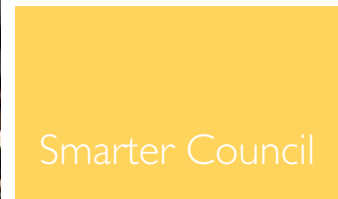
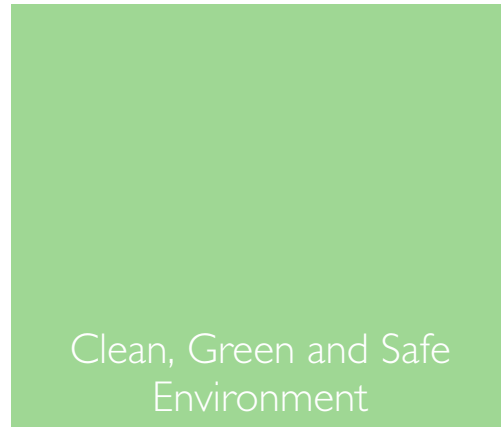




# Corporate Plan 2016-2020

Our vision and priorities  
for the next four years

Securing a prosperous  
future for the Dover district,  
which will be a place where  
people want to live, work,  
invest and visit.





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## Introduction

**Welcome to our Corporate Plan (Plan), which sets out our vision and priorities for the next four years. It provides a focus for all our activities and services, and the context for other strategies and plans that we produce. This gives clarity of direction and accountability in delivering good quality, value-for-money services for our residents. As a result, the Plan informs decision-making and the allocation of resources across the Council.**

The Plan sets out, under a number of cross-cutting themes, our focus for the next four years. We will concentrate on growing a **thriving economy**, a **clean and green environment**, **healthier people and communities** and **developing our own organisation** to achieve our vision. Underpinning all of our activities will be the wish to improve health and wellbeing, and the quality of life, for our residents.

We will build on our achievements from the previous Plan<sup>1</sup>, which ran from 2012 to 2016, and look forward to delivering more over the next four years, despite many challenges, including significant changes facing local government.

Like all councils, we have to manage with increasingly limited resources, while at the same time continuing to be ambitious for our area, our residents and businesses. This means focusing our resources where there is most need and working with other public organisations, businesses, local groups and residents to achieve our aims and those of the community.

The district has much to offer but, as with areas across the country, we also face a number of key issues and challenges including:

- A fast growing but ageing population
- A poor performing economy
- Low skills and high youth unemployment
- Health inequalities and high levels of self-reported poor health
- Pockets of deprivation and child poverty
- Increasing crime levels
- An ageing housing stock
- Rural accessibility issues

Creating a thriving, competitive and sustainable economy is central to delivering improvements to people's lives. Therefore, regeneration and economic growth remain high priorities for us and we will continue championing the interests of the Dover district at all levels. We will work hard to ensure that local people and businesses are ready to take advantage of planned and future developments to secure the long-term prosperity of our district.

Under each priority the Plan identifies specific actions we will focus on to achieve these priorities; within this there are some short-term and some longer-term actions. We will review the Plan each year.

This Plan does not intend to cover all of the wide range of services we provide but focuses on the priority areas. The priorities set out in this Plan will drive more detailed business plans that determine our day-to-day activities. We do not control all of the areas that need addressing in the district and we will continue to work in partnership with others, such as local NHS organisations, Kent County Council, Kent Police and Kent Fire and Rescue, to influence change and deliver local priorities.

Our ambitions and influence do not stop at the district boundary, with many issues requiring broader collaboration and plans with national and regional public and private sector partners. This is particularly true for economic growth and transport developments, which is why our work with the South East Local Economic Partnership, Kent and Medway Economic Board, Highways England and the Environment Agency (to name a few) is so important.

We have a proud record in recent years of maintaining good quality services, despite cuts to grant funding from central government and increasing demand for our services. This Plan aims to provide the framework to continue with this work over the next four years and beyond. Decisions taken now will affect how we work towards meeting the future aspirations of our community, and ensuring a sustainable future for the district.

Our Plan takes account of local and national factors but it is not static and will develop and grow as conditions require and our ambitions evolve. We will continue to listen and engage with our residents in order to deliver best value, customer focused services with efficient and effective use of resources.

We look forward to working with you to make our Plan a success for everyone.

<sup>1</sup>Please see separate 'What We Have Achieved 2012-16' report.

# Vision and Priorities

Securing a prosperous future for the district, which will be a place where people want to live, work, invest and visit.



## Priority One Thriving Economy

### We will focus on:

- Enabling and supporting growth of the economy and opportunity for investment and jobs
- Attracting new businesses and jobs, and supporting existing businesses in the district
- Improving infrastructure and housing growth across the district
- Raising aspirations and improving learning opportunities
- Promoting the district as an area to invest in as well as a tourism destination

## Priority Two Clean, Green and Safe Environment

### We will focus on:

- Delivering an effective and value for money recycling and refuse collection service
- Delivering good quality regulatory services (environmental and public protection)
- Making the most of our natural and historic assets
- Reducing crime and anti-social behaviour
- Minimising the council's impact on the environment

## Priority Three Healthier People and Communities

### We will focus on:

- Providing leadership to support our communities
- Promoting healthy lifestyles and behaviours
- Improving access to affordable, decent housing
- Supporting vulnerable members of our community and reducing health inequalities
- Supporting stronger, more confident and diverse communities

## Priority Four Smarter Council

### We will focus on:

- Delivering good, value for money, services
- Undertaking continuous service reviews
- Encouraging higher take-up of digital services
- Engaging residents
- Maximising income generation

## Key outcomes

By 2020, we want to see that:

### People in the district benefit from a stronger and more prosperous economy

This would mean that people are increasingly active in the local economy and support local businesses, and our communities are sustainable with the appropriate infrastructure to support business growth and thriving town centres.

### People in the district are healthier

This would mean that people are empowered and informed to live healthy and independent lives, and our communities are stronger, cohesive and sustainable, with appropriate access to services for all.

### People in the district are engaged and empowered to achieve their own potential

This would mean that people are active citizens in our society, equipped with the skills, qualifications and confidence needed to live and work, and that there are equal opportunities so people are supported and equally valued.

### The Dover district is a great place to live, work and visit

This would mean that people take pride in the district and their communities, the heritage and natural environment, and our district is clean and safe with a good range of leisure, tourism and cultural activities.

# 1



## Thriving Economy

‘Sustaining and developing a thriving local economy’



## Why is this so important?

**Our Plan is boldly pro-growth and pro-business. Economic growth is essential if we are to tackle important issues in our district such as unemployment, low skills, poverty, inequality, and improve health and wellbeing, and the quality of life for our residents.**

Our ambition is to make the Dover district the location of choice for business, for those already based here and those who may choose the district in the future, building on our excellent international transport links and proximity to London. We want businesses to thrive and grow, creating sustainable job opportunities for our residents, and for our residents to have the skills that they need to succeed.

The market for new investment and jobs is highly competitive and we will persist in championing the interests of the district at local, regional and national levels. We will continue our programme of regeneration and housing development across the district, which is helping the local economy to develop and putting in place the conditions for attracting inward investment, providing employment opportunities and encouraging people to visit.

Through robust negotiations with developers, controlled growth will also bring other benefits to the district by providing funding to support infrastructure and community facilities.

A skilled workforce will help to attract businesses with well-paid jobs to the area. Therefore, we will strengthen links with Job Centre Plus, enabling residents to access employment, education, training and other opportunities. We will also work with further education providers and partners in the private sector to help people gain the skills they need to meet the demands of our local employers and take advantage of jobs as they are created in the district.

Improved connectivity is vital for the local economy and we will continue to support improvements to the transportation infrastructure to, and across, the district, as well as the extension of superfast broadband.

Of course, a range of global and national drivers will mainly determine the health of the economy but, where we can make a difference, we will do so. This is a long-term commitment to our residents, communities and businesses.



# 1

## Thriving Economy



## What do we want to achieve by 2020?

### We will, with our partners:

- Continue the district's regeneration programme to enhance and develop our economy, with the following as a priority focus:
  - St. James' Development / Dover Waterfront
  - Former Connaught Barracks site
  - Western Heights and Farthingloe
  - Whitfield Urban Expansion
  - Aylesham Garden Village
  - Betteshanger Sustainable Business Parks
  - White Cliffs Business Park Phases 2, 3 and 4
  - A new leisure centre for Dover (subject to viability assessment)
- Continue the housing delivery programme including strategic allocations and other windfall opportunities and sites defined in the Land Allocation Local Plan
- Address the five-year land supply deficit and identify the inward investment and regeneration delivery actions needed to help ensure the most significant development schemes, once permitted, are implemented
- Develop a Dover Waterfront Masterplan to support Dover Harbour Board's Western Dock Revival project and the regeneration of the area and keep pace with the Port of Calais development
- Review our Strategic Housing Land Availability Assessment to identify whether any sites, previously ruled out as being at risk from flooding, may now be suitable for development in order to boost the supply and delivery of housing
- Support and encourage the continuing success of Discovery Park Enterprise Zone, to attract new businesses, from all sectors, to relocate in the district
- Work with the South East Local Enterprise Partnership, Kent & Medway Economic Partnership Board, public sector agencies and the private sector to stimulate and support investment and business growth in the district
- Continue raising the district's profile through promotion of our 'Invest in Dover – the enterprise coast' branding
- Support development of improved connections within the district including access to North Deal from the A258 and the Bus Rapid Transport System and Cable Car in Dover
- Seek to improve parking and access facilities within our town centres to support and promote the local economy and access to High Speed 1.
- Continue our enabling role working with local employers and training providers to identify skills shortages, to meet local business needs and improve access to local job opportunities, through an annual job fair
- Support delivery of the Coastal Communities Fund, at a regional and local level, to maximise the economic potential of our seaside towns
- Promote, support and enable transportation infrastructure across East Kent and the Dover district, with a particular focus on:
  - Solutions to Operation Stack and associated traffic congestion
  - Third Thames Crossing
  - Rail accessibility and Thanet Parkway
  - Dualling of the A2
- Working with KCC and others to actively participate and support the development and implementation of a traffic management plan for Sandwich Town, to protect and enhance heritage, improving visitor experience, maximising the tourism sector and increasing employment
- Continue to support improved digital connectivity (broadband and mobile) across the district
- Continue to support the White Cliffs Country Tourism Alliance, and work with partners to improve accommodation, attractions and events to attract tourists to the area and sustain the economy
- Work with the R&A to bring the Open Golf Championship back to the district, to raise the international profile of the district and associated economic and tourism benefits it will bring
- Develop new structures for the management and promotion of heritage assets to provide a more integrated approach to the tourism offer.

# 2



## Clean, Green and Safe Environment

‘Protecting and developing a safe, clean and sustainable environment’



## Why is this so important?

**We want everyone to enjoy high-quality natural and built environments. This is because the quality of the environment we live in is integral to our health and wellbeing and the quality of our lives. It can also greatly influence our ability to attract investment and jobs to the district, as well as maintaining civic pride in our heritage and landmarks.**

The district has much to offer and we will work to keep our town centres, streets and natural environments clean and litter-free, and work with other organisations to tackle issues, such as anti-social behaviour, before they become a problem.

As well as looking after the district of today, it is also important to protect the district of tomorrow by identifying issues affecting our environment and taking action to manage these. Therefore, we will look at how we can reduce our own use of energy and non-renewable resources and encourage local people to do the same. Sustainability is also at the heart of our Local Plan and recognises the importance of green infrastructure in delivering a wide range of benefits to our communities.

Our residents also have an important part to play in looking after the environment where they live and work. We wish them to take pride in their local area and become involved in protecting and improving the quality of local areas, parks and public spaces in a sustainable way.

We must also help to keep our communities safe in extreme weather, such as flooding, and will continue to work with communities to improve resilience and preparedness.

## What do we want to achieve by 2020?

We will, with our partners:

- Work to deliver a recycling and waste service that our customers are satisfied with and that we are proud of; keeping the amount of waste that is generated in the district low
- Provide a simple, effective and reliable street cleaning service that promotes a clean and green place to live
- Work with partners and communities to deliver a range of community safety initiatives aimed at the reducing the levels, and impact, of crime and anti-social behaviour across the district
- Continue enforcement and educational activities to tackle enviro-crime such as litter and dog fouling
- Protect residents and visitors by maintaining standards of food safety
- Continue to minimise the council's own impact on the environment through a reduction in energy used and carbon emissions
- Maintain the average Standard Assessment Procedure (SAP) rating in council homes to a high level
- Increase the number of projects that directly involve local communities in improving local areas, parks and open spaces.



# 3



## Healthier People and Communities

‘Providing leadership to support our communities and meet local needs’



## Why is this so important?

**We are ambitious for the area and want the district to be a place where people choose to live, work and do business and where they can enjoy a good quality of life. We want residents to be proud of where they live and get on well with the people around them. We will seek to empower all residents to get involved and take an active role in the decisions that affect their lives.**

The district and our communities are changing – the population is slowly becoming more diverse, with an ageing population and an increasing proportion of people living with long-term health conditions. There are also pockets of deprivation and health inequalities to address. Increased demand on our services, combined with reductions in funding, mean we need to use our limited resources in the most effective way and support those most in need of our help.

Across the country, there has been a move towards supporting people to become less dependent on public services and more able to find solutions from within their own communities. This means building stronger, more resilient communities that can come together to provide help and support to each other (families, friends and neighbours) at times of need or on a continuous basis.

To do this we need to listen to local people and understand what matters to them and what they need - and using their feedback to help shape the services we offer. It also means focusing on some of our most deprived neighbourhoods to make sure that everyone has the same opportunities to achieve their goals and lead happy and healthy lives.

Our ward councillors play an important part in this, as leaders in their local communities and champions of their interests and concerns, as well as decision-makers for the district as a whole.

There are also numerous voluntary, community, faith and other not-for-profit groups and organisations working in the district, providing a range of services across all areas including the arts, education and life-long learning, environment, sport, housing, health and social care. We value the contribution of these groups in working with local people to make a difference to their community.

We recognise that we can achieve more for the district by working with others. Therefore, we remain committed to working in partnership with other public, private and voluntary organisations to achieve efficiencies and protect the services that matter by taking a collaborative approach where possible.

We are determined to play our part in improving the health and wellbeing of our communities. While we may not directly provide health and care services, we play a key supporting role in creating an environment that our communities can flourish in. We also have a role in influencing and enabling our partners and members of our community to achieve outcomes that improve the health and wellbeing of our residents.

We want the district to be a fair district where people are socially, financially and digitally included and inequalities are reduced as much as possible.

# 3

## Healthier People and Communities



### What do we want to achieve by 2020?

#### We will, with our partners:

- Continue to work with partners as part of the South Kent Coast Health and Wellbeing Board to improve the health outcomes for our residents
- Support the delivery of an Integrated Care Organisation, with a single commissioning structure and oversight of the entire health and wellbeing system for the South Kent Coast area
- Work to address the 'wider determinants of health' by, for example, improving housing and promoting healthy lifestyles and behaviours, including increasing participation in sport and leisure
- Continue to manage effective prevention through a range of different council services, such as licensing and environmental and public protection
- Protect and promote the health, safety and wellbeing of our employees
- Work to reduce health inequalities, focussing on some of our more deprived neighbourhoods or particular target groups
- Develop proposals to deliver a new leisure centre for Dover (subject to viability assessment)
- Update the Housing Strategy with the aim of meeting local needs, increasing housing choice and improving the quality of existing housing within the context of national housing policy priorities
- Review the Disabled Facilities Grant scheme to make sure that the agencies involved in service delivery are working in an integrated way and delivering the most efficient service possible
- Increase the number of vulnerable households benefiting from Warm Homes and Energy Switch Initiatives to achieve affordable warmth through energy efficiency and improvements to the built environment in which they live
- Support those communities who are seeking to take control through using their Community Rights (for example Right to Bid, Right to Challenge, Right to Build and Right to Reclaim Land)
- Offer appropriate support to town and parish councils developing Neighbourhood Plans
- Support Ward Councillors in developing their Community Leadership role
- Target homes where no one has registered to vote to increase the number of people voting and having a say
- Continue to work with partners to mitigate the impacts of Government welfare reforms including Universal Credit
- Promote improved understanding of equality and diversity.





# 4



## Smarter Council

‘Ensuring quality services that represent good value for money’



## Why is this so important?

**It is important to us to provide quality services that focus on our residents needs, are easy to access and offer good value for money.**

Like many other councils', we face financial challenges and it is essential that we continue to be financially stable and to target our resources carefully to achieve the best outcomes for the district. Since 2012-13, we have seen the revenue support grant funding we receive from the national government cut by 66% in real terms (reduced from £5.1m to £1.8m), this is forecast to continue to decrease and be virtually nil by 2020. At the same time, costs have continued to increase due to inflation and our income from Council Tax has remained one of the lowest in Kent.

We have continued to deliver on-going revenue savings to offset the pressures from reduced funding, service changes and inflation. Our programme of service reviews will continue to seek to reduce costs and find efficiency savings, however, this proves harder to do year-on-year. We will continue to strive to improve the way we work so that we get the best value for money from all our activities.

In order to make our resources (financial, human, physical and technological) go further, we recognise that we need to change the way we do things and be more innovative and flexible in how we provide services. We will do this in a variety of ways, including undertaking a range of shared services and collaborative projects, contract renegotiation and digital transformation. We will also seek to increase our income by becoming more business-like and maximising returns from our property investments.

## What do we want to achieve by 2020?

**We will, with our partners:**

- Continue to develop our Medium Term Financial Plan aligning our resources to our Corporate Plan priorities
- Keep tight control of spend, with robust management of our assets, procurement and income
- Continue to look for innovative ways to reduce our costs, including opportunities to share our resources and staff with other councils
- Focus on strategic 'spend and save' projects
- Maximise the use of technology and develop digital services as appropriate
- Improve the way we communicate with our residents, through traditional and digital media, and understand customer experiences to make it easier for them to access council services
- Explore opportunities to generate additional income and get the best return from the properties and land we own
- Explore opportunities to expand our property portfolio to increase our income from investments
- Learn from, and share best practice with, other public and private sector organisations
- Deliver an improved grounds maintenance service, when the existing contract ends in March 2017
- Support and develop our workforce, so that we have the right staff with the right skills
- Continue to be transparent, open and accountable in our decisions and provision of information.



## Delivering the Plan



## Clear accountability

Clear accountability for the implementation and delivery of the Plan is critical to achieving our vision and priorities. Elected Members (the Council) and all our employees own the Plan. We are all responsible for the delivery of the Plan, whilst the Council oversees and monitors its implementation.

The Plan sets out our vision and priorities, and provides the context for other strategies and plans that we may produce. The priorities and outcomes contained in this Plan are cascaded throughout the organisation, with targets to keep us on track. Each service has its own Business Plan, which sets out the service specific activities it will carry out to achieve our priorities. This in turn leads to staff work objectives. In this way, there is a “golden thread” linking everything we do to achieve our overall vision. We report performance against service specific targets each quarter.

## Our way of working

The way we work focuses on having a clear business case, being open to all options, delivering the right services, undertaking continuous reviews and working with others. This means we can be confident that we are taking an efficient and effective approach to delivering good, value for money, services for our residents and realise our ambitions for the district.



### Having a clear business case

- Understanding the challenge or issue
- Determining what is needed and why
- Balancing the potential benefits with the risks and resources needed.

### Being open to all options

- Not relying on one model of delivery – for example:
  - o Sharing resources and facilities
  - o Using new technology
  - o Becoming more business-like to generate income

### Delivering the right service

- Ensuring the right approach at the right price that delivers value for money and the best outcomes for our residents.

### Continuous review

- Measuring performance against targets
- Reviewing what we do, why and how we do it to make best use of resources and support our workforce
- Learning from our successes and failures.

### Partnership working

- Working effectively at district, county, regional and national levels with other public agencies
- Working closely at a local level with town and parish councils, businesses and local voluntary and community groups.



## Carefully managed spending

This Plan sets out our four priority areas, but it also needs to make sure we have the resources to deliver them. We take an integrated approach in developing our Corporate Plan and Medium Term Financial Plan (MTFP) to ensure our strategic priorities and allocated resources are closely linked.

We are operating in a very challenging financial environment. Austerity measures implemented by Government have already resulted in budget cuts for local government, forcing us to make some difficult decisions about reducing, transforming or maintaining services. Financial pressures are set to remain as the Government is phasing out the revenue support grant to local authorities, although this may be offset in part by other changes to local funding such as implementation of 100% business rate retention. A Government cap on the amount of money we can raise through council tax increases mean that, to remain financially sustainable, we need to become more entrepreneurial to maximise the amount of income we generate from fees and charges as well as attracting new businesses to the area and building new homes.

The MTFP also links to other internal resource strategies such as the Asset Management Plan and services reviews, all of which have a part to play in helping us to use our resources more effectively. The MTFP is available on our website [www.dover.gov.uk](http://www.dover.gov.uk)



## Our share of the Council Tax bill



- We are responsible for collecting council tax from residents in the district
- However, for each pound we collect, we only keep 10.8p to pay for the services we provide. The remainder goes to:
  - 71.2p to Kent County Council
  - 9.6p to Kent Police and Crime Commissioner
  - 4.5p to Kent and Medway Fire and Rescue Authority
  - 3.9p to Town and Parish Councils (average)<sup>2</sup>

## We will:

- Keep our share of the Council Tax as low as possible
- Increase council generated income for greater financial independence
- Make our services easier to access through our website and customer service centre
- Support and develop our staff in finding new ways to meet the needs of our communities
- Help local people find the right solutions for them
- Encourage councillors to develop strong and effective community networks.

<sup>2</sup> 2016/17 Council Tax figures

## Digital by Choice

We will continue to identify and explore ways to improve our services and achieve better value for money for the community as a whole.

A major focus of our work is now encouraging a higher take-up of digital services amongst our residents, although vulnerable residents will still be able to use non-digital channels, such as over-the-counter and telephone helplines.

A move towards self-service is not just about reducing costs, although the financial climate demands it, but also making it easier for our residents to engage and do business with us – at a time of day that suits them.

Enabling people to do more things online also frees up staff time to provide a better service for those customers who need it.





## How we will check our progress



## Performance monitoring

This Plan identifies the priorities and outcomes that we want to achieve, along with some key actions we will carry out, with partners, to achieve them. We will review the Plan annually to make sure progress is on track.

We also have other indicators that help measure our performance that we monitor throughout the year at different levels across the organisation. Some of these indicators are locally developed measures and others are national, including statutory measures that we are obliged to collect and report to the Government. We report our key performance indicators through our Performance Reports, which are available on our website [www.dover.gov.uk](http://www.dover.gov.uk)

## Authority Monitoring Report

The Authority Monitoring Report reviews progress on preparing and implementing our Development Plans, as set out in the Local Development Scheme. It also monitors the effects of planning policies in the Local Plan and the extent to which they are successfully achieving their aims for the district.



## State of the District report

We also prepare a State of the District report, which is an economic, social and environmental profile of our district. The report is a backward look at the district and covers a range of topics including Economy, Business and Employment, Regeneration and Transport, Health and Wellbeing, Housing, Community Safety and Education and Skills.

## Residents views

We always strive to understand community needs and how best to meet those needs.

To do this we use a range of tools to communicate with our residents and find out their views such as our website, Facebook and Twitter. We also carry out special consultations about specific projects and policy proposals.

**“Keep Me Posted”** is a new service we have introduced for residents to register for all the latest news and alerts by email, including consultations, and keep informed about what is happening in the district.

### Ward Councillors

Our elected members are leaders in their local communities and champions of their interests and concerns, as well as decision-makers for the district as a whole. If you have any ideas, comments or suggestions about your local area, please contact your ward councillor.

To find out who your ward councillor is, please see our website [www.dover.gov.uk/councillors](http://www.dover.gov.uk/councillors) or contact us and we will be happy to help.

# Factors that have influenced this plan

## District Profile

Our “State of the District” report (see page 12) covers a wide range of information and highlights areas where the district is performing well or under performing.

Key challenges to address include:

- A fast growing but ageing population
- A poor performing economy
- Low skills and high youth unemployment
- Pockets of deprivation and child poverty
- Increasing crime levels
- Health inequalities and high levels of self-reported poor health
- An ageing housing stock and increasing homelessness
- Rural accessibility issues

We use this report to monitor the ‘health’ of the district, compared to previous reports and, where information is available, against other districts, county, regional and national levels. This information gives us a complete picture of the district and helps inform local decision-making and setting of priorities.

The report also highlights key projects and initiatives in place to address the issues highlighted.



## English Indices of Deprivation 2015

The Department of Communities and Local Government (DCLG) released the English Indices of Deprivation in September 2015. These provide a set of relative measures of deprivation for small areas (called Lower-layer Super Output Areas) across England.

Deprivation is a multi-dimensional problem and wider than income alone and includes a general lack of resources and opportunities. The Indices of Deprivation helps identify different types (called domains) of deprivation – Income; Employment; Education, Skills and Training; Health Deprivation and Disability; Crime; Barriers to Housing and Services; and Living Environment. These domains combine to create the Index of Multiple Deprivation (IMD).

Nationally, the district is ranked 126<sup>th</sup> (out of 326 English local authority districts), and within Kent, the district is ranked fifth (out of 12 Kent local authority districts)<sup>3</sup>.

The 2015 figures reinforce previously identified patterns of deprivation across the district, with deprivation ‘hot spots’ that are amongst some of the most deprived small areas in the country yet are geographically close to some of the least deprived areas in the country. The urban areas of Dover have the highest levels of multiple deprivation. Four LSOAs (out of 67) in the district are in the most deprived 10% nationally, these falling within the wards of St. Radigund’s; Castle; Maxton, Elms Vale and Priory; and Buckland. There are an additional seven LSOAs within the most deprived 20% nationally, these falling within the wards of Tower Hamlets (x3); Maxton, Elms Vale and Priory; Buckland; Town and Pier; and Aylesham.

The DCLG does not publish ward level figures, as it is felt that LSOAs are more suitable small area geography than wards for measuring relative deprivation. Wards are much larger than LSOAs and can vary greatly in size, making them unsuitable as a unit of analysis or for identifying pockets of deprivation.

In the district as a whole, 15% of people are income deprived, 21.4% of children live in deprived families, 14.2% of older people are income deprived, and 13.2% of working age people are employment deprived<sup>4</sup>.

The most prevalent form of deprivation in the district is Employment Deprivation, with the district ranked 89<sup>th</sup> (out of 326 English local authority districts). This is followed by the Education, Skills and Training domain (94<sup>th</sup> out of 326) and Income Deprivation Affecting Children Index (97<sup>th</sup> out of 326)<sup>5</sup>.

With regards individual types of deprivation, the domain with the highest number of LSOAs within the top 20% deprived in the district is the Education, Skills and Training Deprivation domain, with 16 LSOAs. This is followed by Income Deprivation Affecting Children (15 LSOAs) and the Employment Deprivation domain (14 LSOAs).

Please see our website for further information:  
[www.dover.gov.uk/deprivation](http://www.dover.gov.uk/deprivation)

<sup>3</sup>Using the ‘Rank of Average Score’ measure, where one is the most deprived  
<sup>4</sup>The Dover district is placed 4th highest in Kent for each of these categories  
<sup>5</sup>Using the ‘Rank of Average Score’ measure, where one is the most deprived

# National Priorities

Central government sets out national priorities and proposals for action that all councils have an important role in delivering.

## Local Government Finance Reform

Austerity measures implemented by central government have already resulted in budget cuts for local government, forcing us to make some difficult decisions about reducing, transforming or maintaining services. Financial pressures are set to remain as the government is phasing out the revenue support grant to local authorities, although this may be offset in part by other changes to local funding such as implementation of 100% business rate retention.

## Legislation

A particular issue is the Welfare Reform Act, which the government started implementing in 2013. Universal Credit started rolling-out in the district in January 2016 and we do not yet know how these changes will affect our residents and communities, and what the subsequent impact on services will be.

The Cities and Local Government Devolution Act became law in January 2016 and could lead the way for the creation of Combined Authorities to unlock growth and public service reform. Combined authorities are about better collaboration between local councils on issues that are more effective when delivered together, or ones they cannot decide alone, such as transport investment or strategies for skills and economic development

There is also other legislation passing through Parliament that, if passed, will also have a significant impact on local government including the Housing and Planning Bill, which seeks to “kick-start a national crusade to get 1m homes built by 2020”. The Bill proposes introducing major reforms of the planning system, and shifting housing supply regimes towards home ownership (especially ‘starter homes’). However, there are concerns that the measures proposed will diminish the ability of the council and social landlords to build affordable housing in the district.

## Health and Social Care

Across the country, there has also been a big drive towards integrating health and social care to ease pressure on health and social care budgets and improve the quality of care. We were one of the first district councils to be an ‘early implementer’ for a local Health and Wellbeing Board and are working with partners to ensure better co-ordination of services across the South Kent Coast area to improve health and wellbeing of our residents and reduce health inequalities. The Board is currently under review whilst exploring commissioning options.

Due to the uncertain nature of these changes, this Plan is an evolving document. Our Medium Term Financial Plan supports the Plan, which we will review each year with the Council’s budget. As new policies develop nationally, regionally and at county level, we will consider the effects of these policies and takes action where necessary.



# Existing Services

We provide a wide range of day-to-day services. Some services we provide are ‘statutory’, meaning that we have a duty to provide them, whilst other services are ‘discretionary’ and are provided because they contribute to the overall outcomes that we want to achieve for our residents.

With the challenges of increasing demands, higher expectations and limited resources, we will need to be open to changing the way in which we work and deliver our services. Our residents, local communities and partners all have a key role to play in shaping and helping to provide the best possible services.

Each team within the council has a Business Plan setting out what it will be doing for the year and how it will deliver its activities as effectively and efficiently as possible. It is not possible to capture all of the work that we carry out in one document and this Plan only focuses on the priority areas. Information on what we do, and the services we provide, is available on our website: [www.dover.gov.uk](http://www.dover.gov.uk)

# Equalities and Sustainable Development

Equality and sustainability are the guiding principles that underpin everything we do. We continually seek to understand the profile of our population and assess the impact that our policies and plans have on everyone, including those sharing ‘protected characteristics’ such as race/ethnicity, gender, age, disability, faith/religious belief, and sexual orientation. Our Equality Policy ensures that we embed equality into our work when delivering services.

Sustainable development means enhancing the economic, social and environmental wellbeing of residents and communities so that not only the current generation, but also future generations achieve a better quality of life. We want sustainable development embedded in all aspects of our work and integrated into service delivery arrangements.



# Corporate Plan on a Page



Our Vision	Securing a prosperous future for the district, which will be a place where people want to live, work, invest and visit.			
Our Priorities	<b>Priority One</b> <b>Thriving Economy</b>	<b>Priority Two</b> <b>Clean, Green and Safe Environment</b>	<b>Priority Three</b> <b>Healthier People and Communities</b>	<b>Priority Four</b> <b>Smarter Council</b>
Key outcomes	<ul style="list-style-type: none"> <li>• People in the district benefit from a stronger and more prosperous economy</li> </ul>	<ul style="list-style-type: none"> <li>• People in the district are healthier</li> </ul>	<ul style="list-style-type: none"> <li>• People in the district are engaged and empowered to achieve their own potential</li> </ul>	<ul style="list-style-type: none"> <li>• The Dover district is a great place to live, work and visit</li> </ul>
How we are going to do it	<b>To deliver our outcomes, we must:</b> <ul style="list-style-type: none"> <li>• Understand the needs of our local communities</li> <li>• Align all strategies and plans</li> <li>• Work with partners – public, private, voluntary and community</li> <li>• Encourage residents to get involved and help</li> </ul>	<b>To finance our vision, we must:</b> <ul style="list-style-type: none"> <li>• Target resources</li> <li>• Reduce costs</li> <li>• Generate income</li> <li>• Manage assets better</li> </ul>	<b>To learn and develop, we must:</b> <ul style="list-style-type: none"> <li>• Build a more flexible workforce</li> <li>• Transform our services – including Digital by Choice</li> <li>• Continuous service reviews</li> <li>• Support effective leadership including ward councillors</li> </ul>	
How we will check our progress	<ul style="list-style-type: none"> <li>• Performance Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Authority Monitoring Report</li> </ul>	<ul style="list-style-type: none"> <li>• State of the District Report</li> </ul>	<ul style="list-style-type: none"> <li>• Residents Views</li> </ul>

# Find out more about what we do

We want to keep you informed about our work and what is happening locally.

To do this we produce an electronic newsletter four times a year. We also provide a lot of information on our website [www.dover.gov.uk](http://www.dover.gov.uk), where we hope you can find what you are looking for.

## Alternatively, you can:

- Email us at: [customerservices@dover.gov.uk](mailto:customerservices@dover.gov.uk)
- Telephone us on 01304 821199.
- Visit our main offices in Whitfield or one of our Area Offices - please see [www.dover.gov.uk/Contact](http://www.dover.gov.uk/Contact) for addresses and opening times.

## You can also keep in touch with us on:

- Facebook: [doverdc](https://www.facebook.com/doverdc)
- Twitter: [@DoverDC](https://twitter.com/DoverDC)

## Keep Me Posted

Never miss what is happening by registering with us for news and alerts by email. There are currently over 40 topics to choose from including Consultations, Regeneration Projects, Planning and Things to Do. Please see: [www.dover.gov.uk/keepmeposted](http://www.dover.gov.uk/keepmeposted)



## HAVE YOUR SAY

We will review the priorities in our Corporate Plan annually and update it as appropriate. Your views are important to us and we will consider your feedback during our annual reviews.

Have your say by emailing:  
[policy@dover.gov.uk](mailto:policy@dover.gov.uk)  
or writing to us at:

**Leadership Support Team,  
Dover District Council,  
White Cliffs Business Park,  
Dover, Kent CT16 3PJ**

You can also get this information in other formats, including large print, audio tape and other languages. Please contact our Customer Services Team.

