	(130,893)	-
372,264	7509	ENVIRONMENTAL CRIME TRADING ACCOUNT	5	275,128	29,477	-	304,605	(304,605)	-
225,834	7510	ENVIRONMENTAL PROTECTION	4	206,730	23,510	-	230,240	(230,240)	-
453,747	7511	PUBLIC PROTECTION	8	516,228	10,317	-	526,545	(526,545)	-
<b>3,404,855</b>		<b>Total Port Health and Environmental Services</b>	<b>25</b>	<b>3,180,187</b>	<b>755,359</b>	<b>-</b>	<b>3,117,099</b>	<b>481,773</b>	<b>1,300,220</b>
156,612	7080	STRATEGIC DIRECTOR - ENVIRONMENT AND PLACE	1	157,334	7,360	-	164,694	(164,694)	-
<b>156,612</b>		<b>Total Environment and Place Service Area</b>	<b>1</b>	<b>157,334</b>	<b>7,360</b>	<b>-</b>	<b>164,694</b>	<b>(164,694)</b>	<b>-</b>
(5,000)	1404	ENVIRONMENTAL CRIME	-	-	-	(3,475)	(3,475)	269,965	266,490
500	1405	PLANNING ENFORCEMENT	-	-	10,000	-	10,000	489,093	499,093
50,023	1626	BUILDING CONTROL	6	409,656	24,630	(300,000)	134,286	238,620	372,906
(987,310)	1751	DEVELOPMENT MANAGEMENT	-	-	73,728	(965,000)	(891,272)	2,228,907	1,337,635
(5,000)	1753	PLAN PERFORMANCE AGREEMENTS	-	-	32,000	(40,000)	(8,000)	-	(8,000)
(19,100)	1754	AYLESHAM DEVELOPMENT	-	-	35,000	(41,000)	(6,000)	24,567	18,567
-	1755	S106 NON-SPECIFIC PROJECTS	-	-	-	-	-	91,385	91,385
-	1757	CONSERVATION & HERITAGE	-	-	-	-	-	93,195	93,195
-	1761	BROWNFIELD REGISTER	-	-	-	-	-	3,046	3,046
-	1762	DOVER DISTRICT DEVELOPMT PLAN	-	-	300	-	300	515,815	516,115
-	1763	BIODIVERSITY NET GAIN	-	-	11,300	-	11,300	50,769	62,069
-	1764		-	-	-	-	-	63,052	63,052
15,152	1766	OTHER REGENERATION PROJECTS	-	-	2,881	-	2,881	158,528	161,409
(123,950)	1768	LOCAL LAND CHARGES	-	150	30,069	(170,000)	(139,781)	96,938	(42,843)
-	1772	S106 WITH CONDITIONS	-	-	-	-	-	3,864	3,864
-	1773	S106 WITHOUT CONDITIONS	-	-	-	-	-	3,864	3,864
357,867	7512	PLANNING ENFORCEMENT TRADING ACCOUNT	5	270,194	3,720	-	273,914	(273,914)	-
1,109,942	7519	DEVELOPMENT MANAGEMENT TRADING	18	1,192,141	18,537	-	1,210,678	(1,210,678)	-
886,801	7520	REGENERATION DELIVERY TRADING	12	847,975	23,780	(8,000)	863,755	(863,755)	-
481,176	7530	PLANNING AND DEVELOPMENT ADMIN	15	655,005	6,300	-	661,305	(661,305)	-
<b>1,761,101</b>		<b>Total Planning &amp; Development</b>	<b>56</b>	<b>3,375,121</b>	<b>272,245</b>	<b>(1,527,475)</b>	<b>2,119,891</b>	<b>1,321,956</b>	<b>3,441,847</b>
<b>10,675,836</b>		<b>Total Environment and Place</b>	<b>197</b>	<b>12,624,685</b>	<b>2,662,869</b>	<b>(6,520,858)</b>	<b>8,766,696</b>	<b>(1,034,262)</b>	<b>9,501,371</b>

## **DIRECTOR OF FINANCE, HOUSING AND ASSETS**

The Director of Finance, Housing and Assets 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 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.

## **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 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.

## **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.

**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 249 of these new homes have been completed. The target has since been increased to 200 properties to be

added to the Council's stock 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.

### **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.

## **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.
- 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 must 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, works to trees in conservation areas, supporting relevant aspects of planning applications, 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, Network Rail, Aylesham Parish Council and St Margaret's Parish Council.

WCCP manages 17 nature reserves across the two districts, including 4 DDC owned sites totalling 105 hectares, the Western Heights (50ha), Whinless Downs (15.43ha), Spinney Wood (11.2ha) and the section of Kingsdown & Walmer Beach in DDC ownership (28.64ha.) 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 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.

## **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.

In the Annual Report, the Head of Audit (HOA) lists all recommendations raised in the course of their work for the year, split over the 4 criticality ratings. The report also summarises the follow up process and the results of the follow up for the year, highlighting any areas that have low levels of assurance after follow up. The HOA has unfettered access to all required information and staff, and also inter alia to the three statutory officers, the leader of the Council and the Chair of Governance Committee.

### **EK Services**

The Strategic Director (Finance, Housing and Assets), or officers responsible to him or her, 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. EKS provides Revenues, Benefits and Customer Services to Dover District Council and the other partner councils in the shared arrangement. The services will be provided by Civica under contract to EKS until 31<sup>st</sup> January 2025 when the current contract ends.

From 1<sup>st</sup> February 2025 these services will be provided to EKS by PartnershipOne, a three-way Local Authority Trading Company (LATCo) jointly and wholly owned by Canterbury, Thanet and Dover. The board of the LATCo comprises 3 directors, one from each council. Civica staff working on the EKS contract will transfer to the LATCo. This will ensure continuity.

## **Revenues**

Council Tax has to be calculated, billed and collected for just under 56,000 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 the financial year.

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

## **Benefits**

The service anticipates that it will pay out benefits and financial assistance to over 1,300 council tenants, just under 1,900 private tenants and just under 9,000 council tax payers.

Universal Credit (UC) has been in place in the district since 2017, and the service works with the Department for Work and Pensions (DWP) to move those currently claiming housing benefit onto UC between now and March 2026.

## **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.

## Housing, Finance and Assets

Budget 2025/26

## Costs controlled by Head of Service

2024/25 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2025/26 Sub-total	Recharges and Other Adjustments	Total
-	1072	BUSINESS CONTINUITY	-	-	-	-	-	15,157	15,157
20,300	1073	UNAPPORTIONABLE OVERHEADS	-	-	26,923	-	26,923	-	26,923
89,000	1340	SPECIAL FEES AND PAYMENTS	-	-	105,500	( 5,000)	100,500	2,157	102,657
30,000	1341	TREASURY MANAGEMENT	-	-	35,000	-	35,000	14,216	49,216
1,433,510	1342	BACKFUNDING & OTHER PENSION COSTS	-	1,523,612	-	-	1,523,612	-	1,523,612
247,805	1344	GRANTS TO VOLUNTARY ORGS	-	-	270,125	-	270,125	25,340	295,465
43,740	1345	OFFICE TELEPHONES HLDG ACCOUNT	-	-	41,360	-	41,360	-	41,360
-	1669	ACCOUNTABLE BODY RECHARGES	-	-	-	-	-	109,281	109,281
10,301	1688	FREE CAR PARKS	-	-	19,888	-	19,888	94,841	114,729
( 1,737,645)	1689	OFF STREET CAR PARKS	-	3,109	434,045	( 2,124,750)	( 1,687,596)	334,539	( 1,353,057)
( 1,003,889)	1690	ON STREET PARKING	-	103	102,900	( 962,000)	( 858,997)	638,233	( 220,764)
12,590	1700	ELECTRICAL VEHICLE CHARGING BAYS	-	2,241	-	( 12,500)	( 10,259)	6,377	( 3,882)
128,705	7006	STRATEGIC DIRECTOR - FINANCE & HOUSING	1	125,612	6,036	-	131,648	( 131,648)	-
125,984	7015	HEAD OF FINANCE & INVESTMENT	1	129,083	200	-	129,283	( 129,283)	-
868,186	7021	ACCOUNTANCY TRADING ACCOUNT	13	709,718	235,590	-	945,308	( 945,308)	-
307,477	7024	PROCUREMENT, CREDITORS & INCOME	7	328,728	10,910	( 26,600)	313,038	( 313,038)	-
88,884	7036	TRANSPORT AND PARKING MANAGER	1	90,682	285	-	90,967	( 90,967)	-
119,565	7515	PARKING SERVICE ADMINISTRATION	2	110,955	23,870	-	134,825	( 134,825)	-
529,091	7516	PARKING OPERATIONS AND ENFORCEMENT	12	491,341	44,245	-	535,586	( 535,586)	-
1,313,604		<b>Total Parking, Finance and Investment</b>	<b>37</b>	<b>3,515,183</b>	<b>1,356,877</b>	<b>( 3,130,850)</b>	<b>1,741,210</b>	<b>( 1,040,514)</b>	<b>700,697</b>
12,000	1346	COMMUNITY HOUSING FUND	-	-	-	-	-	-	-
-	1347	HOUSING STRATEGY	-	-	-	-	-	2,344	2,344
10,502	1348	KENT HOMECHOICE	1	33,854	145,035	( 280,000)	( 101,111)	28,162	( 72,949)
609,060	1349	HOMELESSNESS	-	-	3,108,300	( 1,610,000)	1,498,300	724,146	2,222,446
-	1350	RENT DEPOSIT SCHEME	-	-	5,000	( 5,000)	-	-	-
-	1351	ROUGH SLEEPING	-	-	423,367	( 423,367)	-	45,236	45,236
13,290	1352	CHOICE BASED LETTINGS	-	-	13,300	-	13,300	-	13,300
-	1770	HOUSEBUILDING REGISTER	-	-	-	( 30)	( 30)	-	( 30)
970,354	7506	HOUSING NEEDS TRADING ACCOUNT	23	1,035,493	5,650	-	1,041,143	( 1,041,143)	-
121,655	7521	HEAD OF HOUSING	1	107,923	6,100	-	114,023	( 114,023)	-
518,662	7525	HOUSING DEVELOPMENT	9	526,020	3,770	-	529,790	( 529,790)	-
381,082	7526	HOUSING RENTS	8	395,902	22,050	-	417,952	( 417,952)	-
171,291	7528	HOUSING POLICY	5	177,264	500	-	177,764	( 177,764)	-
988,986	7527	HOUSING GENERAL NEEDS	20	1,015,434	19,430	-	1,034,864	( 1,034,864)	-
-	7531	HOUSING CUSTOMER SERVICES	3	120,302	-	-	120,302	( 120,302)	-
3,796,882		<b>Total Housing</b>	<b>70</b>	<b>3,412,192</b>	<b>3,752,502</b>	<b>( 2,318,397)</b>	<b>4,846,297</b>	<b>( 2,635,950)</b>	<b>2,210,347</b>
428,790	1440	COUNCIL TAX-COST OF COLLECTION	-	-	911,978	( 560,000)	351,978	22,253	374,231
( 20,368)	1441	NNDR - COST OF COLLECTION	-	-	162,547	( 198,000)	( 35,453)	20,102	( 15,351)
1,013,059	1442	BENEFITS & SUBSIDIES	-	-	22,868,930	( 21,681,840)	1,187,090	20,102	1,207,192
197,120	7026	CORPORATE INCOME COLLECTION	-	-	183,157	-	183,157	( 183,157)	-
179,390	7032	DDC @ YOUR SERVICE	-	-	165,004	-	165,004	( 165,004)	-
1,797,991		<b>Total Revenues and Benefits</b>	<b>-</b>	<b>-</b>	<b>24,291,616</b>	<b>( 22,439,840)</b>	<b>1,851,776</b>	<b>( 285,704)</b>	<b>1,566,072</b>
136,385	7019	AUDIT PARTNERSHIP	7	564,290	4,475	( 428,767)	139,998	( 139,998)	-
96	7020	AUDIT TRADING ACCOUNT	-	90	10	-	100	( 100)	-
136,481		<b>Total Audit Partnership</b>	<b>7</b>	<b>564,380</b>	<b>4,485</b>	<b>( 428,767)</b>	<b>140,098</b>	<b>( 140,098)</b>	<b>-</b>

2024/25 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2025/26 Sub-total	Recharges and Other Adjustments	Total
-	1660	SHORNCLIFFE WCCP	1	35,895	38,485	( 74,380)	-	-	-
-	1670	WHITE CLIFFS COUNTRYSIDE PROJECT	6	265,093	120,845	( 385,938)	-	-	-
-	1671	WCCP - SAMPHIRE HOE	2	82,228	18,700	( 100,928)	-	-	-
-	1672	WCCP - ROMNEY MARSH PROJECT	1	1,339	9,885	( 11,224)	-	-	-
-	1673	WCCP - WILDLIFE/SITE SURVEY	1	41,738	9,480	( 51,218)	-	-	-
( 17,980)	1674	WCCP OFFICE MANAGER & ADMIN	3	144,854	17,003	( 161,857)	-	18,000	18,000
-	1675	DOVER SITES MANAGEMENT	-	-	13,550	( 13,550)	-	-	-
-	1676	SHEPWAY SITES MANAGEMENT	1	36,933	21,173	( 58,106)	-	-	-
-	1677	FOLKESTONE DOWNS	-	-	14,479	( 14,479)	-	-	-
-	1678	RIVER DOUR	1	608	1,782	( 6,342)	( 3,952)	3,952	-
-	1679	DUNGNESS (EDF ENERGY)	3	94,654	35,433	( 130,087)	-	-	-
-	1680	FORT BURGOYNE	2	75,415	86,175	( 173,661)	( 12,071)	12,071	-
-	1682	OUR FINEST DOUR PROJECT	-	6	-	-	6	-	6
( 6,160)	1683	DEPOTS	-	3,113	10,271	( 19,584)	( 6,200)	6,021	( 179)
( 93,551)	1684	CEMETERIES	-	3,306	262,558	( 172,200)	93,664	82,424	176,088
1,504	1685	CLOSED CHURCHYARDS	-	47,264	-	-	47,264	25,758	73,022
177,195	1686	PARKS AND OPEN SPACES	-	50,894	769,556	( 109,740)	710,710	155,391	866,101
124,457	1687	KEARSNEY PARKS	3	115,119	14,576	-	129,695	27,787	157,482
1,291,433	1691	REFUSE COLLECTION	-	-	1,601,350	( 217,500)	1,383,850	185,835	1,569,685
1,282,269	1692	RECYCLING	-	-	2,505,470	( 1,265,742)	1,239,728	118,231	1,357,959
-	1693	FOLKESTONE & HYTHE DISTRICT COUNCIL WASTE CONTRIBUTION	-	-	5,769,643	( 5,769,643)	-	-	-
2,374,746	1697	STREET CLEANSING	-	-	2,364,430	-	2,364,430	226,955	2,591,385
15,725	1701	AYLESHAM GM SERVICE	-	-	-	-	-	2,157	2,157
100,772	7035	HEAD OF PARKS, OPEN SPACES AND COUNTRYSIDE	1	103,688	1,850	-	105,538	( 105,538)	-
165,728	7037	PARKS AND OPEN SPACES ADMIN	5	258,629	1,150	-	259,779	( 259,779)	-
682,719	7514	GROUND'S MAINTENANCE TEAM	30	1,058,890	286,450	( 1,509,852)	( 164,512)	164,512	-
252,153	7517	WASTE SERVICES TRADING ACCOUNT	5	326,158	40,289	( 50,000)	316,447	( 316,447)	-
<b>6,351,010</b>		<b>Total Waste, Parks, Open Spaces and Countryside</b>	<b>65</b>	<b>2,745,824</b>	<b>14,014,583</b>	<b>( 10,296,031)</b>	<b>6,464,376</b>	<b>347,330</b>	<b>6,811,706</b>
159,655	1602	PUBLIC CONVENIENCES	-	2,290	280,682	( 127,000)	155,972	63,791	219,763
450	1603	COAST PROTECTION	-	-	450	-	450	9,885	10,335
-	1604	SECTION 38	-	-	996	-	996	773	1,769
68,970	1605	STREETLIGHTING AND NAMING	-	-	74,130	( 50,000)	24,130	62,296	86,426
3,000	1606	COUNTRYSIDE AND WATERWAYS	-	-	4,000	-	4,000	4,475	8,475
21,546	1607	BUS SHELTERS	-	-	17,014	-	17,014	6,021	23,035
50,830	1608	PRECINCTS - DEAL AND DOVER	-	-	23,010	-	23,010	35,612	58,622
( 488,150)	1610	GARAGES - GF	-	-	25,000	( 543,800)	( 518,800)	257,990	( 260,810)
( 95,921)	1611	SHOPS & SHOWROOMS - GF	-	2,813	8,110	( 133,770)	( 122,847)	17,613	( 105,234)
-	1612	55-61 CASTLE ST (FORMER CO-OP)	-	-	1,034	-	1,034	19,072	20,106
( 333,411)	1613	WHITFIELD COURT BUSINESS PARK	-	8,678	23,608	( 380,167)	( 347,881)	59,241	( 288,640)
( 1,191,117)	1614	B&Q RETAIL WAREHOUSE DOVER	-	17,541	-	( 1,208,314)	( 1,190,773)	3,703	( 1,187,070)
( 169,746)	1615	MISC PROPERTIES - GENERAL	-	18,857	48,577	( 99,450)	( 32,016)	574,654	542,638
20	1616	RELOCATION OF TRAVELLERS	-	-	-	-	-	13,000	13,000
175,266	1617	HALLS - TOWN HALL DOVER	-	94,100	310,020	( 290,400)	113,720	324,671	438,391
( 550)	1618	TIMEBALL TOWER, DEAL	-	-	150	( 663)	( 513)	6,021	5,508
313	1619	PUBLIC CLOCKS AND MEMORIALS	-	319	535	-	854	2,312	3,166
( 273)	1620	DOLPHIN HOUSE	-	4,536	65,910	( 109,505)	( 39,059)	38,934	( 125)
-	1621	ENERGY EFFICIENCY GRANTS	-	-	-	-	-	23,185	23,185
( 75,160)	1622	BEACHES AND FORESHORES	-	923	37,147	( 125,965)	( 87,895)	44,798	( 43,097)
78,277	1623	DEAL PIER	2	141,325	80,130	( 139,347)	82,108	126,642	208,750
( 14,300)	1624	SANDWICH QUAY	-	-	11,504	( 17,630)	( 6,126)	9,885	3,759

2024/25 Sub-total	Cost Centre	Description	FTE	Employees	Other Costs	Income	2025/26 Sub-total	Recharges and Other Adjustments	Total
( 25,000)	1625	PROPERTY SERVICES EVENTS	-	-	-	-	-	-	-
( 695,669)	1627	DOVER LEISURE CENTRE	-	53,531	3,339	( 750,000)	( 693,130)	23,192	( 669,938)
151,491	1628	DEAL LEISURE POOL - TIDES	-	34,732	252,493	-	287,225	114,619	401,844
46	1629	DEAL TENNIS CENTRE	-	47	-	-	47	9,885	9,932
563,000	1630	CORPORATE MAINTENANCE	-	-	563,000	-	563,000	-	563,000
-	1631	ACTIVITY PLAN - MAISON DIEU RESTORATION	-	-	30	-	30	4,689	4,719
303	1632	HOME UPGRADE GRANTS	-	772	-	-	772	-	772
473,651	7001	OFFICE ACCOMMODATION - WHITFIELD	1	57,024	439,951	-	496,975	( 496,975)	-
148,260	7007	STRATEGIC DIRECTOR - PLACE AND ENVIRONMENT	-	10,290	6,266	-	16,556	( 16,556)	-
1,085,376	7027	PROPERTY SERVICES	20	1,180,102	34,500	( 6,725)	1,207,877	( 1,207,877)	-
5,822	7028	ASSET MAINTENANCE TEAM	5	175,711	25,450	( 201,161)	-	-	-
9,260	7030	THE DOVER GATEWAY (CASTLE ST)	-	1,682	16,415	( 32,250)	( 14,153)	14,153	-
8,780	7033	MAISON DIEU PREMISES - CAB OFFICES	-	593	12,095	( 3,500)	9,188	( 9,188)	-
1,394,028	7038	PROPERTY SERVICES HRA	26	1,392,443	35,930	-	1,428,373	( 1,428,373)	-
1,309,047		<b>Total Property Assets</b>	<b>54</b>	<b>3,198,308</b>	<b>2,401,476</b>	<b>( 4,219,647)</b>	<b>1,380,137</b>	<b>( 1,287,857)</b>	<b>92,281</b>
14,705,015		<b>Total Finance and Housing</b>	<b>233</b>	<b>13,435,887</b>	<b>45,821,539</b>	<b>( 42,833,532)</b>	<b>16,423,893</b>	<b>( 5,042,793)</b>	<b>11,381,103</b>

Ref	<b><u>Earmarked General Fund Reserves</u></b> (Forecast 2023/24 - 2028/29)	<b>Balance</b>	<b>Contribution</b>	<b>Application</b>	<b>Balance</b>	<b>Contribution</b>	<b>Application</b>	<b>Balance</b>	<b>Contribution</b>	<b>Application</b>	<b>Balance</b>	
		<b>2023/24</b>	<b>2024/25</b>	<b>2024/25</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2025/26</b>	<b>2025/26</b>	<b>Future Years</b>	<b>Future Years</b>	<b>Future Years</b>	<b>Future Years</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
1	<b>Special Projects &amp; Events</b>	<b>(23,400)</b>	<b>(1,606)</b>	<b>12,000</b>	<b>(13,006)</b>	<b>(620)</b>	<b>2,619</b>	<b>(11,008)</b>	<b>0</b>	<b>6,507</b>	<b>(4,501)</b>	
2	<b>Periodic Operations</b>	<b>(7,876)</b>	<b>(334)</b>	<b>3,787</b>	<b>(4,423)</b>	<b>(422)</b>	<b>2,344</b>	<b>(2,502)</b>	<b>(785)</b>	<b>3,287</b>	<b>0</b>	
3	<b>Regeneration</b>	<b>(3,080)</b>	<b>(632)</b>	<b>1,700</b>	<b>(2,013)</b>	<b>(550)</b>	<b>0</b>	<b>(2,563)</b>	<b>(255)</b>	<b>425</b>	<b>(2,393)</b>	
4	<b>Smoothing Reserve</b>	<b>(3,490)</b>	<b>0</b>	<b>1,050</b>	<b>(2,440)</b>	<b>0</b>	<b>0</b>	<b>(2,440)</b>	<b>0</b>	<b>0</b>	<b>(2,440)</b>	
5	<b>ICT Equipment &amp; Servers</b>	<b>(1,568)</b>	<b>0</b>	<b>758</b>	<b>(810)</b>	<b>0</b>	<b>276</b>	<b>(534)</b>	<b>0</b>	<b>0</b>	<b>(534)</b>	
6	<b>Business Rates &amp; Council Tax Support</b>	<b>(2,898)</b>	<b>(1,114)</b>	<b>0</b>	<b>(4,012)</b>	<b>0</b>	<b>2,000</b>	<b>(2,012)</b>	<b>0</b>	<b>2,012</b>	<b>0</b>	
7	<b>Operational and Fee Income Reserve</b>	<b>(4,721)</b>	<b>0</b>	<b>0</b>	<b>(4,721)</b>	<b>0</b>	<b>765</b>	<b>(3,956)</b>	<b>0</b>	<b>0</b>	<b>(3,956)</b>	
	<b>Earmarked Reserves Total</b>	<b>(47,034)</b>	<b>(3,687)</b>	<b>19,295</b>	<b>(31,426)</b>	<b>(1,592)</b>	<b>8,003</b>	<b>(25,015)</b>	<b>(1,040)</b>	<b>12,231</b>	<b>(13,823)</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 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 to support the requirements of the current and future digital strategies. The 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 Council Tax Support scheme and 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 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 services that may arise.

## HRA BUDGET SUMMARY

<u>2023/24</u> <u>Actuals</u>		<u>2024/25 Original</u> <u>Budget</u>	<u>2024/25</u> <u>Q2 Projected</u> <u>Outturn</u>	<u>2025/26</u> <u>Budget</u>
£000		£000	£000	£000
6,926	Repairs and Maintenance	6,019	6,464	6,094
5,778	Supervision and Management	13,053	12,943	9,041
177	Rents, Rates, Taxes and Other Charges	120	120	154
3,055	Depreciation of Fixed Assets	3,086	3,086	3,056
35	Debt Management Expenses	20	30	79
176	Bad Debt Provision	200	200	182
1,229	HRA Share of Corporate charges	(4,707)	(4,707)	328
2,522	Interest Payable and Similar Charges	2,461	3,343	3,342
<b>19,899</b>	<b>Net Operating Expenditure</b>	<b>20,252</b>	<b>21,479</b>	<b>22,277</b>
	<b>Income received:</b>			
(21,973)	Dwelling Rents	(23,631)	(23,631)	(24,873)
(964)	Tenant Charges for Services and Facilities	(1,011)	(992)	(1,006)
(425)	Leaseholder Charges for Services and Facilities	(433)	(527)	(521)
(9)	Interest and Investment Income	(24)	(24)	(26)
<b>(23,372)</b>	<b>Total Income Received</b>	<b>(25,098)</b>	<b>(25,174)</b>	<b>(26,426)</b>
	<b>Contribution to/(from) Reserves:</b>			
469	- Housing Initiatives Reserves	475	1,400	520
3,001	- Direct Revenue Financing	3,715	2,302	3,629
0	- Major Repairs Reserve	1,673	0	0
<b>3,469</b>	<b>Net Contribution to/(from) Reserves</b>	<b>5,863</b>	<b>3,702</b>	<b>4,149</b>
<b>(4)</b>	<b>Total HRA Budget Requirement</b>	<b>1,017</b>	<b>7</b>	<b>(1)</b>
	<b>Financed by:</b>			
0	Housing Initiatives Reserves	(1,020)	0	0
<b>0</b>	<b>Total Financing</b>	<b>(1,020)</b>	<b>0</b>	<b>0</b>
<b>(4)</b>	<b>HRA Deficit/(Surplus) for the Year</b>	<b>(3)</b>	<b>7</b>	<b>(1)</b>
(1,010)	HRA Balance at Start of Year	(1,014)	(1,014)	(1,007)
<b>(1,014)</b>	<b>Leaving Year End Balances of</b>	<b>(1,017)</b>	<b>(1,007)</b>	<b>(1,007)</b>

## FOUR YEAR REVENUE BUDGET FINANCIAL PROJECTION

Notes	2024/25 Projected Outturn £000	2025/26 Forecast £000	2026/27 Forecast £000	2027/28 Forecast £000	2028/29 Forecast £000
1	<b>(25,150) Income</b>	<b>(26,426)</b>	<b>(26,426)</b>	<b>(26,426)</b>	<b>(26,426)</b>
	<b>Income Adjustments</b>				
2	Rent increases at CPI + 1% from 2020/21		(746)	(1,515)	(2,306)
3	Impact of Right to Buy sales on rental income		43	87	133
4	Forecast rent from new stock		(500)	(900)	(1,300)
5	Inflation on leasehold & service charges		(31)	(62)	(93)
	<b>(25,150) Total</b>	<b>(26,426)</b>	<b>(27,660)</b>	<b>(28,815)</b>	<b>(29,993)</b>
6	<b>17,500 Expenditure</b>	<b>18,537</b>	<b>18,537</b>	<b>18,537</b>	<b>18,537</b>
	<b>Expenditure Adjustments</b>				
7	Repairs and Maintenance (3% inflation)		122	246	373
8	Supervision and Management (3% inflation & increase in Housing team will be needed as the amount of Council stock increases)		229	463	702
9	Other Misc expenditure inflation		15	26	38
	<b>17,500 Total</b>	<b>18,537</b>	<b>18,903</b>	<b>19,273</b>	<b>19,650</b>
10	<b>6,258 Other Charges</b>	<b>7,299</b>	<b>7,299</b>	<b>7,299</b>	<b>7,299</b>
11	Increase of capital spend on planned works for DDC housing stock		73	147	222
	<b>6,258 Total</b>	<b>7,299</b>	<b>7,372</b>	<b>7,446</b>	<b>7,521</b>
12	Net (Increase)/Decrease in the Housing Revenue Account Balance <b>(1,393)</b> before transfers to or from reserves	<b>(589)</b>	<b>(1,385)</b>	<b>(2,096)</b>	<b>(2,821)</b>
13	<b>1,400</b> Transfer to Housing Initiatives reserve	590	1,380	2,100	2,820
14	<b>7 NET (SURPLUS) / DEFICIT</b>	<b>1</b>	<b>(5)</b>	<b>4</b>	<b>(1)</b>
	Impact on Reserves :-				
	<b>Projected HRA Balance</b>				
	(1,013) Opening balance	(1,006)	(1,006)	(1,010)	(1,007)
15	<b>(1,006) Closing Balance</b>	<b>(1,006)</b>	<b>(1,010)</b>	<b>(1,007)</b>	<b>(1,008)</b>
	<b>Projected Housing Initiatives Reserve Balance</b>				
	(17,112) Opening balance	(17,105)	(17,104)	(17,109)	(17,105)
	1,400 Contribution to reserve	590	1,380	2,100	2,820
	(1,393) Proposed application of reserve to projects	(589)	(1,385)	(2,096)	(2,821)
16	<b>(17,105) Closing Balance</b>	<b>(17,104)</b>	<b>(17,109)</b>	<b>(17,105)</b>	<b>(17,107)</b>

## FOUR YEAR REVENUE BUDGET FINANCIAL PROJECTION

### Notes

- 1 The gross income budget is taken from the 2024/25 budget at Annex 5.
- 2 be staying the same as per the LHA rates for Dover and Shared Ownership rents will be increasing by RPI plus 0.5 for 2025/26 (3.2% for 2025/26)
- 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 inflation costs previously.
- 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 with a provision in 2025/26 for the renewal of the repairs contract.
- 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 Increase of capital spend on planned works on DDC Council housing stock.
- 12 Net increase/decrease in the HRA Balance before transfers to/from reserves
- 13 Transfer to/from Housing Initiatives Reserve.
- 14 Forecast (surplus) / deficit.
- 15 Forecast HRA closing balance
- 16 Forecast Housing Initiatives Reserve Balance.

## ANNEX 5B

<b>REVENUE WORKS PROGRAMME</b>	<b>ACTUAL 2023/24 £000's</b>	<b>ORIGINAL BUDGET 2024/25 £000's</b>	<b>AMENDED BUDGET 2024/25 £000's</b>	<b>PROPOSED BUDGET 2025/26 £000'S</b>
Term Maintenance	2,684	3,138	3,021	2,435
External Decorations	481	500	500	350
Drainage Works	18	10	10	25
Communal TV Aerials Works	7	10	10	5
Estates Paths, Pavings, Floor Resurfacing	112	0	0	0
Electrical Safety Inspections & Works	123	140	140	340
Health and Safety Water Inspections & Works	70	60	60	63
Void Properties	1,782	1,000	1,000	1,500
Heating Servicing & Inspections	790	680	725	845
Lift Maintenance & Inspections	59	20	30	71
Disabled Hoists & Lifts	21	15	30	42
Fire Alarm Servicing & Inspections	78	60	60	83
Door Entry	24	35	35	30
Tenant Compensation	56	75	75	50
Tenants Compact - Dover / Deal / Sandwich & Rural	14	20	20	20
Environmental Improvements	2	0	0	0
Window Repairs	0	0	117	0
Damp and Mould Maintenance	319	250	250	150
Stock Condition Survey	0	-	-	80
<b>TOTAL REVENUE WORKS PROGRAMME</b>	<b>6,640</b>	<b>6,013</b>	<b>6,083</b>	<b>6,089</b>

<b>CAPITAL WORKS PROGRAMME</b>	<b>ACTUAL 2023/24 £000's</b>	<b>BUDGET 2024/25 £000's</b>	<b>AMENDED BUDGET 2024/25 £000'S</b>	<b>PROPOSED BUDGET 2025/26 £000'S</b>
Reroofing	1,447	1,335	1,335	1000
Replacement Doors and Windows	283	214	214	150
Door Entry System Installations	22	32	32	30
Fire Precaution Works	180	107	107	300
Heating Renewals	1,339	641	641	450
Thermal Insulation	35	-	-	0
Asbestos Inspection & Works Programme	384	320	320	320
Structural Repairs	448	320	320	200
Electrical Rewiring Programme	10	27	27	20
Kitchen Replacement Programme	608	641	641	400
Lift Refurbishment	-	96	96	30
Bathroom Replacement Programme	433	641	641	350
Adaptations for Disabled Persons	617	374	374	325
Restorative & Carbon Neutral Programme	-	500	-	500
Integrated Reception Systems Upgrade	12	21	21	10
Estate Paving	71	107	107	100
Internal Block Flooring	-	85	85	50
Going Digital	-	100	100	100
Major Works Voids	167	427	427	350
Stock Condition Survey Works				2,000
<b>Capital Works Programme Total</b>	<b>6,056</b>	<b>5,988</b>	<b>5,488</b>	<b>6,685</b>
<b>Financed By:</b>				
<b>Capital Receipts</b>	-	-		
Major Repairs Reserve	3,055	3,086	3,086	3,056
Direct Revenue Financing (HRA)	3,001	2,902	2,402	3,629
<b>Total Financed By (Capital Works)</b>	<b>6,056</b>	<b>5,988</b>	<b>5,488</b>	<b>6,685</b>
<b>FULL PROGRAMME TOTAL</b>	<b>12,696</b>	<b>12,001</b>	<b>11,571</b>	<b>12,774</b>

<b>MEDIUM TERM CAPITAL PROGRAMME - including 2025/26 MTFP proposals</b>							
<b>Projects included in the programme</b>	<b>2024/25 QTR 2</b>	<b>PROPOSED BUDGET</b>					
	<b>Total £000</b>	<b>Previous years £000</b>	<b>Estimate 2024/25 £000</b>	<b>Estimate 2025/26 £000</b>	<b>Estimate 2026/27 £000</b>	<b>Future Years £000</b>	<b>Total £000</b>
<b>Committed HRA Projects</b>							
<b>Development Projects:-</b>							
HRA Property Purchases	1,500	N/A	1,500	0	0	0	1,500
Poulton Close	6,418	52	2,828	3,289	249	0	6,418
Poulton Close- site preparation	480	25	601	0	0	0	626
Grove Rd, Preston	3,150	5	350	2,795	0	0	3,150
Military Rd, Dover	2,150	91	1,042	1,017	0	0	2,150
Mongeham Rd, Deal	1,890	68	1,822	0	0	0	1,890
83-87 Folkestone Rd - completed	983	845	138	0	0	0	983
Local Authority Housing Fund - Round 1 completed	4,269	1,723	2,546	0	0	0	4,269
Local Authority Housing Fund - Round 2	1,709	473	1,236	0	0	0	1,709
Local Authority Housing Fund - Round 3	1,191	0	1,191	0	0	0	1,191
Willowbank, Sandwich	5,570	13	539	170	4,848	0	5,570
Self Build Plots - capital works	121	62	59	0	0	0	121
Easole Street, Nonnington	1,000	0	100	900	0	0	1,000
Sandwich Road Sholden	1,803	0	1,803	0	0	0	1,803
Wingfield Place, Deal - completed	13,474	0	13,474	0	0	0	13,474
Wallers Field, Deal	1,434	0	334		1,100	0	1,434
<b>HRA Improvement works</b>	<b>5,388</b>		<b>5,388</b>		<b>0</b>	<b>0</b>	<b>5,388</b>
<b>Total of committed HRA Development Projects</b>	<b>52,530</b>	<b>3,356</b>	<b>34,951</b>	<b>8,172</b>	<b>6,197</b>	<b>0</b>	<b>52,676</b>
<b>Grand total of committed Capital Projects</b>	<b>52,530</b>	<b>3,356</b>	<b>34,951</b>	<b>8,172</b>	<b>6,197</b>	<b>0</b>	<b>52,676</b>
<b>Proposed Projects</b>							
<b>HRA:-</b>							
HRA Property Purchases	3,000		0	1,500	1,500	0	3,000
Proposed Housing Development	2,000		0	2,000	0	0	2,000
District Development Sites	29,113		2,967	13,000	13,000	0	28,967
Major Developments	10,000		420	5,640	3,940	0	10,000
Section 106 Purchases	5,901		2,881	3,020	0	0	5,901
HRA Improvement works - TBA	0		0	6,685	0	0	6,685
<b>New bids - HRA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total of Proposed Capital Projects</b>	<b>50,014</b>	<b>0</b>	<b>6,268</b>	<b>31,845</b>	<b>18,440</b>	<b>0</b>	<b>56,553</b>
<b>Grand Total</b>	<b>102,544</b>	<b>3,356</b>	<b>41,219</b>	<b>40,017</b>	<b>24,637</b>	<b>0</b>	<b>109,229</b>
<b>Financed by:</b>							
Capital projects financed in previous financial years	3,940	3,356	0	0	0	0	3,356
Capital receipts - Excess Right to Buy Receipts (HRA)	25,173	n/a	1,414	1,645	125	0	3,184
Capital receipts - Shared Ownership sales		n/a	1,362	2,153	323	0	3,838
<b>Direct Revenue Financing:-</b>							
HRA	3,715	n/a	2,301	0	0	0	2,301
HRA - NEW BIDS 25/26		n/a	0	3,629	0	0	3,629
Section 106 Funding	0	n/a	3,697	3,048	0	0	6,745
<b>Grants:-</b>							
Homes England-Housing Support Fund (HRA)	6,104		5,132	972	0	0	6,104
Brownfield Land Release Grant (HRA)	455	n/a	455	0	0	0	455
Local Authority Housing Fund - Round 1 (HRA)	307	n/a	307	0	0	0	307
Local Authority Housing Fund - Round 2 (HRA)	367	n/a	367	0	0	0	367
Local Authority Housing Fund - Round 3 (HRA)	1,191	n/a	1,191	0	0	0	1,191
<b>Other reserves:-</b>							
- Special projects	59		59	0	0	0	59
- Major Repairs Reserve (Depreciation - HRA)	1,673	n/a	3,087	0	0	0	3,087
- Major Repairs Reserve (Depreciation - HRA)		n/a	0	3,056	0	0	3,056
						0	0
PWLB borrowing - Property Acquisition (HRA)	60,144	n/a	21,847	25,514	24,189	0	71,550
Unsupported borrowing		n/a	0	0	0	0	0
<b>Total</b>	<b>103,128</b>	<b>3,356</b>	<b>41,219</b>	<b>40,017</b>	<b>24,637</b>	<b>0</b>	<b>109,230</b>

MEDIUM TERM CAPITAL PROGRAMME - including 2025/26 MTFP proposals							
Projects included in the programme	2024/25	PROPOSED BUDGET					
	QTR 2	Previous years	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27	Future Years	Total
	£000	£000	£000	£000	£000	£000	£000
<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	425	475	0	0	0	900
Dover Beacon - Project Enabling	16,208	1,174	6,850	8,184	0	0	16,208
Future High Streets Fund - Capital Works	3,134	250	2,883	0	0	0	3,134
<b>Sub-total</b>	<b>22,935</b>	<b>4,543</b>	<b>10,209</b>	<b>8,184</b>	<b>0</b>	<b>0</b>	<b>22,935</b>
<b>Other Regeneration Projects</b>							
Dover Fastrack Project (BRT)	25,820	17,271	8,549	0	0	0	25,820
Aylesham Regeneration Project	3,150	2,395	755	0	0	0	3,150
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>31,713</b>	<b>19,666</b>	<b>9,303</b>	<b>2,743</b>	<b>0</b>	<b>0</b>	<b>31,713</b>
<b>Other projects</b>							
Purchase of Refuse & Recycling Vehicles	4,500	3,954	0	0	546	0	4,500
UK Shared Prosperity Fund - Capital	176	23	153	0	0	0	176
Deal Pier - Capital Works	1,438	1,314	124	0	0	0	1,438
Tides LC refurbishment	1,120	948	172	0	0	0	1,120
Old Dover Leisure Centre demolition	550	430	20	100	0	0	550
Dover Discovery Centre refurbishment	700	0	275	275	150	0	700
St Margarets Bay sea defences (100% grant funded)	125	112	13	0	0	0	125
Parks & Open Spaces - Grounds Maintenance Equipment Replacement	465	117	348	0	0	0	465
Tides Leisure Centre replacement	1,020	589	431	0	0	0	1,020
Deal Beach Management Study 2023	80	35	45	0	0	0	80
Deal Beach Mgmt Plan 2023-2026	449	0	225	225	0	0	449
Crematorium Project	40	0	40	0	0	0	40
Dover Museum roof repairs	100	0	0	100	0	0	100
Maison Dieu major restoration works(Dover Town Hall) - Delivery Phase	14,748	7,729	7,120	0	0	0	14,848
Sandwich Guildhall Forecourt improvement works	1,250	1,206	44	0	0	0	1,250
Rural England Prosperity Fund	400	13	387	0	0	0	400
Disabled Facilities Grants:-							
Mandatory Disabled Facilities Grants	1,378	n/a	1,501	0	0	0	1,501
Renovation/PSH Loans	441	n/a	441	0	0	0	441
Empty Homes Loans	200	n/a	200	0	0	0	200
<b>Sub total</b>	<b>29,180</b>	<b>16,469</b>	<b>11,539</b>	<b>700</b>	<b>696</b>	<b>0</b>	<b>29,403</b>
<b>Total of Committed General Fund Projects</b>	<b>83,828</b>	<b>40,678</b>	<b>31,050</b>	<b>11,626</b>	<b>696</b>	<b>0</b>	<b>84,051</b>
<b>Proposed Projects</b>							
<b>General Fund:-</b>							
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	312	0	1,700
Tides Replacement	3,980	0	3,980	0	0	0	3,980
Regeneration Projects	2,776	0	2,776	0	0	0	2,776
8 Bench St	175	0	175	0	0	0	175
Deal Pier Structural Repairs	1,000	0	1,000	0	0	0	1,000
Crematorium Project	210	0	210	0	0	0	210
CCTV and OOH systems Upgrade and Refresh	165	0	45	60	60	0	165
Kingsdown Beach Huts	130	0	130	0	0	0	130
<b>New bids - General Fund</b>							
Disabled Facilities Grants	0	0	0	1,362	0	0	1,362
Tides Leisure Centre	0	0	0	1,500	0	0	1,500
Tides Leisure Centre - Borrowing	0	0	0	14,500	0	0	14,500
<b>Total of Proposed Capital Projects</b>	<b>10,361</b>	<b>0</b>	<b>9,929</b>	<b>17,422</b>	<b>372</b>	<b>0</b>	<b>27,723</b>
<b>Grand Total</b>	<b>94,189</b>	<b>40,678</b>	<b>40,979</b>	<b>29,048</b>	<b>1,068</b>	<b>0</b>	<b>111,774</b>

MEDIUM TERM CAPITAL PROGRAMME - including 2025/26 MTFP proposals							
	2024/25 QTR 2	PROPOSED BUDGET					
Projects included in the programme	Total £000	Previous years £000	Estimate 2024/25 £000	Estimate 2025/26 £000	Estimate 2026/27 £000	Future Years £000	Total £000
<b>Financed by:</b>							
Capital projects financed in previous financial years	40,678	40,678	0	0	0	0	40,678
Capital receipts - General Fund	9,522	n/a	8,615	535	372	0	9,522
Capital receipts - General Fund 25/26	0	n/a	0	1,500	0	0	1,500
Capital receipts - PSH / Empty Homes Loan receipts	641	n/a	641	0	0	0	641
<b>Direct Revenue Financing:-</b>							
General Fund	440	n/a	440	0	0	0	440
National Lottery Heritage Funding (Maison Dieu-delivery)	1,491	n/a	1,491	0	0	0	1,491
<b>Grants:-</b>							
DLUHC-Better Care Fund via KCC (Disabled Facilities Grant)	1,378	n/a	1,409	0	0	0	1,409
DLUHC-Better Care Fund via KCC (Disabled Facilities Grant)	0	n/a	0	1,362	0	0	1,362
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)	2,946	n/a	2,946	0	0	0	2,946
Homes England (BRT)	6,480	n/a	6,480	0	0	0	6,480
Rural England Prosperity Fund Grant	387	n/a	387	0	0	0	387
UK Shared Prosperity Fund Grant	153	n/a	153	0	0	0	153
Levelling Up Fund Grant	15,446	n/a	7,262	8,184	0	0	15,446
Environment Agency (Deal Beach Management Study 2023)	45	n/a	45	0	0	0	45
Environment Agency (Deal Beach Management Plan 2026)	449	n/a	225	225	0	0	449
<b>Other reserves:-</b>							
- Special projects	8,306	n/a	8,406	0	0	0	8,406
- SEEDA-Dover Regeneration	150	n/a	0	0	150	0	150
- KCC & Dover Growth Fund	1,000	n/a	1,000	0	0	0	1,000
- Parks & Open Spaces Reserve	348	n/a	348	0	0	0	348
- Periodic Operations	0	n/a	92				92
PWLB borrowing - other	1,000	n/a	1,000	14,500	0	0	15,500
PWLB borrowing - Refuse & Recycling Vehicles	546	n/a	0	0	546	0	546
<b>Total</b>	<b>94,189</b>	<b>40,678</b>	<b>40,979</b>	<b>29,048</b>	<b>1,068</b>	<b>0</b>	<b>111,774</b>

**SPECIAL REVENUE PROJECTS - including 25/26 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 2024/25 £000</b>	<b>Estimate 2025/26 £000</b>	<b>Estimate 2026/27 £000</b>	<b>Future years £000</b>	<b>Total Revised Budget £000</b>
<b>Committed Special Revenue Projects</b>								
Corporate Assets Repairs & Maintenance	R	41	41	0	0	0	0	41
Parks - General Repairs (walls, fences, lakes, structures etc)	R	166	166	0	0	0	0	166
Dover District Transportation Study	R	352	328	24	0	0	0	352
Food Waste Promotion	R	47	19	28	0	0	0	47
LDF Plan	R	322	321	1	0	0	0	322
Property Strategy-external support	R	191	185	6	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	75	17	33	25	0	0	75
Property Renovations grant scheme	R	271	271	0	0	0	0	271
Beach Huts - refurbishments	R	50	36	14	0	0	0	50
Old St James Church works	R	190	175	15	0	0	0	190
Dover District Leisure Centre - completion works	R	100	71	29	0	0	0	100
Sandwich Dredging & Desilting Works 2021	R	25	5	20	0	0	0	25
Dover Place Plan	R	50	10	40	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	287	557	0	0	0	844
Russell Gardens Pond & Bridge Repairs	R	500	109	191	200	0	0	500
Public conveniences refurbishments	C/R	50	21	29	0	0	0	50
Self Build Plot	R	46	46	0	0	0	0	46
Museum Storage Facility Moves	R	43	7	36	0	0	0	43
Roman Painted House bridge repairs	R	120	18	102	0	0	0	120
Museum Essential Repairs	R	360	0	60	200	100	0	360
Garden Waste Containerisation Project	R	253	253	0	0	0	0	253
Sheridan Rd - Refurbishment Works	R	100	0	100	0	0	0	100
High Risk Tree Works-Crabble Athletic Ground	R	70	0	70	0	0	0	70
Aylesham Village Shop Front Grant Scheme	R	100	0	100	0	0	0	100
Local Cycling and Walking Implementation Plan (LCWIP)	R	30	0	30	0	0	0	30
Western Heights - HE Grant	R	298	0	99	99	99	0	298
Play Area - Bulwarks, Sandwich	R	58	0	58	0	0	0	58
Play Area - Markewood, Walmer	R	88	0	88	0	0	0	88
Play Area - Travers Road, Deal	R	34	0	34	0	0	0	34
Roman Painted House - Works	R	150	0	150	0	0	0	150
Roman Painted House - Dover Collections Reboxing	R	15	0	15	0	0	0	15
Council Catering Kitchen at DDC's Whitfield Offices	R	48	0	0	48	0	0	48
Connaught Park Tennis Court Refurbishment	R	63	0	63	0	0	0	63
CCTV Dedicated Power	R	15	0	15	0	0	0	15
Deal Pier - Lower Deck Repairs	R	61	0	61	0	0	0	61
Dover Museum Cinema	R	35	0	35	0	0	0	35
Kearsney Abbey - Play Area & Roof Screen	R	135	0	0	135	0	0	135
Paths & Car Park resurfacing	R	65	0	45	20	0	0	65
Current Tides Leisure Centre - Operational Grant	R	150	0	150	0	0	0	150
PlayZones - MUGA's	R	940	0	940	0	0	0	940
Project feasibility costs - Stembrook site	R	150	7	143	0	0	0	150
Project feasibility costs - Elvington site	R	77	67	10	0	0	0	77
Project feasibility costs - Bench St Westside - Dover Town Centre Regen	R	80	0	80	0	0	0	80
Project feasibility costs - Camden Crescent - Dover Town Centre Regen	R	80	0	80	0	0	0	80
Project feasibility costs	R	55	55	0	0	0	0	55
Cost of Living Grants Scheme	R	70	0	70	0	0	0	70
<b>Sub total - committed projects</b>		<b>7,914</b>	<b>3,056</b>	<b>3,931</b>	<b>727</b>	<b>199</b>	<b>0</b>	<b>7,914</b>
<b>Capital projects in capital programme financed from reserve:</b>								
Provision allocated to capital programme to finance capital projects - WIP & Proposed	C	8,406	n/a	8,406	0	0	0	8,406
<b>Total committed projects</b>		<b>16,320</b>	<b>3,056</b>	<b>12,337</b>	<b>727</b>	<b>199</b>	<b>0</b>	<b>16,320</b>

<b>SPECIAL REVENUE PROJECTS</b>	<b>Capital / Revenue</b>	<b>Total Approved Budget £000</b>	<b>Prior Years Exp £000</b>	<b>Estimate 2024/25 £000</b>	<b>Estimate 2025/26 £000</b>	<b>Estimate 2026/27 £000</b>	<b>Future years £000</b>	<b>Total Revised Budget £000</b>
<b>Proposed Projects</b>								
Special Revenue Contingency - Amend this provision to £100k WEF 24/25	R/C	100	0	100	0	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	305	0	305	0	0	0	305
Project Feasibility Studies	R	50	0	50	0	0	0	50
Victoria Park	R	40	0	40	0	0	0	40
Organisational Development	R	600	0	600	0	0	0	600
Heritage Asset Safeguarding works	R	40	0	40	0	0	0	40
Dover District Design Code	R	40	0	40	0	0	0	40
Conservation Area Appraisal	R	20	0	20	0	0	0	20
Corporate Assets Repairs & Maintenance	R	67	0	50	0	17	0	67
Football pitch renovation - Reduce to £25k WEF 24/25	R	25	0	25	0	0	0	25
Public Convenience refurbishment	R	25	0	25	0	0	0	25
Levelling Up Fund - Capacity Funding	R	130	0	130	0	0	0	130
Current Tides Leisure Centre - Operational Grant	R	50	0	50	0	0	0	50
Grounds Maintenance Team - Facilities & Equipment security improvements	R	150	0	150	0	0	0	150
Garage Stock Works	R	150	0	150	0	0	0	150
Development of a New Playing Pitch and Outdoor Sports Facility Strategy	R	35	0	35	0	0	0	35
Parking Services Safety Equipment Improvement	R	18	0	18	0	0	0	18
Homeless projects	R	0	0	0	1,000	0	0	1,000
Roman Painted House - Emergency Repairs	R	0	0	0	150	0	0	150
CCTV	R	0	0	0	90	0	0	90
Roof Repairs - Crabble Pavillion	R	0	0	0	87	0	0	87
Whitfield Offices Fire Alarm	R	0	0	0	80	0	0	80
DDC Museums & Venue Security - CCTV System	R	0	0	0	75	0	0	75
Reactive and emergency tree works	R	0	0	0	70	0	0	70
Cost of Living Grants Scheme & Community Grants Scheme	R	0	0	0	70	0	0	70
Whitfield Urban Expansion Delivery	R	0	0	0	50	0	0	50
Accessible Platform to Beach	R	0	0	0	50	0	0	50
Gypsy & Traveller Accommodation Assessment	R	0	0	0	40	0	0	40
Display Cases for Museum	R	0	0	0	30	0	0	30
Food Waste Project	R	0	0	0	20	0	0	20
Garden Waste Containerisation Project	R	0	0	0	98	0	0	98
Cash Counting Machine	R	0	0	0	19	0	0	19
Digital Visitor Permits	R	0	0	0	13	0	0	13
<b>Sub total - proposed projects</b>		<b>2,095</b>	<b>0</b>	<b>2,078</b>	<b>1,942</b>	<b>17</b>	<b>0</b>	<b>4,037</b>
<b>GRAND TOTAL</b>		<b>18,415</b>	<b>3,056</b>	<b>14,416</b>	<b>2,669</b>	<b>216</b>	<b>0</b>	<b>20,357</b>
<b>Special Projects Financing</b>								
Special Projects financed in previous years		3,056	3,056	0	0	0	0	3,056
Special Project Reserve		12,711	0	11,886	658	167	0	12,711
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		3	0	3	0	0	0	3
Parks & Open Spaces Reserve		5	0	5	0	0	0	5
Periodic Operations Reserve		85	0	65	118	0	0	183
Dover Regeneration Reserve		100	0	100	0	0	0	100
Corporate Assets Revenue Budget		59	0	59	0	0	0	59
Moved from Capital Funding		15	0	15	0	0	0	15
Insurance Claim Funds		13	0	13	0	0	0	13
S106		376	0	376	0	0	0	376
External contributions		1,854	0	1,755	50	50	0	1,854
Special Project Reserve (new bids)		0	0	0	1,844	0	0	1,844
<b>TOTAL</b>		<b>18,415</b>	<b>3,056</b>	<b>14,416</b>	<b>2,669</b>	<b>216</b>	<b>0</b>	<b>20,357</b>

<b>Remaining balance in Special Projects reserve</b>	
<b>Balance at 1 April 2024</b>	<b>16,829</b>
Allocation to projects in 23/24	-11,886
Allocation from General Fund for 24/25	620
Transfers from other reserves	986
<b>Balance at 31 March 2025</b>	<b>6,549</b>
Proposed allocation to projects in 25/26 & future years	(824)
Proposed allocation to new projects in 25/26 & future years	(1,844)
Allocation from General Fund for 25/26	620
<b>Balance after future years allocations</b>	<b>4,501</b>

<b>DIGITAL REVENUE PROJECTS</b>	<b>Total Approved Budget £000</b>	<b>Prior Years Exp £000</b>	<b>Estimate 2024/25 £000</b>	<b>Estimate 2025/26 £000</b>	<b>Estimate 2026/27 £000</b>	<b>Total Revised Budget £000</b>
<b>Infrastructure Investment - Approved Projects</b>						
Mobile Phone Replacement Programme	34	10	24	0	0	34
Consolidated Income System and Integrations	102	0	102	0	0	85
Firewall for Dover Museum	5	0	5	0	0	5
Website Redesign	100	0	100	0	0	100
CRM	300	0	300	0	0	300
Network Switches	70	0	70	0	0	70
IDOX System Upgrades - Public Access and ArcSDE	8	0	8	0	0	8
IDOX System Upgrades - other	12	0	12	0	0	12
True Compliance	50	0	50	0	0	50
DocuSign	64	0	32	32	0	64
HR System (cost split with Thanet and Canterbury)	150	0	150	0	0	150
<b>Total - approved projects</b>	<b>895</b>	<b>10</b>	<b>853</b>	<b>32</b>	<b>0</b>	<b>878</b>
<b>Infrastructure Investment - Committed Projects</b>						
Image Database	5		5	0	0	5
Electoral Software	40		40	0	0	40
Press Campaign Software	1		1	0	0	1
Storage Area Network	44		44	0	0	44
Civica Recharges	84		84	0	0	84
Ad-hoc unknown projects	53		53	0	0	53
<b>Total - committed projects</b>	<b>227</b>	<b>0</b>	<b>227</b>	<b>0</b>	<b>0</b>	<b>227</b>
<b>Infrastructure Investment - New Bids 2025/26</b>						
New Door Access System - Whitfield Offices	50		0	50	0	50
Flexi/TOIL System	25		0	25	0	25
Digital Archive System	30		0	30	0	30
Replace Legacy Systems to Cloud	70		0	70	0	70
Migrate Legacy Infrastructure to MS Azure	40		0	40	0	40
IDOX System Upgrades	30		0	30	0	30
Technology One Development	25		0	25	0	25
Ad-hoc Unknown Projects	70		0	70	0	70
<b>Total - new bids</b>	<b>340</b>	<b>0</b>	<b>0</b>	<b>340</b>	<b>0</b>	<b>340</b>
<b>GRAND TOTAL</b>	<b>1,462</b>	<b>10</b>	<b>1,080</b>	<b>372</b>	<b>0</b>	<b>1,462</b>
<b>Digital Projects Financing</b>						
Projects financed in previous years		10				10
Digital & ICT Reserve			758	276	0	1,034
Port Health Funding			107	31	0	138
HRA Funding			215	65	0	280
<b>TOTAL</b>		<b>10</b>	<b>1,080</b>	<b>372</b>	<b>0</b>	<b>1,462</b>

<b>Remaining Balance in Digital &amp; ICT Reserve</b>	<b>£000</b>
<b>Balance at 1 April 2024</b>	<b>1,568</b>
Allocation to Revenue projects in 24/25	(758)
Allocation from General Fund for 24/25	0
Allocation from Special Project Reserve for 24/25	0
<b>Balance at 31 March 2024</b>	<b>810</b>
Proposed allocation to Revenue projects in 25/26 & future years	(276)
Allocation from General Fund for 25/26	0
Allocation from Special Project Reserve for 25/26	0
<b>Balance after future years allocations</b>	<b>534</b>

## \* Notes

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

During 2024/25, all services and software maintenance contracts are being 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 2025/26. Projections beyond next year are difficult to ascertain at the time of collating the MTFP.

Capital Receipts Summary as at 29/01/25

<b>Capital Receipt Category</b>	<b>2023/24 Opening Balance £000</b>	<b>Receipts in year £000</b>	<b>Allocated to Projects £000</b>	<b>2024/25 Opening Balance £000</b>	<b>Anticipated future income £000</b>	<b>MTCP Project Funding £000</b>	<b>New Bids 2025/26 MTFP £000</b>	<b>Available funding £000</b>
Ring Fenced for 1:4:1 Affordable Housing	(3,722)	(178)	548	(3,352)	(1,800)	1,414	1,645	(2,093)
Ring fenced for Private Sector Housing	(446)	(240)	45	(641)	0	640	50	49
Ring fenced for Dover Regeneration	0	0	0	0	0	0	0	0
Ring fenced for Aylesham contractual commitments	(230)	0	0	(230)	0	230	0	0
Ring fenced for DFGs	(331)	(32)	363	0	(1,409)	1,409	1,609	1,609
Ring fenced for Shared Ownership & Private Sales	(70)	(1,618)	210	(1,478)	(2,074)	1,362	323	(1,867)
Un-ringfenced capital receipts	(10,930)	(3,992)	2,156	(12,766)	(650)	8,615	2,035	(2,766)
<b>Total</b>	<b>(15,728)</b>	<b>(6,060)</b>	<b>3,322</b>	<b>(18,466)</b>	<b>(5,933)</b>	<b>13,670</b>	<b>5,662</b>	<b>(5,068)</b>

**GRANTS TO CONCESSIONARY RENTALS 2025-26**

<b>2024/25</b>	<b>2025/26</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>2024/25</b>	<b>2025/26</b>	<b>Change</b>		
<b>£</b>	<b>£</b>	<b>%</b>		
117,440	0	-100.00%	Your Leisure	Grant removed as Tides closing / Your Leisure not running Tides
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
20,688	21,340	3.15%	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.
15,600	15,600	0.00%	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.
111,850	111,850	0.00%	Dover Citizen's Advice Bureau	£101,850k CAB Core Funding grant inc £10.5k from HRA, plus £8,500 <b>for full</b> 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>319,078</b>	<b>202,290</b>			