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We pledge

ten pledges
five years
one community

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Welcome to our five-year plan for the district

This latest Corporate Plan is very different from its predecessors. It arrives at a time of significant change to both government and council plans and procedures.

We have taken giant strides during the past four years with major improvements across the whole district in the face of massive change in the way local services are financed and delivered. The next five years will see a further significant shift in the relationship between local government, the communities we serve and the range of partners we work with. There are issues affecting local communities for which we have no responsibility but we do have a leadership role to lobby, advise and ensure influence where there are community concerns. We are not afraid to challenge and welcome the opportunity to further improve our approach and ways of working to benefit and support our communities.

As with everyone else, we do not have a crystal ball but there is no doubting our determination and commitment to build on our recent success. We remain ambitious and optimistic on behalf of all residents, even in continuing difficult times. We will continue to invest wisely in the future providing it is both logical and affordable to do so. We will work to put communities at the very heart of everything we do and this will without doubt challenge our ability to maintain our high delivery standard with lower resources.

This plan establishes our priorities for the next five years and identifies what we will do both in our own performance and with partners across our district. By 2016 our district, its people and places, will be more welcoming, prosperous and vibrant.

John Gilbey
Leader of Canterbury City Council



What we've achieved so far...

In 2008 we set out a vision for where we want our district to be in 2030:

“Through focused, well-planned and environmentally sustainable growth, by 2030 the Canterbury district will be defined by a dynamic strong economy and distinctive cultural and visitor experience from which our communities will prosper. As a council we will provide leadership for our community and shape our district through working in partnership to deliver our vision. We are ambitious and will do the best for our people and will be prepared to take the difficult decisions which may be needed when choices have to be made. We will support the growth needed to deliver our ambition of having a strong dynamic economy and a skilled well-paid workforce supported by the quality of life and housing of the appropriate scale and quality”

We set out to achieve this vision with an ambitious four-year plan of investment in our district - much of which is now largely complete. The new Marlowe Theatre brings a world class theatre to the south east, the modernised Beaneys gives Canterbury a superb library, museum and exhibition space, the centre of Herne Bay is being extensively redeveloped and modernised, new sports facilities have opened and Whitstable Castle has reopened its doors to the community after a £3 million refurbishment. In addition to these projects, other investment in our district should be celebrated. This includes, the completion of the High Speed 1 rail link bringing Canterbury less than an hour from London and the major investment at Canterbury West station, the Innovation Centre at the University of Kent and the soon to be completed Colyer-Fergusson building for music. All of these projects make our district an even better place to live, visit and do business.

These are just some of our achievements during the past four years, and one of the most important was our ongoing recognition as a high performing council providing quality services to local people.

Your council

Did you know that Canterbury City Council provides more than 70 services to the 149,000 residents of our district?

We collect more than 2,600,000 bins each year and 5,000 tonnes of recycling from your doorstep.

We make benefits payments to more than 13,000 people.

There have been 13,800 visits to our children and youth projects.

We support five leisure centres.

We held over 50 one stop shops for people suffering domestic violence.

We support 500 businesses per year.

We manage a weekly market in Canterbury and Herne Bay and weekly boot fair in Canterbury.

We support two Enterprise Centres and two Creative Business studios.

We carry out more than 1,000 food hygiene inspections.

We are responsible for more than 5,000 council homes.

We support nearly 200 community and voluntary sector groups through officer support, grants and concessions.

We run five museums, two halls and one theatre.

We support more than 200 events and festivals every year.

We manage 12 miles of coastline and are responsible for sea defences and inland flood defences.

We have investigated more than 700 cases of noise nuisance .

Our pest control service made almost 4,000 visits last year.

We deal with more than 3,000 emergency out of hours calls each year.

We support more than 2,700 vulnerable and elderly people through our Lifeline emergency monitoring service responding to more than 140,000 calls per year.

We keep our district safe by operating 130 public space CCTV cameras and deal with more than 2,300 incidents each year.

The next five years...

The major investment in our district in culture, education and business coupled with being only an hour from London by train means that we have laid the foundations for achieving our vision to 2030. But we expect some challenging times ahead with council spending reducing by 20 per cent during the next five years. Our approach is not about cutting valued services. It's about maintaining standards where possible and making things happen by working better with communities and partners. During the next five years we will focus on reaping the benefits from past investment in our district. We will remain ambitious and do the best for our PEOPLE, PLACES and the future PROSPERITY of our district.

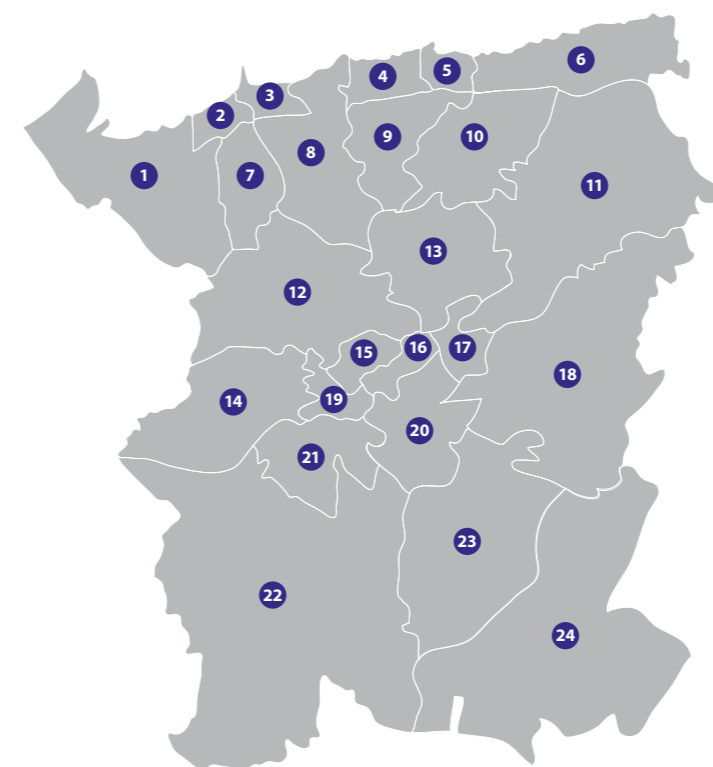
Putting our PEOPLE first by understanding their needs, shaping our services around them, and doing our best to help improve the quality of life for all our residents.

Creating PLACES where people want to live, offering the right type of homes in the right places, providing an excellent range of cultural and sporting facilities and offering a great visitor experience.

Securing the PROSPERITY of our district by working to improve economic prospects of local people through supporting business, excellent educational facilities and decent job opportunities.

About our district

To help us plan for the next five years it is important to understand some of the main features of our district in terms of the people who live here, the places within our district, the local economy and the prosperity of the district.



Our district ward map

- | | |
|---------------------------------|-------------------------------|
| 1. Seasalter | 13. Sturry North |
| 2. Harbour | 14. Harbledown |
| 3. Tankerton | 15. St Stephens |
| 4. West Bay | 16. Northgate |
| 5. Heron | 17. Sturry South |
| 6. Reculver | 18. Little Stour |
| 7. Gorrell | 19. Westgate |
| 8. Chesterfield and Swalecliffe | 20. Barton |
| 9. Greenhill and Eddington | 21. Wincheap |
| 10. Herne and Broomfield | 22. Chartham and Stone Street |
| 11. Marshside | 23. North Nailbourne |
| 12. Blean Forest | 24. Barham Downs |

Our people

Canterbury, with around 149,000 residents, has the largest population of all Kent districts. Compared to the average for Kent and the south east of England, the district has fewer people in their 30s, 40s, and 50s. But we have a higher number of short-term residents due to the large number of university students living mainly in Canterbury. People aged 15 to 29 make up slightly more than 25 per cent of the population (compared to 18 per cent in the rest of Kent). The district has a higher proportion of people aged 65 and above (18 per cent) with higher numbers of people from this age group living in Herne Bay and Whitstable.

Some communities need more specialist services as a result of differences relating to their age, culture, disability, lifestyle, or other factors, which result in vulnerability. Examples of such communities include older people, black and minority ethnic communities, people with disabilities and people who live in areas of deprivation.

Our places

Creating places where people enjoy living is one of the main goals for any council and, like our residents, Canterbury City Council is very proud of our district. It has much to offer residents, businesses, communities and visitors alike, from the magnificent historic city of Canterbury, to the lively coastal towns of Herne Bay and Whitstable, from the rolling rural landscape to the stunning coastline.

Our natural landscape includes 12 miles of coastline and three special landscape areas: north Kent marshes, Blean Woods and the Kent Downs Area of Outstanding

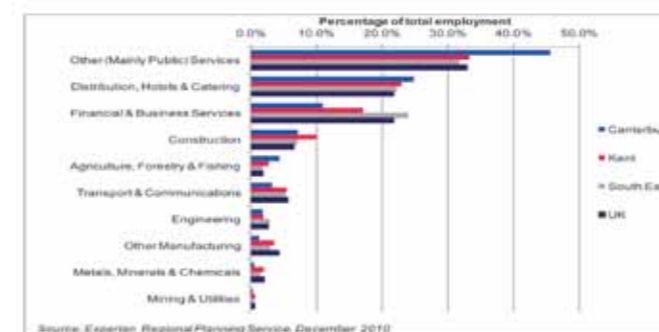
Natural Beauty which cover about a third of the district. We also enjoy a World Heritage Site in Canterbury, Reculver towers in Herne Bay and numerous conservation areas and listed buildings. The district is rich in cultural activities offering a broad range of festivals, events and cultural facilities, making it a great place to live, work and visit. And our residents agree, with nine out of 10 people saying that they are satisfied with the local area where they live.

Prosperity

It is our role to work in partnership with the people of our district to plan and invest for the future to help our communities and businesses prosper.

In 2009 the Canterbury district had 5,030 active enterprises employing almost 59,000 people at a value of around £2.5 billion. The local economy is largely dependent on the retailing, hotels, catering, health and education sectors. As a significant visitor destination, tourism alone is worth more than £400 million to the local economy.

Education is also significant with five higher and further education institutions based here, namely University of Kent, Canterbury Christ Church University, University for Creative Arts, the Girne American University and Canterbury College. Jobs in education, combined with other public sector organisations, such as local government and health, means that 41 per cent of the workforce is employed in public/part-public funded sectors. When compared with others, sectors such as manufacturing or financial and business services are under-represented as shown below:



The make-up of our district's economy:

To help us plan for the next five years it is important to understand some of the main features of our district in terms of the people, the places within our district, the locally economy and the prosperity of the district.

The economic downturn has not so far had the impact in Canterbury felt elsewhere. According to a 2011 report by Experian the Canterbury district fared well during the recession. In fact the district's economy, in terms of GVA output enjoyed positive growth higher than the average in south east England. And in terms of employment levels our district also bucked the regional and national trends and enjoyed positive growth.

The strength of the district's economy has been due to its lower concentrations of employment in those sectors most affected by the recession (financial, business services and manufacturing). This has meant that we have not suffered such high levels of unemployment as in other parts of the country. The tightening of public finances aimed at reducing the national deficit will have a disproportionate impact in our area because of the value of the public sector. Cuts in public service jobs locally

will have a marked effect on local prosperity in the short term. It is estimated that 1,260 jobs in public and private sector organisations could be lost in the district between 2011 and 2015 due to cuts in public expenditure. The loss of these jobs could in turn have further knock-on effects for our local economy.

The district also has a number of strengths and opportunities we must build upon to help the recovery. The High Speed 1 rail service brings Canterbury less than an hour away from London. The opening of the new Marlowe Theatre and the redeveloped Beane Museum and Library strengthens the cultural and tourism sector. The district's retail sector has been fairly resilient though the recession and is forecast to grow in the future. Plans to develop a 'Green Technology Park' at the University of Kent could help to safeguard and create up to 1,200 jobs in the district. We also have a well-qualified workforce with 35 per cent of the district's residents educated to NVQ 4 level or above.

Sources: ONS/KCC, 2010
2009 Cambridge model
Review of Canterbury Futures Study At a Crossroads by Experian (2011)
Gross Value Added measures the contribution to the economy from each producer, industry or sector in the UK. It is the measure used by the government to assess the overall economic well-being of an area.
2010 Canterbury District residents survey

To give you a snapshot of the people who live in our district, if there were only 100 people to reflect the make-up of the district:

- ▶ Eighty would live in urban areas and towns and 20 would live in rural areas.
- ▶ Twenty would be aged 15 to 24 whilst 18 would be 65 or older.
- ▶ Eighteen would consider themselves to have a limiting long-term illness.
- ▶ Eight would claim Disability Living Allowance or Attendance Allowance.
- ▶ Eight would be from black and minority ethnic groups.
- ▶ Seventy three would consider themselves Christian whilst 17 would have no religion.

Priority issues				
Rank	Canterbury	Herne Bay	Whitstable	Rural
1	The level of crime and anti-social behaviour	The level of crime and anti-social behaviour	Road and pavement repairs	Road and pavement repairs
2	Road and pavement repairs	The level of traffic congestion	The level of crime and anti-social behaviour	The level of crime and anti-social behaviour
3	The level of traffic congestion	Affordable decent housing	Health services	The level of traffic congestion

Our community’s priorities

We are committed to putting our customers at the heart of everything that we do. To do this we need to understand how their opinions and needs vary, and to use this information to help us tailor our services to the individual. Our 2010 Residents’ Survey helps us to better understand the views of our communities and tells us their priorities. We have used this information to help shape this and other plans and set out what we promise to do during the next five years to meet these priorities.

We asked people to tell us the issues that are most important in making the district a good place to live, and which most need improving. This helped to identify the following issues as the top priorities for our district:

- Crime and anti-social behaviour
- Road and pavement repairs
- Traffic congestion
- Affordable housing
- Health services
- Clean streets
- Job prospects
- Activities for teenagers
- Public transport

These priorities are strongly reflected in this plan. For some of these issues we can have a direct impact on improving things in the future, but for others (such as road and pavement repairs which are a Kent County Council responsibility) we have more of an influencing and lobbying role.

Differing priorities for different communities

As well as providing information about the priorities for the whole district, the 2010 Residents’ Survey has given us detailed information about how the views and needs of different groups of customers vary across the district.

For example, the table above shows the top three priorities identified by local people living in different parts of the district. This helps us to understand which issues are seen as the most important for all areas in the district, such as crime and anti-social behaviour. The survey also helps us to understand which issues are seen as the highest priorities in particular areas, for example affordable decent housing in Herne Bay.

Related plans

In developing this plan we have also taken into account priorities and issues set out in other local and Kent-wide plans. The Vision for Kent, for example, has been developed by partners across Kent from the public, private, community and voluntary sectors (known as the Kent Forum) to achieve three county-wide ambitions to grow the Kent economy, to tackle disadvantage and to put the citizen in control. These ambitions are reflected in our plan.

Our Local Development Plan is another important document as it will set out how land is used for new development 2016 to 2020. This plan is currently being developed and is closely related to this plan. It will play an essential part in shaping the district to improve lives and prosperity.

Making the vision a reality

There are other council plans that will also play an important part in helping us meet our ambitions, we mention these later on.

To keep our community’s priorities at the heart of what we do, we’ve committed to 10 pledges that commit us to do what our community has asked of us and what’s needed for the future prosperity of the district:

We will:

- support the growth of our economy and the number of people in work
- tackle disadvantage within our district
- encourage greater involvement for local people
- strive to keep our district a safe place to live and visit
- support improvements to tackle congestion and the state of our roads and pavements
- make our district cleaner and greener and lead by example on environmental issues
- support activities and facilities for children and young people
- plan for the right number of homes in the right place to create sustainable communities in the future
- support excellent and diverse cultural facilities and activities for our citizens and visitors
- support a broad range of sporting and fitness facilities and activities

How we will work

Despite the funding reductions, we are determined to maintain our standards for which we are recognised. So to achieve our pledges we know we may have to change the way we have done things in the past by exploring new ways of working, learning from, and working with others. And although we are not responsible for some of

the things residents and businesses are concerned about, we will do everything we can to encourage those who are to find solutions.

We will do this by being:

Community spirited: working in partnership with others. One of the key strengths of this district is the close working bond between the public, private and charity sectors. Working together, we achieve much more than working individually. We will continue to build on these relationships to tackle the challenges we face during the coming years.

Customer focused: using the most effective ways to deliver services to our customers in the ways they want.

Ambitious: working to make the Canterbury district one of the best places to live, work and visit in the south east and making the best use of our resources in terms of staff, money, buildings and land.

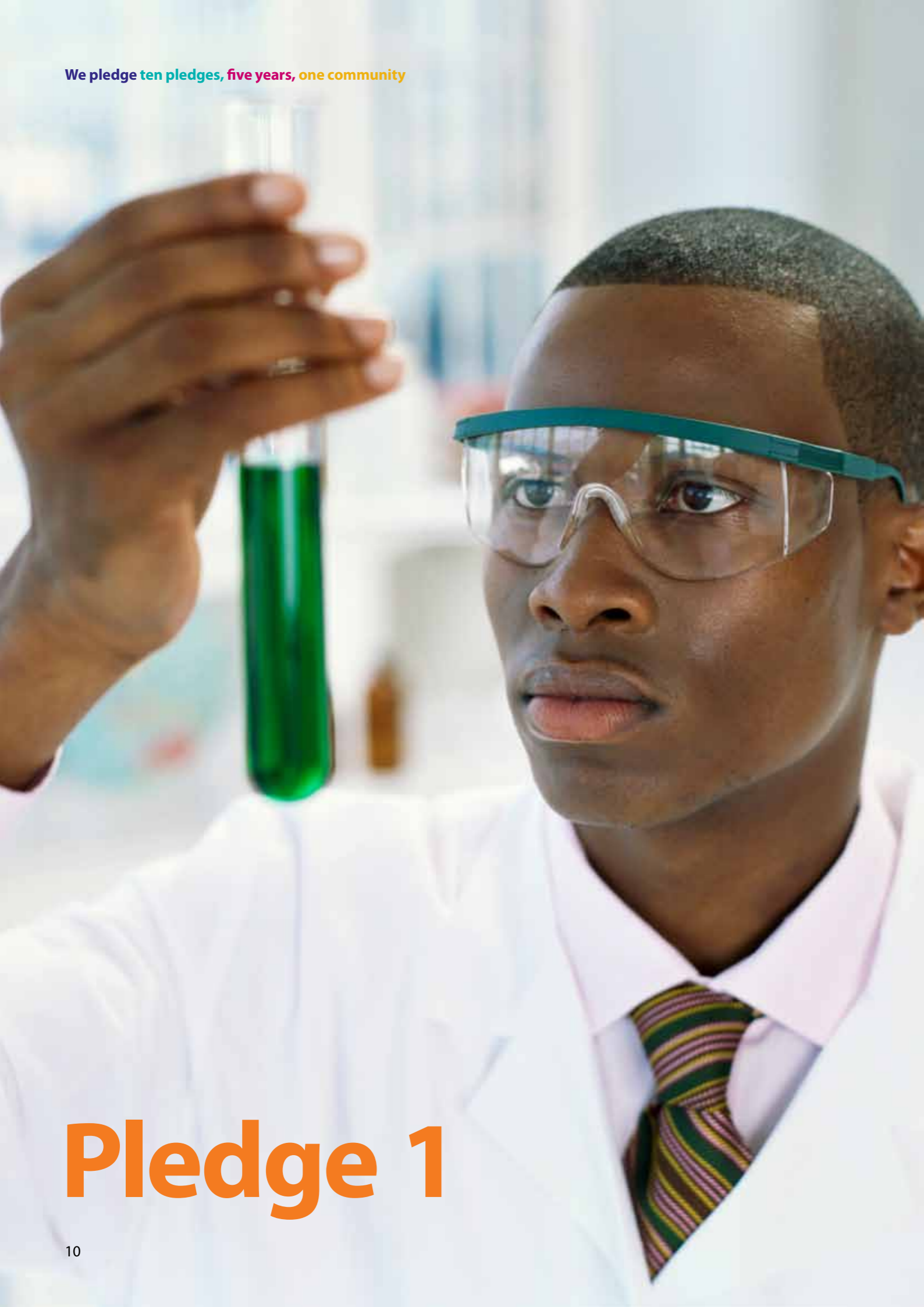
Inclusive: keeping our communities informed about the issues that are important to them and involving them in decisions that affect them.

Open and accountable: being open and honest about the decisions we make and how we spend public money.

Supportive: ensuring equal access for all to the work of the council and helping those most in need.

Professional: developing our staff and councillors to ensure they are equipped to meet the challenges ahead and deliver on our pledges.

The following pages set out our pledges and many of the activities we will carry out during the next five years. We will regularly let you know how we are doing on each of these pledges and keep listening to your views to make sure we are focussing on the right things.



Pledge 1

We will support the growth of our economy and the number of people in work



Context

We will do our utmost to influence and support the local economy, through the development of our land use plans and the lobbying of county and national government. We will also work directly with businesses to encourage them to thrive in our district.

We know that increasing the prosperity of our community is fundamental in reducing economic and social disadvantage, and increasing the capacity of local people and communities to support themselves. Job prospects and the cost of living are key priorities for younger people living in our district. This is not surprising as local resident and employee earnings remain lower in our district than the national average. The potential job losses our district faces, particularly in the public and education sectors, will make the next few years particularly challenging. Our role, working with our partners, is to lead through these uncertain times and create the right conditions to grow our local economy to keep and create good jobs for local people in our city, towns and villages. We will support small and medium businesses in creating new jobs for those lost from the public sector. We must build on past success in providing business accommodation through the new Local Development Plan which can help create the right conditions to encourage new investment that will diversify and strengthen the local economy. This pledge supports the county-wide ambition set out in the Vision for Kent to grow Kent's economy.

Where we aim to be by 2016:

By 2016 we aim to have a more diverse and resilient economy that creates a greater number of jobs which pay at or above national earnings levels.

In order to meet this aim, we would expect to see an improvement in the following measures during the next five years:

- An increase in the proportion of people working in knowledge-based businesses such as science and technology based companies.
- An increase in the number of local employees earning above average wage levels.
- An increase in the amount of employment floorspace available in the district.

We will do this by:

- Preparing and delivering a new Local Development Plan that strengthens and diversifies our economy in our city, towns and villages.
- Making best use of existing land and identifying new opportunities to enable existing businesses to stay and expand and for new businesses to locate to the area.
- Encouraging the building of the right number and type of homes in the right place to support job growth.
- Lobbying for a strategic approach to transport, which supports the growth of the local economy.
- Assisting county-wide and local initiatives that aim to improve access to digital services.
- Supporting business start up, growth and sustainability.
- Supporting higher and further education organisations to achieve their ambitions and to create jobs for new graduates and others in the local community.
- Through the council's plans, encouraging and influencing the growth of the economy especially in the knowledge-based sector (as described in our aims).
- Progressing our significant regeneration projects in the district subject to viability and resources including;
- Redevelopment of Herne Bay town centre;
- Development of the station and surrounding land at Canterbury West;
- Improvements to the environment and traffic flow at Westgate Towers and St Dunstan's; and
- Improvements to the appearance of Canterbury city centre;
- Redevelopment of Wincheap retail estate with transport improvements.
- Redevelopment of the regeneration zone at Kingsmead.
- Improvements to the sea front and the current pier platform in Herne Bay.

Other plans

These plans will also help us meet this pledge: Vision for Kent, Local Development Plan, Economic and Visitor Economy Strategy.

Partner support

Canterbury4Business, Further and Higher Education Institutions, Kent County Council, Local Schools, Canterbury City Partnership, Herne Bay Pier Trust.



Pledge 2

We will strive to keep our district a safe place to live

Context

Our area is one of the safest in Kent and crime has been reducing in the Canterbury district during recent years. Yet fears about crime and anti social behaviour still rate as a top issue among our residents. We need to do more to reduce the fear of crime and will work with the police and others to tackle problems such as noise nuisance, criminal damage, graffiti, litter, and disorderly behaviour.

This work involves dealing with issues ranging from poor parenting, drug abuse and problem drinking to keeping local public places and our heritage buildings safe and clean. It also involves targeting the offenders who cause most harm. We use information such as crime figures, anti-social behaviour reports, health and fire incidents and local knowledge to identify the neighbourhoods and issues that most require our attention and enforcement efforts.

- Tackling drug and alcohol-related anti-social and criminal behaviour in our town and city centres.
- Managing the impact of high numbers of young people studying and living in our district.
- Working with our partners to improve the look of our town and city centre and letting people know how safe the district is.

Other plans

These plans will also help us meet this pledge: Canterbury Safer Community Plan, Canterbury City Council's Enforcement Policy.

Where we aim to be by 2016:

By 2016 our communities will feel safe both in their homes and in public places. They will enjoy clean, safe and well maintained parks, beaches, town and city centres.

To meet this aim, we would expect to see an improvement in the following measures during the next five years:

- A reduction in overall crime and anti-social behaviour
- An increase in the number of people feeling safe.
- Purple flag award achieved and retained, demonstrating that Canterbury is a safe and entertaining place for evening visitors.
- City and town centres meeting or exceeding cleaning standards.

We will do this by:

- Using our enforcement powers, and our community safety teams to support the work of the district's community safety partnership's plan.
- Supporting the victims of domestic abuse, helping them to build confidence to report abuse, reduce repeat abuse and prevent future harm to them and their children.



Partner support

Canterbury District Community Safety Partnership (includes, Kent Police, Kent County Council, Kent Fire and Rescue, NHS Eastern and Coastal Kent, Kent Probation and Canterbury City Council and Voluntary Sector), Local Schools.



Pledge 3

We will plan for the right type and number of homes in the right place to create sustainable communities in the future

Context

Our 2010 Residents' Survey told us that affordable, decent housing is one of the top five quality of life issues that most needs improving. It is a major concern for young families and people who want to set up home for the first time.

We need to take some critical decisions during the next five years to meet the housing needs of our residents for the next 20 years. There are simply not enough homes at a price people can afford to pay to meet the needs of our growing population.

It is more expensive to rent or buy a home in the Canterbury district than anywhere else in east Kent. Our surveys tell us that every year we need an extra 1,104 new homes that are affordable to local people. As a result of the recession, only 111 were built in 2010. By affordable, we mean homes available at a rent or price, local people can afford to pay.

Decent housing is at the heart of sustainable communities. By this we mean stable communities that thrive because they have the right facilities - shops, health care, schools, with good transport links and in an environment where people want to live. Housing plays an important role supporting the creation of new jobs and can help achieve investment in transport improvements, schools and health care provision.

Where we aim to be by 2016:

By 2016 we will have plans in place to provide enough homes to meet local housing need and the needs of our economy.

In order to meet this aim, we would expect to see progress on the following measures during the next five years:

- An increase in the number of new additional homes built each year to suit all needs.
- An increase in the number of ready-to-develop housing sites.
- An increase in the proportion of homes that are affordable to local people.
- An improvement in average income/average house price ratio.

We will do this by:

- Effectively communicating the message about the need for new homes and explaining why more new homes are essential.
- Making better use of empty homes and the existing housing stock to meet local housing needs.
- Investing in new council homes and work that improve council estates.
- Ensuring the new Local Development Plan allocates enough land for enough homes to meet the needs of our sustainable communities in the future.
- Involving local communities in planning sustainable communities of the future.
- Positively encouraging the development of the right mix and type of homes to meet local needs.

Other plans

These plans will also help us meet this pledge: Housing Strategy, Local Development Plan.



Partner support

East Kent Housing, Registered Social Landlords.



Pledge 4

We will support improvements to tackle traffic congestion and the state of our roads and pavements

Context

Roads and pavement repairs are the top priority for our residents and businesses. The council can only achieve improvements to traffic congestion, roads and pavements with the specific support and encouragement of Kent County Council which is the lead local organisation responsible for transport and highway matters. We will work closely with the county to influence and encourage them and government to tackle this important issue.

Congestion is at its worst in the city and town centres, but affects our rural residents too. Canterbury is recognised as a regional “hub” for education and shopping and is a major visitor centre attracting millions of visitors a year. More than 160,000 vehicles enter the city centre every day but 11 per cent of the traffic on Canterbury’s ring road is through traffic. The layout of the city with its medieval streets, heritage buildings and city walls presents a challenge and makes traffic management solutions difficult. Not surprisingly the city is very congested in peak times and has a relatively high number of accidents and road works. Consequently parts of the city suffer from poor air quality and the council has an Air Quality Management Plan in place.

Whitstable town centre also suffers from congestion for example the High Street is regularly blocked by deliveries and parking can be problematic. The challenge here is to maintain the attraction of the town to which High Street retailers and business contribute whilst ensuring that trade can continue. Ideas are being discussed about how to improve traffic flow.

In Herne Bay the redevelopment of the town centre is being designed to minimise traffic problems.

Where we aim to be by 2016:

By 2016 more people will choose to travel sustainably, (for example by public transport) congestion will remain at 2011 levels and air quality will not have worsened. In order to meet this aim, we would expect to see progress on the following measures during the next five years:

- Keeping traffic movements on Canterbury’s ring road to 2011 levels.

- Increasing the number of people using park and ride
- Improving air quality measures.
- Seeing a reduction in the proportion of people saying that traffic congestion needs to be improved.

We will do this by:

- Working closely with the Kent County Council in the management of roads and pavements and taking action to discourage inappropriate parking on pavements.
- Championing improvements to support the district’s road networks including completing the fourth A2 slip road at Wincheap.
- Reviewing our parking strategy to increase car parking spaces at our park and rides, reduce city centre parking spaces and set parking charges to influence travel choice.
- Ensuring new building development occurs in the right places to support broader travel options and promoting alternatives to reduce traffic across the district.
- Improving traffic flow through greater use of interactive signs, better linking of traffic signals and creation of transport hubs.
- Encouraging sustainable travel by supporting improvements to public transport, increasing cycling and walking routes, car clubs and charging points for electric and hybrid cars.
- Encouraging businesses to develop plans that minimise congestion and parking problems.

Other plans

These plans will also help us meet this pledge: Transport Strategy – ‘Unlocking the Gridlock’, Local Development Plan.

Partner support

Kent County Council, Stage Coach, Network Rail, Highways Agency, SPOKES, Sustrans, Local Schools.





Pledge 5

We will make our district cleaner and greener and lead by example on environmental issues

Context

We need to conserve and enhance our beautiful towns, coastal and rural landscapes for our future generations. As well as tackling problems such as pollution, graffiti and littering, we must also increase involvement in environmental education and volunteering. This should include giving communities the opportunity to influence and in some cases take on the services to improve neighbourhoods and communities. We need to balance the protection of the environment with the need to provide housing, services and jobs for our local community. Our Local Development Plan and environment policy recognise that future development will be necessary, but this should be appropriate and for the long term. This means that it should not place undue burdens on the environment. As an organisation we will lead by example by reducing our own environmental footprint and in response to public concerns about the environment, we will also encourage better energy efficiency schemes such as home insulation and solar panels. Further developing the so called 'green' economy and promoting the district as a green visitor destination will also be essential.

Where we aim to be by 2016:

By 2016 the Canterbury district will be a cleaner, greener place to live and visit.

In order to meet this aim, we would expect to see progress on the following measures during the next five years:

- A reduction in our energy usage and carbon emissions as an organisation.
- An increase in the proportion of people agreeing that the council "is working to make the area cleaner and greener".
- An increase in the proportion of people saying that they are satisfied with the environmental services provided by the council (such as recycling and street cleanliness).
- An increase in the proportion of local sites where conservation management has been or is being implemented.

We will do this by:

- Reducing our own impact on the environment through the efficient use of resources.
- Increasing the range and amount of materials collected for recycling and composting.
- Publishing and monitoring annual targets for reducing carbon emissions from our own operations.
- Ensuring that our plans and activities give sufficient protection to heritage sites and the built and natural environment.
- Working with communities and partners to reach the highest possible standards of maintenance and cleanliness for our streets, parks, open spaces and beaches.
- To work with partners to identify and improve local biodiversity and habitats.
- Support and encourage renewable energy generation and energy efficiency initiatives.

Other plans

This plan will also help us meet this pledge: Environment Policy (due to be reviewed in 2012), Kent Downs AONB Management Plan, Open Spaces Strategy.



Partner support

Kent Downs AONB, Environment Agency, KCC, Canterbury Environment Group, 'Friends of' groups, residents and tenants associations and Parish Councils, Local Schools.



Pledge 6

We will support facilities and activities for children and young people

Context

There are almost 25,000 children and young people aged 15 or under and 26,700 aged 16 to 24 years living in the district. We know that local services to children and young people are seen as a priority by many local people.

The council and its partners provide a wide range of services which impact on children and young people. Some services are for all children and young people for example play areas, sports activities and museums. Others are specifically targeted at the most vulnerable such as the Riverside Children's Centre, children and youth team activities.

With public spending on services to children and young people being reduced, it will be important during the coming years to support the community and voluntary sector in providing and maintaining these valued services to children, young people and their families.

Where we aim to be by 2016:

By 2016 children, young people and their families will benefit from having better and more targeted services available to them. They will have more influence over and be better informed about issues and decisions that affect them.

In order to meet this aim, we would expect to see progress on the following measures during the next five years:

- An increase in the number of council consultation exercises which have included children and young people.
- A decrease in the number of people saying that facilities for children and young people need improving.
- An increase in the number of children and young people responding to the new 'Young Residents' survey.
- An increase in the number of children and young people engaging in cultural activities at The Marlowe Theatre and museums.

We will do this by:

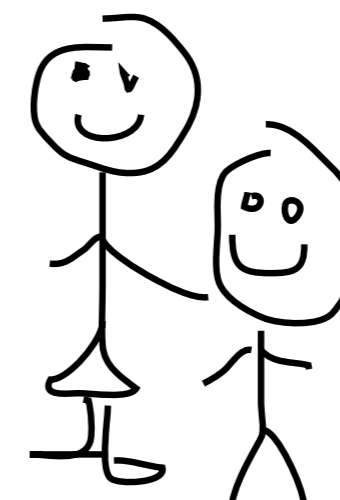
- Prioritising support and resources to target the most vulnerable children and young people.
- Improving play, leisure and cultural provision both directly and by supporting other organisations.
- Increasing children and young people's influence on council services, regeneration and planning for the future.
- Engaging children and young people in projects to promote understanding between different groups – including older people, black and minority ethnic communities, people with disabilities.
- Introducing a new 'Young Residents' Survey' to complement the Residents' Survey.
- To recognise and harness the volunteering efforts of students to help improve the communities in which they live.

Other plans

These plans will also help us meet this pledge: Community Development Plan, Safeguarding Policy, Canterbury District Children and Young People's Plan, Open Spaces Strategy, Community Development Strategy, Safeguarding policy.

Partner support

Local Children's Trust, Community and Voluntary Sector, Kent Youth Service and Parish Councils, Local Schools.





Pledge 7

We will support excellent and diverse cultural facilities and activities for our residents and visitors

Context

Canterbury is a culturally vibrant district providing and nurturing a vast array of facilities, activities, events and skills. This includes theatre, museums and art galleries, festivals and events and a growing creative sector whose organisations and individuals are gaining national and international recognition. This is a key factor in making somewhere a great place to live, learn and work. It is also a key strength of our visitor and business sectors, something our local economy is reliant upon. In the past 10 years significant investment has been made in culture across the district culminating in 2011/12 with the opening of the new Marlowe Theatre and Beaneys Museum and Library and the Colyer-Fergusson centre for Music Performance. There has also been a significant increase in funding of new cultural programmes, festivals and events celebrating the best the district has to offer.

We fully expect the impact of these investments to have a major knock on effect for local business and tourists as well as offering greater facilities for our residents. The Turner Contemporary in Margate, the work of the Creative Foundation in Folkestone and opportunities arising from the 2012 Olympic Games, all present further opportunities to boost the local economy and get people more engaged in cultural activities. Nationally cultural funding is shrinking, increasing pressure on the cultural sector locally. We must consider how the council can most effectively support the sector and the visitor market. We must place greater emphasis on working with partners and explore other ways of providing these services and facilities where this would support the future viability of cultural provision across the district and east Kent.

Where we aim to be by 2016

By 2016 Canterbury will be recognised locally, nationally and internationally, as a place to experience world class culture and heritage.

In order to meet this aim, we would expect to see progress on the following measures during the next five years:

- An increase in the proportion of people saying that they are satisfied with cultural activities.
- An increase in the individuals and organisations

achieving regional/national recognition for excellence, leadership and cultural achievements.

- An increase in the average spend of visitors to the district.

We will do this by:

- Promoting the district as a world class cultural and heritage place to live, work, learn and
- Making the most of the recent major investment in culture by supporting programmes, encouraging excellence and promoting creativity and innovation.
- Encouraging greater participation in our cultural facilities, events and activities.
- Build on Canterbury's international reputation to attract higher spending visitors to the district.
- Supporting partner organisations and individuals to improve and grow the range of cultural activities and make the district a more attractive place to visit.

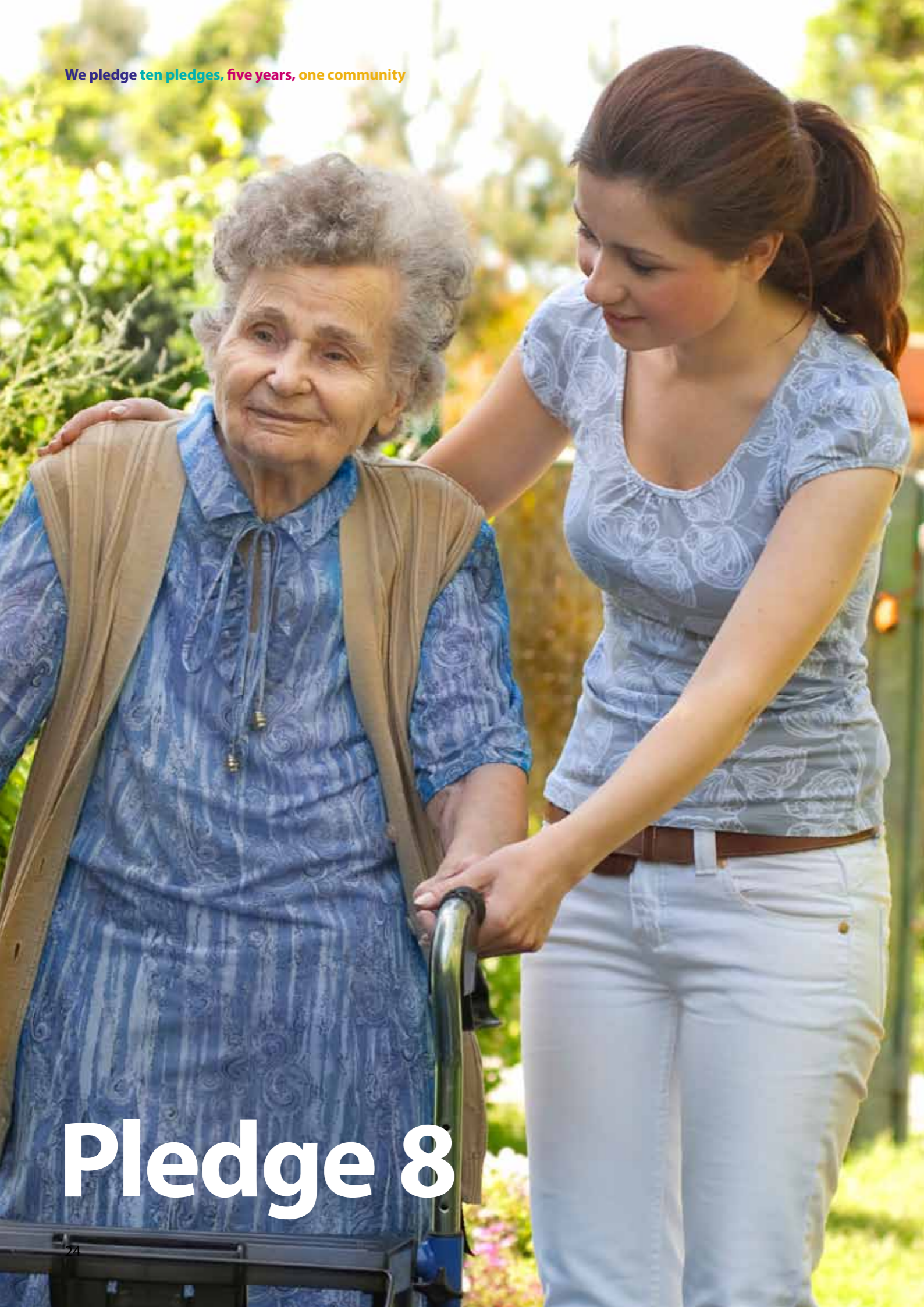
Other plans

This plan will also help us meet this pledge: Cultural Policy.

Partner support

Canterbury4Culture, Heritage Partnership, Creative Canterbury, Visit Kent, local cultural and tourism providers, Higher and Further Education Institutions, Local Schools.





Pledge 8

We will tackle disadvantage within our district

Context

The reductions in public spending may hit certain areas and some communities particularly hard. Some could find themselves in even more difficult circumstances as a result of the reduction of some funding and services.

The social impact of job losses in our district will generate greater needs amongst our residents at a time when resources are being squeezed tighter and will make the task of tackling disadvantage even harder.

Understanding our communities better is essential in identifying and removing barriers to services and opportunities that they need and working towards an inclusive society. We will use the information that we routinely gather to help understand the needs of specific groups, such as disabled people and to help us provide the right services, in the right way. This pledge supports the county-wide ambition to tackle disadvantage set out in the Vision for Kent.

Where we aim to be by 2016:

By 2016 we will have removed many of the barriers that prevent people from getting the services and facilities they need and will be enjoying building better lives as a result.

To meet this aim, we would expect to see an improvement in the following measures during the next five years:

- A reduction in the number of young people not in education, employment or training.
- An increase in the number of people from disadvantaged groups satisfied with the area as a place to live.
- An increase in the number of 16 and 17 year olds in suitable accommodation.
- A reduction in the number of excess winter deaths.

We will do this by:

- Supporting the voluntary and community sector, with funding and advice, to maintain services to vulnerable and older people.
- Involving disadvantaged communities in projects and activities which raise aspirations and improve their opportunities.

- Working with partners to tackle the main health issues affecting local people.
- Identifying disadvantaged groups and carrying out research to better understand the problems they face in getting services they need.
- Tackling youth homelessness.
- Supporting activity that improves the employment and training opportunities available to our young people.
- Fair and efficient implementation of national council tax and benefit changes.

Other plans

These plans will also help us meet this pledge: Vision for Kent, East Kent Homelessness strategy, Community and Voluntary Sector Compact, Community Health and Wellbeing action plan, Kent Partners Compact, Canterbury District Children and Young People's Plan, Kent Health Strategy, emerging Health Outcomes Framework, Healthy Child Strategy.

Partner support

East Kent Housing Forum, Community Health and Wellbeing Group (includes groups such as Agewise), Community and Voluntary Sector, Higher and Further Education Institutions, Kent County Council and Local Children's Trust, Local Schools.





Pledge 9

We will encourage greater involvement for local people

Context

It is the government's policy to move power away from the state to communities and individuals by encouraging, supporting and enabling people to take an active role in their communities. These aims are supported by this council through this pledge. This could be through helping local people, community groups, private sector and other public sector bodies to run and improve local services themselves or through the planning system where residents will have a far bigger role to play in shaping their neighbourhoods and communities. This pledge supports the county-wide ambition set out in the Vision for Kent to put citizens in control.

Where we aim to be by 2016:

By 2016 our communities will be even more active, influencing policy makers, running services and managing facilities.

In order to meet this aim, we would expect to see an improvement in the following measures during the next five years:

- An increase in the proportion of people who have given unpaid help to groups or organisations.
- An increase in the number of people getting involved in preparing neighbourhood plans.
- An increase in the number of people saying that they feel they can influence the decisions that affect their local area.
- An increase in the number of voluntary and community organisations involved in the delivery of council services.

We will do this by:

- Encouraging more people to get involved and influence the council decisions that affect them.
- Working with partners to develop and support new volunteering opportunities and recruit new volunteers.
- Promoting opportunities for community groups, voluntary sector, parish councils, and the private sector to take on responsibility for some council services, and building their capacity to do so.
- Working with communities to identify their needs and helping them find ways to meet them.

Other plans

Vision for Kent, Community Development Strategy, Kent Partners Compact, Canterbury District Children and Young People's Plan.

Partner support

Canterbury District Community Alliance, Volunteer Centres, CaDVAS, Kent County Council, Voluntary Sector, Local Children's Trust, Parish Councils, Local Schools.



We will support a broad range of sporting and fitness facilities and activities

Context

We recognise that we have an important role to play in supporting local people to increase lifelong participation in sport, physical activity and active lifestyle choices. Taking part in regular exercise not only improves physical health but also mental wellbeing. It contributes to improving broader public health and reduces the burden on local healthcare services. We can increase participation in a number of ways for example, through our planning system we should provide for a diverse range of sporting facilities as well as supporting our existing leisure facilities. We are fortunate to have a broad range of leisure facilities and some exciting new developments such as the new leisure facilities at Herons Leisure Centre in Herne Bay as well as many parks, open spaces and beaches. It is important that we maximise their use, take advantage of the 2012 Olympics and encourage people currently not involved in physical activity to get active. In these challenging financial times we must also find solutions to ensure the future viability of the facilities our district has to offer.

Where we aim to be by 2016

We will have made a significant contribution to improving health and wellbeing in our district and we will have more people leading physically active lifestyles. In order to meet this aim, we would expect to see progress on the following measures during the next five years:

- An increase in the number of adults participating in physical activity (also shown by over 50's).
- An increase in the number of visits to leisure facilities owned by the council.
- An increase in the number of people participating in sports development programmes.
- A reduction in Obesity levels in children.

We will do this by:

- Encouraging providers to offer increased opportunities for the community to access the widest possible range of sports and physical activity.
- Undertaking a range of promotional campaigns through Active Canterbury to increase participation and enjoyment in sport and physical activity and to encourage more active lifestyles.
- Ensuring the future management arrangements for our leisure facilities encourages innovation and creates opportunities to increase participation in physical activity.
- Securing a suitable home for Canterbury City Football Club.
- Promoting and encouraging the use of informal spaces, such as countryside, parks, open spaces and beaches, to improve physical activity levels.

Other plans


This plan will also help us meet this pledge: Cultural Policy.

Partner support

Active Canterbury, NHS Eastern and Coastal Kent, local leisure and sports providers, Higher and Further Education Institutions, Open Spaces Strategy and parish councils, Local Schools.

Pledge 10





This information is also available in other formats including Braille, large print, audiotape and other languages. Please phone **Paul Swan** on **01227 862 525** or email **paul.swan@canterbury.gov.uk**.

For more information contact **Lorna Ford** on **01227 862 068** or **01227 862 000** email **lorna.ford@canterbury.gov.uk** or visit our website **www.ourpledges.canterbury.gov.uk**