



Town Council Offices
Maison Dieu House
Biggin Street
Dover
CT16 1DW

DATE OF ISSUE:
11th April 2024

DOVER TOWN COUNCIL

Dear Councillor

NOTICE IS HEREBY GIVEN THAT an extraordinary meeting of the TOWN COUNCIL will be held at the Town Council Offices on WEDNESDAY 17TH APRIL 2024 at 6pm when the business shown on the agenda below will be transacted.

Please note that questions from members of the public to the Town Council must be received by the Town Clerk in writing, or by email, at least 3 clear days, excluding bank holidays and weekends, prior to the date of the meeting. Any member of the public who requires further information, wishes to make representation to the Council, or has any special requirements in respect of this meeting please contact Allison Burton, Town Clerk, on 01304 242625.

Councillor Sue Jones

THE RIGHT WORSHIPFUL THE TOWN MAYOR OF DOVER & SPEAKER OF THE CINQUE PORTS

The Press and Public are welcome to attend.

AGENDA

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence. *Prior to a meeting Councillors' apologies, with a reason for absence from that meeting, should be submitted to the clerk.*

2. DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary and/or other interests as required by law. *(Guidance for Councillors concerning disclosable pecuniary and/or other interests is attached for your information). (Pages 1 to 2)*

3. MINUTES

To approve the minutes of the extraordinary full Town Council & full Town Council meetings held on 20th March 2024 (copy attached). **(Pages 3 to 8)**

4. PLANNING COMMITTEE

To consider the minutes of the Planning Committee held on 25th March 2024 (copy attached) **(Pages 9 to 12).**

5. CIVIC & SPECIAL PROJECTS COMMITTEE MEETING

To consider the minutes of the Civic & Special Project Committee held on 8th April 2024 (copy attached) (pages 13 to 14)

6. TOWN COUNCIL FINANCIAL INFORMATION

6a) To approve the schedule of payments made by the Town Council for March 2024 (to follow).

6b) To consider the Town Council budget out-turn report to the end of March 2024 (to follow).

7. TOWN COUNCIL GOVERNANCE

7a) To consider the Chairperson of the Council & Chairperson of Finance & General Purposes Committee's report of 5th April 2024 concerning i) the Review of Internal Audit for the year ended 31st March 2024, Internal Audit strategy for 2024/25, and ii) the findings of the review of the risk register and the effectiveness of the system of internal control for Dover Town Council for the year ending 31st March 2024 (copies attached). (Pages 15 to 56)

7b) To consider the Chairperson of the Council & Chairperson of Finance & General Purposes Committee's report of 6th April 2024 concerning Town Council investment strategy 2024/25 (copy attached). (Pages 57 to 58)

7c) To consider the Chairperson of Finance & General Purposes Committee's report of 28th February 2024 concerning receipt of the Practitioner's Guide from the Joint Panel on Accountability and Governance - March 2024 (copy attached). (Pages 59 to 60)

7d) To consider the Chairperson of the Council & Chairperson of Finance & General Purposes Committee's report of 4th April 2024 concerning recommendations from the Governance Working Group (25 March 2024) (copy attached). (Page 61 to 64)

8. PUBLIC CONSULTATION

To consider the Chairperson of the Council & Chairperson of Finance & General Purposes Committee's report of 6th April 2024 concerning public consultation (copy attached). (Pages 65 to 66)

9. COMMITTEE MEMBERSHIP & MEMBERSHIP OF EXTERNAL BODIES

To consider Committee membership for the 2024/25 Municipal Year.

To appoint Town Council representatives to external bodies for the 2024/25 Municipal Year (list of external bodies attached). (Pages 67 to 68)

NOTE: A COPY OF THIS DOCUMENT IN LARGER TYPE MAY BE OBTAINED ON REQUEST FROM THE COUNCIL OFFICES, MAISON DIEU HOUSE, BIGGIN STREET, DOVER.

COPIES OF THE DOCUMENTS MENTIONED IN THIS AGENDA ARE AVAILABLE FOR INSPECTION FROM THE TOWN COUNCIL OFFICES - MONDAY TO FRIDAY - 9am to 5pm. COPIES MAY BE REQUESTED GIVING 1 WORKING DAYS NOTICE AND WILL BE CHARGED AT 10p PER COPY

Agenda Item No 2

DECLARATIONS OF INTEREST

Disclosable Pecuniary Interest (DPI)

Where a Member has a new or registered DPI in a matter under consideration they must disclose that they have an interest and, unless the Monitoring Officer has agreed in advance that the DPI is a 'Sensitive Interest' explain the nature of that interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a DPI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation permitting them to do so. If during the consideration of any item a Member becomes aware that they have a DPI in the matter they should declare the interest immediately and subject to any dispensations, withdraw from the meeting. Members should remember that a finding of a breach of the law with regard to DPI's carries a fine of up to £5,000 and a criminal record.

Other Significant Interest (OSI)

Where a Member is declaring an OSI they must also disclose the interest and explain the nature of the interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a OSI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation to do so or the meeting is one at which members of the public are permitted to speak for the purpose of making representations, answering questions or giving evidence relating to the matter. In the latter case, the Member may only participate on the same basis as a member of the public and cannot participate in any discussion of, or vote taken on, the matter and must withdraw from the meeting in accordance with the Council's procedure rules.

Voluntary Announcement of Other Interests (VAOI)

Where a Member does not have either a DPI or OSI but is of the opinion that for transparency reasons alone they should make an announcement in respect of a matter under consideration, they can make a VAOI. A Member declaring a VAOI may still remain at the meeting and vote on the matter under consideration.

Notes:

Situations in which a Member may wish to make a VAOI include membership of outside bodies that have made representatives on agenda items; where a Member knows a person involved, but does not have a close association with that person; or where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position. It should be emphasised that an effect on the financial position of a Member, relative, close associate, employer, etc OR an application made by a Member, relative, close associate, employer etc would both probably constitute either an OSI or in some cases a DPI.

Agenda item 3a)



DOVER TOWN COUNCIL

Minutes of the Extraordinary Meeting of the DOVER TOWN COUNCIL held in the Council Chamber, Maison Dieu House, Biggin Street, Dover, Kent on WEDNESDAY 20TH MARCH 2024 at 5.40pm.

PRESENT

The Right Worshipful the Town Mayor, Councillors Jones in the chair

Councillors

- | | |
|--------------------|-------------------------|
| Councillor Bedi | Councillor Defriend |
| Councillor Biggs | Councillor Lamoon |
| Councillor Bird | Councillor Sawbridge |
| Councillor Bradley | Councillor Shread |
| Councillor Brivio | Councillor Verrill |
| Councillor Collor | Councillor Mrs Wanstall |
| Councillor Cowan | Councillor Wanstall |

206. APOLOGIES FOR ABSENCE

The Town Council noted apologies for absence from Councillors Collins (personal commitments)

207. DECLARATIONS OF INTEREST

Councillors present made no declarations of disclosable pecuniary and/or other interests as required by law.

208. HONORARY FREEMEN OF THE TOWN OF DOVER

The Town Council considered the appointment of Honorary Freemen of the Town of Dover.

RESOLVED: That Dr Judith Shilling & Mr Tony Hawkins be appointed Honorary Freemen of the Town of Dover.

The meeting finished at 5.45pm

THE RIGHT WORSHIPFUL THE TOWN MAYOR & SPEAKER OF THE CINQUE PORTS
(Councillor Susan Jones)
CHAIRPERSON

Chairperson

Agenda item 3b)



DOVER TOWN COUNCIL

Minutes of the Meeting of the DOVER TOWN COUNCIL held in the Council Chamber, Maison Dieu House, Biggin Street, Dover, Kent on WEDNESDAY 20TH MARCH 2024 at 6.00pm.

PRESENT

The Right Worshipful the Town Mayor, Councillor S Jones in the chair

Councillors

- | | |
|---------------------|-------------------------|
| Councillor Bedi | Councillor Kember |
| Councillor Biggs | Councillor Lamoon |
| Councillor Bird | Councillor Sawbridge |
| Councillor Bradley | Councillor Shread |
| Councillor Brivio | Councillor Verrill |
| Councillor Collor | Councillor Mrs Wanstall |
| Councillor Cowan | Councillor Wanstall |
| Councillor Defriend | |

Councillors present held a minute's silence for former Mayor George Ruck, former Town Councillor Leslie Stephenson and Honorary Freeman of Dover Terry Sutton MBE who have recently passed away.

209. APOLOGIES FOR ABSENCE

The Town Council noted apologies for absence from Councillor Collins (personal commitments).

210. DECLARATIONS OF INTEREST

Councillors present made no declarations of disclosable pecuniary and/or other interests as required by law.

211. MINUTES

The Town Council approved the Minutes of the Town Council meeting held on 17th January 2024.

RESOLVED: That the Minutes of the Town Council meeting held on the 17th January 2024 be approved and signed by the Town Mayor.

212. COMMUNICATIONS FROM THE CHAIRPERSON

The Town Council noted the Town Mayor's list of engagements since the last meeting.

Chairperson

213. JOINT C&S AND C&SP COMMITTEE

The Town Council considered the minutes of the joint Community & Services and Civic & Special Project Committee meeting held on 24th January 2024, including resolved to recommend minute No 167 and the report thereon.

- RESOLVED:
- a) That Minute Nos. 159 to 166 and 168 to 169 be accepted as a true record;
 - b) That the Town Council adopt the revised Civic Guide.

214. CIVIC & SPECIAL PROJECTS COMMITTEE

The Town Council noted Urgent Decision UD23-24 006 dated 9th January 2024, concerning the change of date for the meeting scheduled for 5th February 2024.

215. PLANNING COMMITTEE

The Town Council considered the minutes of the Planning Committee Meetings held on ai) 12th February & aii) 26th February 2024, including resolved to recommend minute No. 183 and the report thereon.

- RESOLVED:
- a) That Planning Committee Minute Nos. 170 to 182 and 184 to 187 be accepted as a true record.
 - b) That the earmarked reserve for Traffic Calming will be used to implement a one-way system into Queens Gardens.

216. FINANCE & GENERAL PURPOSES COMMITTEE

The Town Council considered the minutes of the Finance & General Purposes Committee meeting held on 4th March 2024.

- RESOLVED: That Finance & General Purposes Committee Minute Nos. 189 to 196 be accepted as a true record.

217. COMMUNITY & SERVICES COMMITTEE

The Town Council considered the minutes of the Community & Services Committee meeting held on 13th March 2024 (handed out at the meeting).

- RESOLVED: That Community & Services Committee Minute Nos. 197 to 205 be accepted as a true record.

218. COUNCILLOR GRANTS

The Town Council noted the final out-turn of the 2023/24 Councillors' grants award scheme.

219. TOWN COUNCIL FINANCIAL INFORMATION

The Town Council approved the schedule of payments made by the Town Council for January & February 2024.

Chairperson

The Town Council considered the Town Council budget out-turn report to the end of February 2024.

RESOLVED: a) That the Town Council approved the schedules of payments made for January & February 2024 and were signed by the Chairperson.

b) That the Town Council approved the budget out-turn report to the end of February 2024.

220. TOWN COUNCIL COMMITTEE MEMBERSHIP & EXTERNAL REPRESENTATION

The Town Council considered Councillor Bird & Councillor Sawbridge's report concerning the Cliffs of Sanctuary accreditation.

The Town Council noted Councillor Brivio's verbal report concerning any recent meetings of the Dover Fairtrade Network Group, RV Coleman Trust, White Cliffs Community Rail Partnership and the Joint Transportation Board.

The Town Council noted Councillor Biggs update report on Dover District Council.

RESOLVED: a) That the Town Council's Cliffs of Sanctuary Champions be asked to explore ways that Dover Town Council can assist with supporting Samphire in this year's Multi-cultural Festival in Dover on 29th June 2024;

b) That the Town Council invite a speaker from Migrant Help to address the Town Council at a future meeting.

221. SCHEDULE OF MEETINGS FOR THE 2024/25 MUNICIPAL YEAR

The Town Council considered the draft Schedule of meetings for the 2024/25 Municipal Year.

RESOLVED: That subject to the last Town Council meeting being moved from March to 16th April 2025 the Town Council adopts the Schedule of Meetings for 2024/25.

222. TOWN MAYOR ELECT & DEPUTY TOWN MAYOR ELECT FOR 2024/25 MUNICIPAL YEAR

To consider the nominations for Town Mayor Elect and Deputy Town Mayor Elect for the 2024/25 Municipal Year to take office on 29th May 2024.

Cllr Cowan proposed and Cllr Brivio seconded the nomination for Councillor Biggs to be elected Town Mayor Elect for the 2024/25 Municipal Year.

Cllr Shread proposed and Cllr Bradley seconded the nomination for Councillor Sawbridge to be elected Town Mayor Elect for the 2024/25 Municipal Year.

Cllr Shread proposed and Cllr Collor seconded the nomination for Councillor Sawbridge to be elected Deputy Town Mayor Elect for the 2024/25 Municipal Year.

Cllr Cowan proposed and Cllr Verrill seconded Councillor Bedi to be elected Deputy Town Mayor Elect for the 2024/25 Municipal Year.

RESOLVED: That Councillor Edward Biggs is elected Town Mayor Elect and Councillor Anuj Bedi is elected Deputy Town Mayor elect and will take office on 29th May 2024.

Chairperson

223. QUESTIONS FROM THE PUBLIC

The Town Council noted that no questions from the public pursuant to Standing Orders 1 (d) to (m) inclusive and 3b (v) had been received.

224. DATE OF NEXT MEETING

The Town Council noted that the date of the Annual Town Meeting will be held on Wednesday 1st May 2024 at Maison Dieu House and the next Town Council meeting (Mayor Making) will be held on Wednesday 29th May 2024 at St. Mary's Parish Hall, Dover.

The meeting finished at 6.40pm

THE RIGHT WORSHIPFUL THE TOWN MAYOR & SPEAKER OF THE CINQUE PORTS
(Councillor Sue Jones)
CHAIRPERSON

Chairperson

Agenda item 4)

DOVER TOWN COUNCIL

Minutes of the meeting of the PLANNING COMMITTEE held at the Council Offices, Maison Dieu House, Biggin Street, Dover, on Monday, 25th March 2024 at 6 p.m.

PRESENT

- | | |
|--------------------|----------------------|
| Councillor Bedi | Councillor Collor |
| Councillor Bradley | Councillor Lamoon |
| Councillor Calder | Councillor Sawbridge |
| Councillor Cowan | Councillor Verril |
| Councillor Collins | |

Mr G. Margery – The Dover Society

225. APOLOGIES FOR ABSENCE

Apologies received from Councillors Bird, Defriend, Kember & Shread due to personal Commitments

226. DECLARATIONS OF INTEREST

Councillor Collor made a VAOI on agenda item 6 as one of the planning applications is opposite his home.

227. MINUTES

The Committee considered the minutes of the meeting of the Planning Committee held on 26th February 2024.

RESOLVED: That the minutes of the meeting of the Planning Committee held on 26th February 2024 be signed by the Chair.

228. COMMITTEE BUDGET

The Committee noted the final out-turn against the Committee’s 2023/24 budget.

Chair

229. DETERMINED PLANNING CONSENTS

The Committee noted the decisions of Dover District Council on the following planning applications:

<u>Application No:</u>	<u>Address</u>	<u>Decision</u>	<u>Town Council Decision</u>
23/01270	130 Markland, Road, Dover, CT17 9NJ	Granted	Support
23/01005	50 Elms Vale, Road, Dover, CT17 9NY	Granted	Support
24/00001	21 Castle Street, Dover, CT16 1PT	Granted	Support
23/01174	The 4 Acres, Elms Vale Road, Hougham, CT15 7AW	Refused	Object
24/00033	31 Biggin Street, Dover, CT16 1BU	Granted	Support
23/00995	Land To The Rear, Of 439 Folkestone, Road Dover, CT17 9JX	Granted	Support

230. APPLICATIONS FOR PLANNING CONSENT

The Committee considered applications for planning consent passed to the Town Council for consultation purposes.

RESOLVED: That the following observations be passed to the Dover District Council in relation to the applications now considered:

Application No: 22/01380
Proposal: Variation of Condition 2 (approved plans) of Listed Building Consent DOV/19/01365 (Internal & external alterations to facilitate the change of use to 18 residential units (6 maisonettes, 7 flats, 3 townhouses and 2 cottages (conversion of existing outbuildings), including removal of external fire escape stair, balconies & canopy. Internal demolition of modern partitions, erection of new internal partitions to facilitate subdivision, vertical sub-division to facilitate 3 townhouse and 6 maisonettes, insertion of new staircases, 2no. entrance doors, dropping of 1no. window cil to create door to provide access to roof terrace. Replace 3no door openings with windows to South West elevation. Replace window with door & door with window on South East elevation) (S73) to allow internal alterations, including alterations to the layout and configuration of proposed maisonettes and flats to facilitate change of use to 17 residential units (5 maisonettes, 7 flats, 3 town houses, 2 cottages) and 1 building management unit (conversion of existing buildings), retention of external fire escape and relocation of refuse and cycle store (amended details)
7-8 Eastbrook Place St Marys Residential Home Maison Dieu Road Dover CT16 1RP

Comment: Support
Application No: 22/01381

Chair

Proposal: Variation of Condition 2 (approved plans) of planning permission DOV/19/01364 (Change of use of St Marys Residential home from care home (C2) to residential (C3) to create 18 residential units, (6 maisonettes, 7 flats, 3 town houses, and 2 cottages (conversion of existing buildings) and for the erection of 2 cottages at rear (total 20 units), landscaping, re-provision of parking and turning area, external alterations and other associated works) (S73) to allow reduction in number of residential units, alterations to internal layout and configuration of flats and maisonettes to create 17 residential units (5 maisonettes, 7 flats, 3 town houses, 2 cottages) and 1 building management unit (conversion of existing buildings), retention of external fire escape, omission of erection of 2 cottages at rear, relocation of refuse and cycle storage and discharge of condition 19 (sound insulation) (amended details)
7-8 Eastbrook Place St Marys Residential Home Maison Dieu Road Dover CT16 1RP

Comment: Support

Application No: 24/00098

Proposal: Installation of shop front, alterations to rear elevation roof and fenestration
9 Sheridan Road Dover CT16 2BZ

Comment: Support

Application No: 24/00100

Proposal: Installation of shop front, alterations to rear elevation roof and fenestration
13 Sheridan Road Dover Kent CT16 2BZ

Comment: Support

Application No: 24/00113

Proposal: Replacement timber entrance door with composite door
Lower Maisonette 315 London Road Dover CT17 0SY

Comment: Object. The property is Grade II listed building. Historic England's guidance states that doors should be kept wherever possible. The front door was purpose-made for the front of the home and is usually the most important feature on the most visible side of the house. Otherwise like for like replacement is preferred to composite as a material

Application No: 24/00114

Proposal: Replacement timber entrance door with composite door
Lower Maisonette 315 London Road Dover CT17 0SY

Comment: Object. The property is Grade II listed building. Historic England's guidance states that doors should be kept wherever possible. The front door was purpose-made for the front of the home and is usually the most important feature on the most visible side of the house. Otherwise like for like replacement is preferred to composite as a material

Application No: 24/00147

Proposal: Erection of a building to incorporate 2 x 1bed flats with off-street parking
Maritime House, Car Park Hertz Uk Ltd Snargate Street Dover CT17 9BZ

Comment: Support

Chair

Application No: 24/00205
Proposal: Change of use to bar and music venue
 143 Snargate Street Dover CT17 9BZ
Comment: Object- Insufficient information to judge the impact of such a change of use to the upstairs & surrounding residential properties.

Application No: 24/00261
Proposal: Erection of a single-storey rear extension
 1 Westbury House, Flat 7 Westbury Road Dover CT17 9QH
Comment: Support

Application No: 24/00287
Proposal: Install 5no gas pipes & meter boxes to external front elevation and side basement courtyard
 13 Victoria Park Dover CT16 1QS
Comment: Support

231. LATE PLANNING APPLICATIONS

Application No: 24/00181
Proposal: Full application for the erection of an up to four storeys in height building for uses including education, offices, studio, gallery and cafe (Use Classes E(g)(i), E(b) and F1)
 The Beacon Project Bench Street Dover Kent
Comment: The Clerk write to the planning authority and ask for an extension until after the next meeting of 22nd April as not enough time to consider 55 documents in the important application

Application No: KCC/DO/0025/2024
Proposal: Installation of electric bus charging infrastructure, including a new sub-station, LV feeder pillar, 2m high timber fence and the ECO Link 500W EV pantograph charger at Dover Priory Railway Station, Station Approach Road, Dover, Kent CT17 9SB
Comment: Support

232. LICENSING

The Committee noted that there were Licencing applications

233. DATE OF NEXT MEETING

The next meeting will be held on 22nd April 2024 at 6 p.m.

The meeting closed at 6.48 p.m.

Councillor A Calder
CHAIR

Chair

Agenda item 5)

DOVER TOWN COUNCIL

Minutes of the meeting of the CIVIC & SPECIAL PROJECTS COMMITTEE held on MONDAY 8th APRIL 2024 at 6.00pm in the Town Council Offices, Maison Dieu House, Biggin Street, Dover.

PRESENT

- | | |
|-------------------------------|------------------------------|
| Councillor Bradley | Councillor Lamoon |
| Councillor Calder | Councillor Sawbridge - Chair |
| Councillor Collor | Councillor Shread |
| Councillor Defriend | Councillor Verrill |
| Councillor Jones (Town Mayor) | Councillor Wanstall |
| Councillor Kember | |

234. APOLOGIES FOR ABSENCE

Apologies for absence received from Cllrs Bedi, Biggs, Bird, Brivio, Collins & Mrs Wanstall (Personal Commitments).

235. DECLARATIONS OF INTEREST

Councillor Collor made a VAOI declarations of interest in Agenda item 6 as required by law. Councillor Collor stayed in the meeting for this item.

236. MINUTES

Councillors noted the approved Minutes of the joint meeting of the Community & Services and Civic & Special Projects Committee held on the 24th January 2024 as resolved at the Full Town Council Meeting, 20th March 2024, Minute No: 213.

237. BUDGET

The Committee noted the final out-turn of the Committee's 2023/24 budget.

238. 80TH ANNIVERSARY OF D-DAY

The Committee noted the Chairperson's report of the 14th March 2024 concerning the 80th anniversary of D-Day.

239. WESTERN HEIGHTS

The Committee considered the Chairperson's report of 27th March 2024 concerning Women's Football in Dover.

Chairperson

RESOLVED: That a 12-month licence be agreed for Dover Athletic Community Foundation to use the Dover Town land at Citadel Road, Dover for use for women's football training and competition. All negotiations, agreements and the licence to be delegated to the Proper Officer in consultation with the Chairperson of the Committee.

240. INFORMATION ITEMS

The Committee noted Urgent Decision UD23/24 - 006 concerning the change of date for Civic & Special Projects Committee meeting.

241. DATE OF NEXT MEETING

The Committee noted that the next meeting of the Civic & Special Projects Committee will be held on Monday 3rd June 2024 @ 6pm.

Meeting Closed @ 6.29pm

CHAIRPERSON
Councillor R Sawbridge

Chairperson



DOVER TOWN COUNCIL

Report to: Dover Town Council

From: Councillors Susan Jones and John Lamoon- Town Mayor and Chairperson of the Finance and General Purposes Committee

Date written: 5.4.24

Subject: Review of internal audit: 2023-4 and Current Year (2024-5) Strategy

1. INTRODUCTION

Internal Auditing is an independent, objective assurance activity designed to improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The purpose of internal audit is to review and report to the Council on whether its systems of financial and other internal controls over its activities and operating procedures are effective.

It is best practice that the Town Council review the effectiveness of the system of internal audit at least once a year and consider the findings of the review. The review is designed to provide sufficient assurance for the council that standards are being met and that the work of internal audit is effective. Councils judge the extent and scope of the review by reference to their own business needs and circumstances. The two key principles that must be followed are that the internal audit function is independent and competent.

This report considers the effectiveness of the Town Council's Internal Audit function during 2023-24 and strategy for the current year 2024-5.

2. INFORMATION

2.1 Regulation 5 of the Accounts and Audit (England) Regulations 2015 imposes a duty on Local Councils "to undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes taking into account internal auditing guidance for smaller authorities". The

internal auditor makes a formal annual report to the Town Council as part of the Annual Return.

2.2 Internal audit is a key component of the system of internal control. It is an ongoing function, undertaken regularly throughout the financial year to test the continuing existence and adequacy of the Council's internal controls (for example the accurate undertaking of regular bank reconciliations). It results in an annual assurance report to members designed to improve effectiveness and efficiency of the activities and operating procedures under the Council's control. Managing the Council's internal controls is a day-to-day function of the Council's staff and management and not the responsibility of internal audit. The purpose of internal audit is to evaluate the effectiveness of the Council's risk management, control and governance processes. Independence is the absence of any actual or perceived conflict of interest. The internal audit function must be sufficiently independent of and have no involvement in or responsibility for the financial decision making, the management or control of the Council or for the Council's financial controls and procedures. The person or persons carrying out the internal audit must be competent to carry out the role in a way that meets the business needs of the council. It is for each authority to decide, given its circumstances, what level of competency is appropriate and to keep this issue under review.

2.2 When securing an internal audit service, the council must make sure that it is fit for the purpose for which it is required at that particular council. To discharge its duties in relation to internal audit the Town Council has appointed McCabe Ford Williams Chartered Accountants and Registered Auditors to report to them on the matters specified in the return. The appointment of a firm of Chartered Accountants together with a review of work done provides assurance that the two key principles of independence and competence that Councils are required to follow in procuring the internal audit service have been met. The Council has ensured it has taken all necessary steps to facilitate the work of those conducting the internal audit, including making available all relevant documents and records and supplying any information or explanations required to enable them to form their opinion in accordance with applicable professional standards. The audit strategy adopted by the Town Council at their meeting on 10 October 2007 (Min.336) and reviewed every year is for two visits per annum (at the half year and at the year end).

In considering the impact of the regulations the Town Council should be aware that many Local Councils especially smaller Parish Councils do not have a professional internal auditor and rely instead on the voluntary work of a local person whom they consider to be appropriate (for example a retired finance professional). In contracting with a professional firm, the Town Council is entitled to rely on their professional judgement and competence in reporting.

2.3 The review of internal audit is designed to assure the council that it has maintained in accordance with proper practices an adequate and effective

system of internal audit of its accounting records and of internal control and those controls for the preventions and detection of fraud, error or mistakes.

The effectiveness of internal audit should not, however, solely be judged by the extent of compliance with proper practice. The review is primarily about effectiveness, not process. In essence, the focus of this review should be on the delivery of the internal audit service to the required standard in order to produce the required outcome i.e. assurance on internal control and the management of risks, controls and governance procedures in the body that can be relied on

Guidance issued to Local Council includes standards for internal audit, and detailed issues to be considered in undertaking the review. These have been attached (appendix A) including the Town Council's evidence of achievement with changes in the current year noted in red.

- 2.4 The Practitioners Guide issued by the Joint Panel and Accountability and Governance dated March 2023 and mandatory for periods beginning on 1 April 2023 includes a comprehensively rewritten Section 4-Best Practice for Internal Audit. McCabe Ford Williams considered the scope of their new responsibilities and incorporated the necessary additional work in the audit strategy for 2023/24. This additional work was undertaken successfully and will continue in 2024/25 together with any other work which they consider to be required in order for form their opinion.

3. DECISION

That the Town Council approve the Review of Internal Audit 2023-24 and arrangements for 2024-5.

Statutory Power:

Accounts and Audit (England) Regulations 2015.

Governance and Accountability for Smaller Authorities in England. A Practitioners Guide to Proper Practices to be applied in the preparation of statutory annual accounts and governance statements - March 2023 and 2024

DOVER TOWN COUNCIL

APPENDIX A

REVIEW OF EFFECTIVENESS OF INTERNAL AUDIT - (ETC 17.4.24)

	EVIDENCE OF ACHIEVEMENT	AREAS FOR DEVELOPMENT
1	<p>Scope of internal audit</p> <p>Terms of reference approved by full TC on 10.10.07 and reviewed annually.</p> <p>Scope of audit work takes into account both the Council's risk management processes and wider internal control arrangements. Chairman of the Council, Chairman of the Finance and General Purposes Committee, Town Clerk/RFO have opportunity to meet with Internal Auditor to plan and discuss any matter in relation to audit.</p> <p>Internal audit work covers the Councils anti-fraud and corruption arrangements. Terms of reference and contractual arrangements with Internal Auditor define audit responsibilities in relation to fraud and corruption. Fraud would be reported to the Council as appropriate. (However, in line with official guidance, Internal audit does not involve the detailed inspection of all the records of the Council in order to detect error or fraud.)</p> <p>The Town Council has employed an independent professional Registered Auditor who is aware of the appropriate professional standards required in reporting to the Town Council. A letter of engagement is in place.</p>	
2	Independence	Internal auditor has direct access to those charged with governance.

	<p>Reports are made in own name to management. Auditor does not have any other on-going role within the Council and as professional Registered Auditors able to deal with conflicts of interest appropriately.</p> <p>Written reports are submitted to the Town Council by the Internal Auditor after each audit visit and reviewed in a formal Town Council meeting. No matters were found by the Internal Auditor that needed to be brought to the attention of the Council in the year under review.</p>	
3	<p>Competence</p> <p>No evidence that internal audit has not been carried out ethically, with integrity and objectivity. See (1) above.</p>	
4	<p>Relationships</p> <p>Responsible officers are consulted on the internal audit plan and on the scope of each audit. At the time of each audit visit there is a preliminary meeting with appropriate officers concerning developments and other appropriate matters. The audit plan for each visit is discussed.</p> <p>Responsibilities for officers and internal audit are defined in relation to internal control, risk management and fraud and corruption. Standing orders and legislation set out responsibilities and see (1) above.</p> <p>The responsibilities of Council members are understood and training of members undertaken as necessary.</p>	

		<p>The Council is a member of KALC and training opportunities are provided to the Town Council. All Councillors are provided with a Members Pack and training opportunities.</p>	
5	<p>Audit planning and reporting</p>	<p>The audit plan takes account of corporate risk. Internal audit visits take place each 6 months. The audit strategy is reviewed each year to ensure appropriate and compliant with standards set out in the current Practitioners Guide and other applicable Regulations. In person audit visits resumed following Pandemic.</p> <p>See also (1) above</p>	
	<p>CHARACTERISTICS OF EFFECTIVENESS</p>		
6	<p>Internal audit is planned</p>	<p>Planned Internal audit work is based on risk assessment and designed to meet the Council's governance assurance needs.</p> <p>See (1) above</p>	
7	<p>Understanding the whole organisation its needs and objectives</p>	<p>The annual audit plan demonstrates how audit work will provide assurance in relation to the Council's annual governance statement.</p> <p>See (1) above</p> <p>The work is undertaken by a local firm of registered Auditors who, as they are aware local issues and concerns, are well placed to ask appropriate questions, challenge the Council and seek assurance where necessary.</p>	

8	Be seen as a catalyst for change	<p>Supportive role of audit for corporate developments such as corporate governance review, risk management and ethics.</p> <p>Internal audit supports the Council's work in delivering improved service to the Community.</p>	
9	Add value and assist the organisation in achieving its objectives	<p>Demonstrated through positive management Responses to recommendations and follow up action where called for.</p> <p>Action taken as directed by Town Council on all points raised by Internal Audit</p>	
10	Be forward looking	<p>When identifying risks and in formulating the annual audit plan, changes on national agenda are considered. Internal audit maintains awareness of new developments in the services, risk management, and corporate governance.</p> <p>National agenda and wider developments are considered in formulating the audit plan.</p>	
11	Be challenging	<p>Internal audit focuses on risks and encourages managers and members to develop their own responses to risks, rather than relying solely on audit recommendations. The aim of this is to encourage greater ownership of the control environment.</p>	
12	Ensure the right resources are available	<p>Adequate resource is made available for internal audit to complete its work.</p> <p>Internal auditor understands the body and the legal and corporate framework in which it operates.</p> <p>See (1) above</p>	



DOVER TOWN COUNCIL

Report to: Dover Town Council

From: Cllr Susan Jones, Chairperson of the Council

Date written: 4.4.24

Subject: Review of Risk Register and System of Internal Control

1. INTRODUCTION

The Accounts and Audit Regulations 2015 (Regulation 6) requires the Council to conduct a review at least once a year of the effectiveness of its system of financial controls to ensure it is adequate and effective. Members are also required under the standards set out in "Governance and Accountability for Smaller Authorities in England" to review the Risk Register annually. These reviews form the basis of the Governance Statement in the Annual Report.

2. INFORMATION

2.1 Internal control is defined as an activity, process, system or measure to ensure that a local council's activities are carried out properly and as intended including such measures as are necessary to detect fraud and corruption.

Accounts and Audit Regulations 2015 (Regulation 3) state that the Council must ensure that it has a sound system of internal control which:

- Facilitates the effective exercise of its functions and the achievement of its aims and objectives
- Ensures that the financial and operational management of the authority is effective
- Includes effective arrangements for the management of risk. Risk is an uncertain event or condition that if it occurs will have an effect on the achievement of an authority's objectives. Risk management is the process whereby authorities methodically address the risks associated with what they do and the services which they provide. The focus of risk management is to identify what can go wrong and take proportionate steps to avoid this or successfully manage the consequences. Good risk management allows stakeholders to have increased confidence in the authority's corporate governance arrangements and its ability to deliver its priorities.

Risk management is not just about financial management; it is about protecting the achievement of objectives set by the authority to deliver high quality public services. The failure to manage risks effectively can be expensive in terms of litigation and reputation, and can impact on the ability to

achieve desired outcomes. The authority generally and members individually are responsible for risk management.

Financial Control Systems (Regulation 4) must include:

- Measures to ensure that the financial transactions of the authority are recorded as soon as, and as accurately as, reasonably practicable
- Measures to enable the prevention and the detection of inaccuracies and fraud, and the reconstitution of lost records
- Measure to ensure that risk is appropriately managed
- Identification of the duties of officers dealing with financial transactions and division of responsibilities amongst those officers

The accounting records in particular must contain

- Entries from day to day of all sums of money received and expended by the Council and the matters to which its income and expenditure relate
- A record of the assets and liabilities of the Council.

2.2 An effective internal audit is required (Regulation 5) to evaluate the effectiveness of the Council's risk management, control and governance processes taking into account public sector internal auditing standards or guidance. The Council has conducted a review of internal audit arrangements.

2.3 The Council is required (Regulation 6) to review the effectiveness of the system of internal control. The Risk Register and Review of Internal Controls (attached- Appendix A))

- Identifies the key risks to the council,
- Evaluates and assesses the possible consequences to the Council if an event identified as a risk takes place,
- Sets out the appropriate measures and internal controls taken by the Council to avoid, reduce, or control the risk or its consequences.
- Assesses the risk remaining after appropriate controls and measures have been put in place

This was reviewed and changes (identified in red) made to reflect current circumstances and the latest regulatory requirements including those set out in the Practitioners Guide. It is considered that the requirements of the appropriate regulations are fully met.

The register had already been updated to include in more detail the measures to be taken in respect of Government restrictions during a national emergency; the Council's commitment and procedures to ensure the safety of children and vulnerable adults, public consultation and transparency in decision making especially changes making more explicit that the Council takes account of the wider social benefit of procurement decisions and actions as required by Social Value legislation.

2.3 No unacceptable residual risk (i.e. risk after measures have been taken to reduce risk) has been identified.

3. DECISION

-25-

That the system of internal controls is approved as being fully in accordance with the requirements of the Accounts and Audit Regulations 2015 and the Practitioners Guide: Governance and Accountability for Smaller Authorities in England and Wales issued March 2024.

Statutory Regulations

Accounts and Audit Regulations 2015

A Practitioner's Guide issued by the Joint Panel on Accountability and Governance - March 2024

DOVER TOWN COUNCIL: RISK REGISTER AND REVIEW OF INTERNAL CONTROLS

Last reviewed and amended by Council: 18.5.24

LIKELIHOOD	(L) = Frequent (5) - Probable (4) - Occasional (3) - Improbable (2) - Remote (1)
SEVERITY	(S) = Catastrophic (5) - Major (4) - Reportable (3) - Serious (2) - Minor (1)
Degree of Risk (DR) = LIKELIHOOD x SEVERITY	
RESIDUAL RISK RATING OF OVER 10 IS UNACCEPTABLE	

* Numbers used are for illustrative purposes only.

** Residual risk is the level of risk that remains after suitable and sufficient control measures are introduced.

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING			MITIGATION MEASURES			RESIDUAL RISK RATING		
		L	S	DR	L	S	DR	L	S	DR
Activities within legal powers / compliance with legislation and best	<ul style="list-style-type: none"> Acting Ultra vires / poor governance Prosecution / Tribunal costs Poor reputation 	4	3	12	Council has claimed power of general competence.			1	1	1
					All activities properly scrutinised to ensure within powers and evidenced on order, minutes and reports to council. Council decisions taken after written reports and advice including where necessary guidance from the Town Clerk/RFO, legal specialists and the Monitoring Officer.					

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
<p>practice guidance</p> <p>Includes:</p> <p>Local Council legislation</p> <p>Data Protection Legislation/General Data Protection Regulations</p> <p>Freedom of Information</p> <p>Health and Safety Legislation</p> <p>Equalities Act</p> <p>Employment legislation</p>	<ul style="list-style-type: none"> • Injury to staff/councillors / public • Financial loss • Risks associated with national emergency 		<p>Town Clerk/RFO and Deputy Town Clerk are members of professional body sending out regular updates of changes in legislation. Town Clerk and Deputy both CILCA qualified.</p> <p>Purchase of up to date guidance publications.</p> <p>Receipt of information via central government website servicing local government.</p> <p>All business conducted in compliance with Standing Orders and Financial Regulations and Town Council Policies. Standing Orders, Financial Regulations reviewed regularly and formally by Town Council</p> <p>In case of National Emergency all relevant legislation, official guidance and best practice to be followed. Proper Officer has delegated powers to take all necessary and reasonable action to mitigate risk including incurring financial costs with the health and safety of persons to be given priority over security of property.</p> <p>Membership of National Association of Local Councils and Kent Association of Local Councils which provides ad hoc advice and updates on legislative and other developments.</p> <p>Training provided to Councillors and officers as appropriate and possible</p>	<p style="text-align: center;">-28-</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
Buildings and Land Legislation Social Value Legislation Environmental Legislation and guidance			<p>Solicitors/ Accountants retained to provide specialist legal/ financial advice to Council</p> <p>Risk Assessments maintained to cover all Town Council activities.</p> <p>Specialists retained as Health and Safety and HR advisors to the Council. Proper procedures and policies and practices in place and regularly reviewed in respect of Health and Safety and HR</p> <p>External independent specialists appointed as Data Protection Officer to ensure compliance with General Data Protection Regulations</p> <p>Professional advisors retained to provide regular inspection and advice in respect of buildings and land management</p> <p>Annual carbon footprint assessment undertaken – rated carbon zero four years in a row.</p> <p>Social Value practitioner training completed by Proper Officer</p> <p>Council rated as a Quality Council.</p>	
Decision making	<ul style="list-style-type: none"> Poor use of Town Council resources – not effective, 	4	Scrutiny by Committee, Town Council, and Working Groups. Delegations to Proper Officer minuted or in accordance with Standing orders and Financial Regulations	2

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
	<p>efficient and economic</p> <ul style="list-style-type: none"> • Undesired negative impact on other parties • Damage to reputation • Legal action against Council: costs including fines, staff time and increased insurance premiums 		<p>Projects outcomes robustly appraised and evaluated by Council.</p> <p>Councillors and officers trained in governance. Training provided as appropriate on current issues.</p> <p>Appropriate written reports and advice received from Town Clerk senior officers, professional advisors and Monitoring Officer prior to decision making</p> <p>Decisions made in accordance with Standing Orders and Financial Regulations</p> <p>Statutory Authority, Ambition Plan and Council priorities referenced on Reports to Council and minutes</p> <p>Regular team briefings, Senior Management Team meetings and Member Management Group meetings share information on informal basis and review budget out-turns.</p> <p>Expert professional advice obtained where appropriate.</p> <p>Appropriate training given to staff and available to councillors</p> <p>Public consultation and opportunities for public to address the Council on matters of concern. Complaints procedure. Website includes contact details for Council and opportunity for public to comment on all relevant issues.</p>	<p>- 30 -</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
<p>Employment</p>	<ul style="list-style-type: none"> • Acting illegally / action taken against Council • Financial loss 	<p>4 3 12</p>	<p>Public Liability insurance in place</p> <p>Contracts of employment for all employees reviewed as appropriate.</p> <p>References taken up on all staff</p> <p>Employment legislation reviewed on on-going basis.</p> <p>All changes to terms and conditions of employment resolved by Town Council.</p> <p>All new posts resolved by Town Council.</p> <p>Comprehensive application process to ensure only suitable applicants considered for employment</p> <p>Monitoring of all applications to ensure discrimination legislation complied with.</p> <p>Good practice and legislation followed in recruitment, retention and removal of staff with advice, guidance and indemnification through Employment Law provider.</p> <p>Staff Handbook maintained and reviewed on a regular basis.</p>	<p>1 3 3</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Payroll managed by external specialist provider to ensure continuity in case of TC/Deputy absence and HMRC/PAYE compliance.</p> <p>Monthly review of all payroll payments and deductions.</p> <p>Specialist HR advisors retained</p> <p>Staff development and appraisal system in operation.</p> <p>Appropriate staff policies in place</p> <p>Whistle blowing policy adopted</p> <p>Training provided to staff and available to Councillors.</p> <p>Regular opportunities to raise issues of concern. Good informal communications between staff at all levels.</p> <p>Formal disciplinary and grievance procedure</p> <p>Minutes taken by officer of Council.</p> <p>Minutes written on timely basis.</p> <p>Draft minutes circulated to Chairmen of meeting and senior officers for review of accuracy.</p>	- 32 -
Town Council minutes	<ul style="list-style-type: none"> Inaccurate recording of decisions and other matters 	<p>4</p> <p>3</p> <p>12</p>		<p>1</p> <p>1</p> <p>1</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Minutes considered and authorised at next meeting of Council or Committee.</p> <p>Committee minutes presented to next meeting of Full Town Council for adoption.</p> <p>Minutes numbered and paginated. Original copies bound after year-end.</p> <p>All business conducted in compliance with Standing Orders and Financial Regulations.</p> <p>Minutes back up stored off-site</p>	
Implementation of Town Council decisions	<ul style="list-style-type: none"> Town council decisions not implemented correctly 	3	<p>Minutes reviewed by Town Clerk for implementation.</p> <p>Outstanding actions list maintained by Town Clerk and regularly reviewed by responsible Committees and Town Council.</p> <p>Minutes publicly available on website and in hard copy.</p>	1
Public inspection rights/Enquiries from the public/FOI	<ul style="list-style-type: none"> Acting illegally 	3	<p>Compliance with audit inspection procedure.</p> <p>Requests/enquiries made in writing to Town Clerk and record kept of all requests and action thereon.</p>	3

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
<p>requests/Requests under General Data Protection Regulations</p>			<p>Procedures in place to ensure compliance with Freedom of Information Act and Data Protection Act and General Data Protection Regulations including appointment of external independent specialist Data Protection Officer</p> <p>Complaints Policy adopted</p> <p>Opportunity for public to put questions at Town Council meetings and record meetings of the Town Council and Committees (in accordance with legislation)</p> <p>Information in accordance with legislation (JPAG 2024) available on website and/or Town Council Noticeboards</p> <p>Website includes public information regularly updated with e-mail contact details to facilitate easy communication</p> <p>Agendas for all meetings of Council and Committees sent to all Councillors. All Councillors able to speak at all Committee meetings (with permission of the Chairperson if not a member of the Committee)</p>	<p style="text-align: center;">-34-</p>
<p>Members interests/gifts</p>	<ul style="list-style-type: none"> Councillors acting illegally 	<p>4</p>	<p>Code of Conduct on disclosure of interests adopted which complies with statute.</p>	<p>1</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
and hospitality			<p>Councillors and staff required to record all civic gifts received, whether retained personally or surrendered to Council, in the Town Council Gifts Register.</p> <p>Compliance with statutory registers (including register of gifts/hospitality received) and codes of conduct. Members required to deposit civic gifts with the Town Council.</p> <p>Members' interests are the responsibility of Councillors themselves and are monitored by the District Council Monitoring Officer who is available to give advice in cases of uncertainty.</p> <p>Diary control of all members undertaking civic engagements and Town Sergeant usually retains civic gifts to deposit in the office.</p> <p>Training available to Councillors</p> <p>Advice of Town Clerk, Monitoring Officer and NALC available where necessary.</p> <p>Council authorised Members Allowances and Travel and Subsistence payments for approved duties in accordance with recommendations of the East Kent Joint Parish Independent Remuneration Panel.</p> <p>Payments to members of Parish Basic Allowance and Parish Travel and Subsistence Allowances published annually.</p>	<p style="text-align: center;">- 35 -</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
Business interruption - (see also disaster/emergency)	<ul style="list-style-type: none"> • Council meetings not able to take place at MDH • Bookings for room hire cancelled • Tenant unable to access room • Damage to reputation • Damage/loss of TC assets • Increase in insurance premiums • Legal costs • Reduced productivity 	2	Business interruption insurance Short term recovery plan and long-term return to premises in accordance with business recovery plan Procedures in place for remote working during lockdown/National Emergency.	2
		4		4
Includes:				
Council Premises unusable				
Loss of utilities for extended period				
Key personnel	<ul style="list-style-type: none"> • Loss of key personnel leading to errors and 	4	Measures to ensure probity of officers appropriate (see above)	3
		3		1
		12		3

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
	<p>opportunity for falsification / risk of error</p> <ul style="list-style-type: none"> • Lower productivity / reduced level of service • Damage to reputation • Increased stress risk for remaining staff / low morale 		<p>Proper procedures set out in Financial Regulations and Standing Orders.</p> <p>Shared Records maintained of all regular procedures and responsibility and knowledge shared between appropriately trained officers</p> <p>Internal audit function and financial and other software suppliers available for support.</p> <p>Resources in place to employ temporary staff and to develop existing staff</p> <p>Appropriate professional advisors retained where appropriate including for H&S issues, employment advice, legal advice, building maintenance advice.</p> <p>Regular Member Management Team and senior staff meetings to monitor challenges and identify possible personnel issues and take appropriate action to prevent loss.</p>	<p style="text-align: center;">-37-</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
Risk register and risk assessments procedure for identified risks	<ul style="list-style-type: none"> Injury to staff member or third party. - Financial loss 	4	<p>Risk Register and Risk assessment procedures undertaken and reviewed on a regular basis. Measures taken to reduce risk to acceptable level.</p> <p>Regular team meetings at all levels identify new altered risk levels. Action taken as appropriate including liaison with insurer.</p> <p>Specialist professional advice taken where appropriate</p>	4
Disaster / emergency (including Government emergency regulation)	<ul style="list-style-type: none"> Assets damaged/destroyed Data loss Key officers unavailable Legal costs and staff time costs dealing with disaster Interruption to public service 	2	<p>Business Recovery Plan in place – fully reviewed annually and updated for change through year</p> <p>Business Continuity Insurance cover.</p> <p>Some members of staff able to work from home with internet access.</p> <p>Computer backup procedures/offsite storage of data.</p> <p>Officers have authority to incur costs/take appropriate action in dealing with emergency situation. Such action will be compliant with current and emergency Government Regulation and take account of the policies of the Council, the health and safety needs of Councilors, council staff and the public, the need to continue service provision and to safeguard Council assets.</p> <p>Proper Health and Safety procedures in place.</p>	2
		4		4
		16		8

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
	<ul style="list-style-type: none"> • Injury to individuals • Changes to Council priorities may be required • Office and other facilities not accessible 		<p>Fire safety/ alarm procedures as appropriate.</p> <p>Buildings properly maintained to minimise impact of damage</p> <p>Team working and shared data files minimise loss due to absence of key personnel.</p> <p>Contact details for all staff shared.</p> <p>Instructions of emergency services and authorities to be carried out.</p> <p>Reserves in place to cover some emergency expenditure.</p>	
<p>Health and safety</p>	<ul style="list-style-type: none"> • Injury to staff member or third party - and financial loss 	<p>3 5 15</p>	<p>First Aid box and other equipment maintained.</p> <p>Staff trained in first aid as appropriate.</p> <p>Health and Safety officer appointed.</p> <p>Health and Safety procedures reviewed on a regular basis. Risk assessment undertaken for all Council activities.</p> <p>Health and Safety training as appropriate.</p> <p>Regular Fire Safety, legionella, lift, buildings and other professional inspections and service visits as necessary.</p>	<p>3 2 6</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Security glass and locked doors in place in reception.</p> <p>Office premises alarmed (including silent alarm) and remote monitoring procedure in place</p> <p>Terrorist attack / public violence / lone working procedures in place.</p> <p>Regular staff team meetings and Senior Management Team (Senior Officers) meetings with opportunity to raise matters of concern</p> <p>External specialist advice available as appropriate. Specialist advisors appointed with regular inspection visits</p> <p>Health and Safety Executive updates acted upon</p> <p>Public Liability insurance obtained.</p> <p>Members given guidance on personal safety when undertaking public duties. Appropriate accompaniment available to Mayor when on official duty.</p> <p>Volunteer Policy including appropriate risk assessment</p>	-40-
Security of information	<ul style="list-style-type: none"> Council business not conducted on proper basis. 	5	<p><u>IT system</u></p>	3 2 6

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
<p>held by Council</p> <p>Document control and IT systems</p>	<ul style="list-style-type: none"> • Lack of security/loss or delay of E-mail correspondence • Information destroyed that is legally required to be retained • Non-compliance with Data Protection Act • Retention of information legally required to be disposed of 		<p>Filing system (principally electronic) properly recorded and maintained. Physical documents retained where appropriate.</p> <p>Electronic off site back up of files and minutes</p> <p>External expert advice obtained to manage IT system as appropriate via named DTC administrator with recording of issues raised and problems resolved.</p> <p>Anti -virus software installed and monitored.</p> <p>Appropriate on-going investment and upgrading of IT.</p> <p>Use of an official GOV.UK domain name for the Council and all official emails together with a secure, centrally managed business grade email system.</p> <p><u>Other</u></p> <p>Hard Copy Records kept of documents where appropriate.</p> <p>Information physically secure in alarmed and locked office.</p> <p>Important documents stored in fire resistant box and safe.</p>	<p style="text-align: center;">-41-</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Access to files and information authorised, controlled and monitored by senior officers.</p> <p>Regular secure destruction of information no longer required.</p> <p>Controlled archiving of information required to be retained or disposed of</p> <p>Registration under Data Protection Act and annual check to ensure compliance.</p> <p>Confidential information issued to Council on clearly identifiable and traceable "pink" papers and subsequently collected and destroyed.</p> <p>Councillors and staff trained and aware of obligation of confidentiality Communication Strategy in place for guidance on all communications including proper use of internet/ social media</p>	-42-
<p>Misuse of a senior officer's delegated powers</p>	<ul style="list-style-type: none"> Improper and/or unauthorised actions by Town Council 	<p>2</p> <p>1</p> <p>2</p>	<p>Officers appropriately qualified and trained (see "Officer Probity")</p> <p>Actions taken under delegated powers follow consultation with appropriate Councillors and reported to next meeting of responsible Committee or Full Council as appropriate in accordance with Financial Regulations and Standing Orders.</p>	<p>1</p> <p>1</p> <p>1</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Council scrutiny of all payments and monitoring of expenditure against budget.</p> <p>Council adopted policy on the Relationship of Councillors and Officers</p> <p>Council has Policy on Proper Use of Urgent Decision Powers.</p> <p>Delegations to Proper Officer minuted or in accordance with Standing orders and Financial Regulations</p>	
<p>Consultation process</p>	<ul style="list-style-type: none"> Council may fail to consider options leading to poor decision making 	<p>3</p> <p>2</p> <p>6</p>	<p>All proposals subject to written report which are available to the public and formally considered by appropriate Committee at next meeting or as appropriate.</p> <p>Proper Officer tasked with consulting and communicating proposals to the public as appropriate including via website and social media.</p> <p>Monitoring of local press and media including internet forums to ensure all views noted</p> <p>Appropriate communications budget for maintenance of website and consultation costs.</p> <p>Council website includes contact details.</p>	<p>1</p> <p>1</p> <p>1</p> <p>- 43 -</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>All informal views received in the office via phone or personal caller noted and reported.</p> <p>Councillors active in the local community and able to gather views on Council proposals.</p> <p>Agendas for all Full Council and Committee meetings sent to all Councillors. All Councillors able to speak at all Committee meetings (with permission of the Chairperson if not a member of the Committee)</p> <p>Opportunity for public questions at Town Council meetings and Annual Town meeting.</p> <p>Adoption of Town Council Complaints Policy</p>	
Loss due to action of third party	<ul style="list-style-type: none"> • Damage to physical assets 	3	<p>Insurance as appropriate.</p> <p>Regular review of insurance cover.</p> <p>Risk assessments of all new and on-going activities to identify and minimise risk of loss</p>	3
Physical assets	<ul style="list-style-type: none"> • Theft • Damage 	4	<p>Insurance - annual review of risk and adequacy of cover.</p> <p>Accurate register of assets on specialist package.</p>	2
		3		1
		4		3
		12		6

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
	<ul style="list-style-type: none"> • Poor operational performance • Under-use of assets – spare capacity not turned to account. 		<p>Security marking of assets as appropriate.</p> <p>Photographs of all valuable assets.</p> <p>Regular maintenance and inspection of assets including land</p> <p>Secure arrangements for storage of assets.</p> <p>Movement of valuable assets only as authorised by senior management and with appropriate packaging and security (normally by two persons)</p> <p>Maintenance contracts for equipment as appropriate.</p> <p>Offsite computer backup system.</p> <p>Staff trained on computer security procedures</p> <p>Appropriate security for assets in transit or in use on TC business.</p> <p>External Professional advice obtained to manage/inspect assets as appropriate.</p> <p>Approved contractor list maintained to ensure all maintenance of assets undertaken by qualified and insured professionals</p>	<p style="text-align: center;">-45-</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Regular professional revaluation of assets as appropriate to ensure security arrangements appropriate.</p> <p>Fire and alarm security for premises and other asset storage.</p> <p>Repairing and replacement of poorly performing assets</p>	
Public Liability	<ul style="list-style-type: none"> Damage/injury to third party property/individual injury 	4 4 16	<p>Insurance - annual review of public liability insurance.</p> <p>Regular review of all activity to ensure risk minimised.</p> <p>Risk assessment performed concerning all new activity.</p> <p>Risk assessments reviewed and updated for all on-going activity on an annual basis and formally evidenced</p> <p>Appropriate specialist professional and health and safety advice obtained.</p> <p>Staff Health and Safety training undertaken as appropriate and continuous informal opportunity for issues to be raised.</p> <p>Appropriate controls and management of all third parties working on behalf of the Town Council including contractors (approved contractor list) and volunteers.</p> <p>Expert professional advice obtained where necessary</p>	1 4 4

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Authorised carers and supervision in place when regarding minors and vulnerable adults at Council meetings and events.</p> <p>Appropriate arrangements in place regarding attendance of children and vulnerable adults at Council Meetings including restrictions on publicity and recording of children and vulnerable adults without the permission of their responsible adult.</p> <p>Office security procedures include signing in book and public access limited to appropriate part of Council premises</p> <p>Emergency procedures in place for premises including fire security, alarms and evacuation plans.</p> <p>Councillors and Officers given training on Equalities Legislation and Code of Conduct (Councillors) and appropriate behaviour (staff handbook).</p>	-47-
FINANCIAL RISKS				
Money	<ul style="list-style-type: none"> • Theft • Loss 	<p>4</p> <p>3</p> <p>12</p>	<p>Insurance - regular review of fidelity guarantee cover.</p> <p>Proper documentation and review of all transactions and balances including bank reconciliation's, monthly review of all payments and receipts, monthly management accounts.</p>	<p>1</p> <p>1</p> <p>1</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
	<ul style="list-style-type: none"> • Cash-flow not able to meet need. 		<p>Secure arrangements for all petty cash balances and cheques.</p> <p>Imprest system for petty cash.</p> <p>Regular and timely banking of receipts.</p> <p>Authorisation for all expenditure through order forms and matching to invoice and evidence that service or goods received.</p> <p>Regular review of all service contracts under Best Value principles.</p> <p>Town Council authorisation for all standing orders and direct debits. These are included in monthly reporting of Town Council payments.</p> <p>Salaries and Parish Basic Allowance paid through BACS.</p> <p>Payments (except petty cash) made by cheque/authorised direct debits/online /other method authorised by two councillors</p> <p>Procedures for on-line bank payments to ensure payment is correct and accurate.</p> <p>Mayor's expenses and all petty cash payments supported by third party documentation and/or detailed schedule of payments. Expenses reviewed for reasonableness.</p>	

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Review and testing to ensure all income due received including inspection of allotments for unrecorded letting.</p> <p>Internal audit review of operation of all systems.</p> <p>Investment Policy reviewed and updated annually in line with Government Regulations.</p> <p>Cash flow monitored on on-going basis and investment decisions within delegated powers agreed by TC.</p>	
Financial records	<ul style="list-style-type: none"> • Theft • Falsification • Undetected error in financial records • Significant events - financial impact not recorded 	4	<p>Annual review of Financial Regulations and Standing Orders.</p> <p>Compliance with Financial Regulations and Standing Orders.</p> <p>Production of monthly accounts</p> <p>Review and scrutiny of monthly accounts and expenditure by RFO and other officers, responsible Committee and Full Town Council.</p> <p>Review during and after the year end (up to the approval of the Accounting Statements) of all events, correspondence and other information received to consider if there is a financial impact on the council and appropriate recording in the financial records.</p> <p>Independent review of bank statements and reconciliations (monthly) by Town Clerk and two Councillors.</p>	1

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Competent internal audit function.</p> <p>Computer back up off site.</p> <p>Use of specialist accounts computer package.</p> <p>Annual External Audit</p>	
Borrowing	<ul style="list-style-type: none"> • Acting ultra vires • Inability to repay debt 	1 3 3	<p>Relevant legislation to be consulted as appropriate and specialist advice taken in cases of doubt.</p> <p>Reserve built up to meet liability when due.</p>	1 1 1
Officer probity	<ul style="list-style-type: none"> • Theft • Falsification • Costs associated with prosecution • Poor service provided to council and public • Damage to reputation. 	4 4 16	<p>References taken up for all new post holders.</p> <p>Relevant qualifications required and checked.</p> <p>Relevant training given as appropriate.</p> <p>Time sheets completed and authorised on a monthly basis.</p> <p>Overtime authorised in advance (unless emergency) and overtime payments authorised by senior officers.</p> <p>All appointments reviewed by Town Clerk/ senior officer in charge.</p>	1 1 1

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Monthly management accounts/ bank reconciliations (as above).</p> <p>Expense forms authorised by senior officers/ appropriate councillor (for Town Clerk).</p> <p>Standard mileage and expense allowances regularly reviewed.</p> <p>Whistle blowing policy adopted</p> <p>External and internal audit performed and reviewed by Council annually</p> <p>Internal controls review performed and formally reviewed annually</p> <p>See above for controls for cash/ financial records</p> <p>Public Fidelity Guarantee insurance</p>	<p>1</p> <p>1</p> <p>1</p>
HMRC regulations	<ul style="list-style-type: none"> Acting illegally 	<p>4</p> <p>3</p> <p>12</p>	<p>Regular VAT returns.</p> <p>Accountant qualified to deal with taxation issues.</p> <p>Expert advice sought where necessary</p> <p>Payroll specialist provider</p>	<p>1</p> <p>1</p> <p>1</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
<p>Budgeting process</p> <p>Includes:</p> <p>Major unforeseen expenditure</p> <p>Excessive under budgeting</p> <p>Excessive over budgeting</p> <p>Excessive reserves</p> <p>Precept insufficient or inappropriately large</p>	<ul style="list-style-type: none"> • Damage to reputation • Qualified External Audit Report • Inability to fund statutory functions and other commitments • Failure to fulfil Ambition Plan • Poor quality of public service 	<p>4</p> <p>4</p> <p>16</p>	<p>Independent and professionally qualified Internal and External audit function</p> <p>Budget process begun on timely basis.</p> <p>Budgets reviewed by each Committee and Town Council</p> <p>3 year financial forecast developed in conjunction with budget.</p> <p>Budget reviewed by senior officers together with back up documentation.</p> <p>Level of reserves constantly reviewed for adequacy. Contingencies identified and appropriate provision made. Council has adopted Policy on Reserves in compliance with Regulations.</p> <p>Quarterly budget review meetings including all Committee Clerks. Ongoing review at Member Management team meetings.</p> <p>Monthly budget out-turn review by Senior staff and Councillors including anticipated future plans and possible contingencies.</p> <p>Professional advice retained on Land and Buildings to identify maintenance issues in advance and enable budget control of expenditure</p>	<p>1</p> <p>1</p> <p>1</p>

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Good relations maintained with insurer to identify and insure new risks</p> <p>Financial training offered to Councillors and provided to staff</p> <p>Due regard given to Sector specific Guidance alongside legislation</p> <p>Budget calculation part of specialist accounts package</p> <p>Council has emergency borrowing powers and access to PWLB for planned long term borrowing need.</p>	
Monitoring performance under partnership arrangements	<ul style="list-style-type: none"> Loss to Town Council through performance not being in line with agreement 	4	<p>Reporting of issues to Council or Committee funding the project.</p> <p>Relevant issues highlighted in monitoring of financial performance of Council.</p> <p>Partnership Working Policy adopted</p> <p>Clear and comprehensive Service Level Agreements and contracts</p>	1
Use of grant payments	<ul style="list-style-type: none"> Non authorised use of TC funds 	4	<p>Grant Guidelines approved by Council given to each applicant include clear directions concerning proper use of grant funding</p> <p>Applications scrutinised by appropriate Committee, Responsible Financial Officer and/or senior officers.</p>	2
				1
				1
				1
				3
				4

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Application form requiring appropriate back up documentation including quotes for work proposed and properly reviewed accounts.</p> <p>Applicants may be interviewed by Committee.</p> <p>Support of Councillors requested where appropriate.</p> <p>Follow up visit and work undertaken as appropriate to ensure grant spent in accordance with Council resolution including requiring all recipients of grants to give Council a written account of use of money.</p> <p>Grant register maintained.</p> <p>Clear expectations and agreements with grant recipients as to use of grant monies given by Council</p> <p>Councillors review grant application and sign to indicate support for grants from their budget allocation.</p> <p>Councillor Grants reported to full Council</p>	-54-
Procurement	<ul style="list-style-type: none"> • Items purchased represent poor value • Contractors not appropriate 	4	<p>Quotes / estimates sought in accordance with Standing orders and Financial Regulations.</p> <p>Social Value impact assessed alongside actual financial costs</p>	2
		4		4
		16		8

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
	<ul style="list-style-type: none"> • Contractors not supplying agreed goods and services • Poor Governance and damage to reputation if Procurement process not transparent • Decisions not taking into account wider social, economic and environmental benefits as required in law. 		<p>Written orders and/or contracts with suppliers to avoid ambiguity and misunderstanding.</p> <p>Expert professional advice obtained where appropriate to prepare and advice on contract specification and provide contract management and inspection.</p> <p>Service level agreements in place where appropriate with other local authorities</p> <p>Monthly management accounts and regular review of out-turns</p> <p>Authorisation of invoices agreed to order and as inspected and/or received by Council before payment by senior officers</p> <p>Public invitation to businesses to discuss provision of goods and services to the Council and join approved contractor list.</p> <p>Supplier protocol adopted setting out general contractual responsibilities.</p> <p>Approved Contractor list maintained to ensure contractors suitable including check of insurance details. Contractors considered unsuitable quickly removed from database.</p> <p>Regular review of all on-going contracts for performance and value.</p>	

APPENDIX A

CATEGORY OF RISK	SPECIFIC RISKS	INITIAL RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
			<p>Clear statements of management responsibility for each budget area and contract</p> <p>Regular scrutiny of contractor performance against targets</p> <p>Compliance with Social Value Act 2012 and subsequent requiring decisions on procurement to take into account securing wider social, economic and environmental benefits for stakeholders and the Town.</p>	
<p>Service pricing policy</p>	<ul style="list-style-type: none"> • Loss of potential income due to under pricing. • Poor public service provision due to prices being too high. 	<p>3</p> <p>1</p> <p>3</p>	<p>Prices reviewed regularly and set by Council (or as delegated) after comparison with market where appropriate and taking into account securing wider social, economic and environmental benefits for stakeholders and the Town</p>	<p>1</p> <p>1</p> <p>1</p>



DOVER TOWN COUNCIL

Report to: Town Council

From: Cllrs Susan Jones and John Lamoon: Town Mayor and Chairperson of the Finance and General Purposes Committee

Date written: 6 April 2024

Subject: Town Council investments 2024-25

1. INTRODUCTION

Councillors are asked to review the Town Council's investment strategy. The Council has a general power to invest funds for any purpose relevant to its functions and for the prudent managements of its financial affairs. The Town Council is subject to Statutory Guidance issued under section 15(1) (a) of the Local Government Act 2003.

The Financial outlook both nationally and internationally remains potentially uncertain and volatile due to impending elections and unresolved economic challenges with interest rates remaining high. No changes are therefore currently proposed in 2024-25 to the Council's prudent financial management of funds.

2 INFORMATION

- 2.1 The Town Council currently aims to have minimum reserves to deal with specified projects/expenditure and reasonably foreseeable contingencies (such as major repairs to Maison Dieu House required to be done at short notice). Other monies are budgeted to be spent during the year. The Investment Strategy is attached and a summary is set out below.
- 2.2 Due to unforeseen circumstances such as unavoidable delays to projects the Town Council may hold additional monies at any time which are not required for immediate use in addition to the balance of the precept which is received half in each of April and September.
- 2.3 Town Council expenditure is not evenly spread across the year due to major projects and grant expenditure which may peak in any month depending on the circumstances. The Town Council has therefore sought an investment strategy to combine flexibility and ease of access to funds, with total security and the highest possible returns.

- 2.4 Funds available are reviewed each month and in the main are invested in an HSBC Deposit Account. On demand without penalty smaller investments have also been made with the CCLA as previously reported. Priority has been given to security of funds and liquidity as required by the Guidelines but investment with CCLA has brought additional resources to the Council from interest paid on deposits over the past two years. These are reviewed monthly. Funds to meet day to day expenses are held by the Cooperative Bank and this incurs charges.

2. DECISION

The Committee is recommended to approve the Investment Strategy attached and the detailed investment arrangements set out above.

Statutory Powers/Standing Orders /Policy LGA 2003 ss12 and 15



DOVER TOWN COUNCIL

Report to: Dover Town Council

From: Councillor John Lamoon: Chairperson Finance and General Purposes Committee

Date written: 28.02.24

Subject: Practitioner's Guide issued by the Joint Panel on Accountability and Governance – March 2024

1. INFORMATION

The Practitioner's Guide is issued by the Joint Panel on Accountability and Governance (JPAG) to support the preparation by public authorities such as the Town Council of statutory accounting and governance statements found in the Annual Governance and Accountability Return (AGAR). The latest Guide is dated March 2024 and is mandatory for accounting periods beginning on 1 April 2024.. The Guide is published on the Council's website and a hard copy is available to view on request.

2. DECISION

That the receipt of the Practitioners Guide dated March 2024 be noted.

Statutory Powers/Standing Orders /Policy

Practitioners Guide – March 2024



DOVER TOWN COUNCIL

Report to: Extraordinary Town Council
Meeting date: 17th April 2024

From: Cllrs Susan Jones, Chairperson of the Council and John Lamoon, Chairperson of the Finance & General Purposes Committee

Date written: 4th April 2024

Subject: Governance Working Group recommendations

1. INTRODUCTION

The Governance Working Group met on March 25th March to review internal staffing arrangements. Following extensive discussions and agreements reached at that meeting, members requested that an Extraordinary Town Council meeting be called so that its recommendations could be put to and adopted by Council as soon as possible.

2. INFORMATION

A formal review of the organisational structure was undertaken and adopted by Council through its Governance Working Group in 2017. A copy of the adopted organisational chart was provided to Councillors at the Working Group along with a draft new structure. The key differences were the removal of the Treasurer post, replaced by Deputy Town Clerk and the replacement of two Committee Clerk posts with two Project Officer posts.

The Working Group discussed the functions and relationships of the roles considering the recent/current business of the Council. Members voted to recommend adoption of the new organisational structure. The new organisational structure is shown in Appendix A.

The Working Group considered whether a cost-of-living rise should be awarded from 1 April 2024 for all staff and by what means this could be applied in a manner which has a positive impact on the pay differential between highest and lowest paid. Following discussions, members agreed to recommend to Council that a fixed sum based on a percentage of the midpoint of all payscales should be awarded to all staff regardless of their level of pay.

This means that lower paid staff gain a higher percentage increase to their pay than higher paid staff. This is a practice which has been widely adopted in Councils nationally and in other organisations committed to narrowing pay gaps and to addressing inequalities in the workplace.

3. DECISION

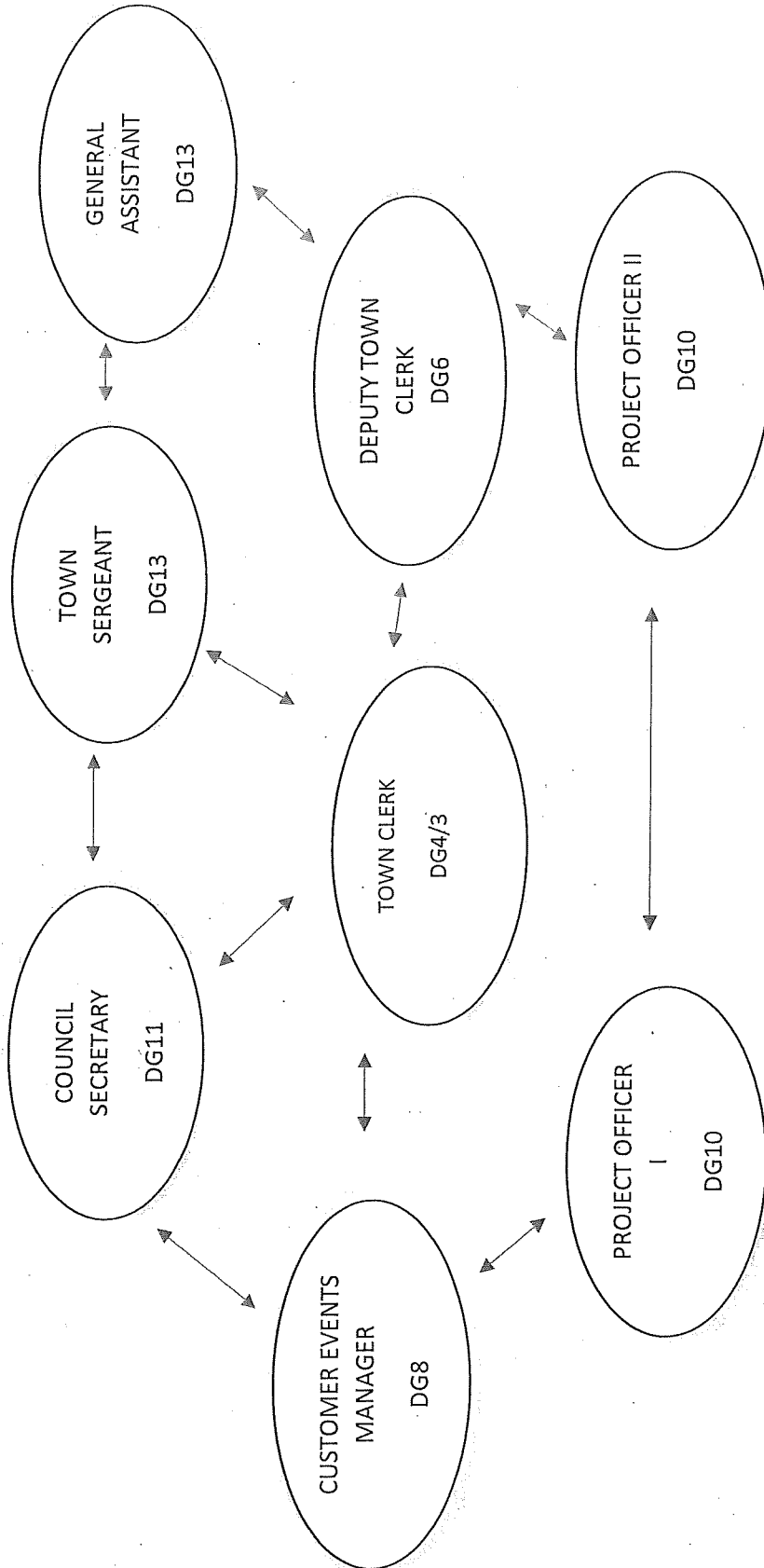
Council is asked to resolve to: -

- a. Adopt the organisational structure attached in Appendix A and
- b. Agree an annual cost of living pay rise from 1 April 2024 at the fixed rate of £1360.82 for all staff.

All negotiations, agreements and arrangements to be delegated to the Proper Officer in consultation with the Chairpersons of the Council and the Finance & General Purposes Committee.

Statutory Powers LGA 1972 (s 112)

APPENDIX A





DOVER TOWN COUNCIL

Report to: Extraordinary Town Council
Meeting date: 17th April 2024

From: Cllr Susn Jones, Chairperson of the Council
Date written:

Subject: Public Consultation in Dover

1. INTRODUCTION

It is good practice to base the strategic decision making of a Council on recent consultation with its community. Dover Town Council has undertaken consultations on specific projects and issues in recent years but has not widely consulted on what is important to people in Dover for some years.

2. INFORMATION

There is of course a great deal of information available for all the Dover wards in terms of the major challenges the community faces. Key sources are the Government websites related to the indices of deprivation and the 2021 census as well as studies

The current Council does not have a clear set of priorities or an updated community strategy in place to provide a roadmap for decisions. Although we have consulted extensively in the past year on the Place Plan and on the Seafront, there are other areas of possible future engagement where we have not had a conversation with the community of Dover.

By focusing on finding out what is important and how important compared to each other the various issues, projects and challenges are to local people, the Council can be sure of spending wisely.

This consultation will build on the lessons learned from the Seafront consultation experience, which was very successful in terms of participation number and clear responses: -

- take the consultation to where people are;
- offer something interesting to catch their imagination and draw them into participation; and
- structure the consultation carefully to ensure positive and free-thinking response.

It is therefore likely to take place over a couple of weeks in premises in the pedestrian precinct and/or St James (subject to availability and costs. There will be incentives to take part – videos, activities, free refreshment etc. There is the

option to invite other organisations to join us provided they also follow a similar model of participatory consultation.

The costs for questionnaire design, online marketing, publicity materials, costs of premises and fitting out etc can be met from the Council's budget for Consultation/Community Engagement/ Communications. There are also costs in kind for staff time and there may be costs for some additional staffing resources.

The information gained from the consultation is likely to be continually useful for at least three years if not more.

3. **DECISION**

Council is asked to resolve to undertake a public consultation with the community in Dover. To be funded up to £2,500 from the 2024/5 Communications budget. All negotiations and arrangements to be delegated to the Proper Officer in consultation with the Chairperson of the Council and Chairperson of Finance & General Purposes.

Statutory Powers Localism Act 2011 - Power of General Competence.

REPRESENTATIVES ON EXTERNAL ORGANISATIONS

CLIFFS OF SANCTUARY STEERING GROUP

Councillor

Councillor

DESTINATION DOVER BOARD

Councillor

DOVER JOINT TRANSPORTATION BOARD (non-decision making)

Councillor

Reserve:

DOVER FAIRTRADE NETWORK

Councillor

DOVER WHITE CLIFFS BRANCH ROYAL BRITISH LEGION

Councillor

PORT & COMMUNITY FORUM (PCF)

Town Mayor

R V COLEMAN TRUST

Councillor Pam Brivio (2021 – 2026)

WHITE CLIFFS COUNTRYSIDE RAIL PARTNERSHIP

Councillor

WHITE RIBBON ACCREDITATION

Councillor

