

Canterbury City Council

Draft Corporate Plan 2016-2020



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1. Introduction - Councillor Simon Cook

Our city, our towns, our council and local government, are at a crossroads. We have tough choices to make.

However, Canterbury has made great strides. Recently named the 'most vibrant' city in England, our ancient heritage is now enhanced by modern iconic buildings that, nevertheless, add to its timelessness. The unique mix of our universities and their thousands of students; the developing creative and IT based businesses, our exciting cultural scene, and the millions of people who visit each year from across the globe, creates an environment and climate which has the potential to take the city beyond anything it has so far achieved, punching well above its weight.

Herne Bay, with its pier, seafront and Victorian glory, is building on these assets - modernising itself, and attracting new types of business. We will continue to invest in its infrastructure and upgrade its heritage, as well as concentrating on business growth.

Whitstable has emerged as one of the jewels of the south east. Working with the local community, we will be sensitive in making changes only when necessary, improvements only where they add to the atmosphere.

Our villages, settled in countryside of national importance, should be sustainable and self-reliant focal points for local life, small business growth, and the rural economy.

Our intent, beginning now, is to build on those strengths and create opportunities for people and businesses to thrive and prosper. We will do what we can ourselves. Where it makes sense, we will work in partnership. We have the mandate to lead this ambition, and we are determined to do so.

Our council, as a member of the local government community, is determined to thrive despite the financial challenges we face.

By 2019, we aim to be financially self-reliant, delivering our services and ambitions without a needs based grant from central government. We want to lead the next stage of development of our city and district, helping to create growth and prosperity, but doing it as cost-effectively as possible. We are determined to challenge the status quo to get the best value for money for our taxpayers, invest in the infrastructure our district needs, and tackle the social and economic issues that are important to our citizens. When taking our decisions, we will do so in an open and transparent way, and only take decisions in private when we are obliged to do so. When developing our service delivery and information availability, we will do so with the needs of our customers foremost in our design, and with the maximum possible amount of cost-effective digital access.

This plan is ambitious. We have no way of foretelling the future and it may be that we cannot achieve all of our ambitions. We prefer, however, to clearly set out these ambitions – in so doing, to give a lead to our communities, and to concentrate our vision, resources and work with partners so as to achieve them. We can modify our ambitions accordingly to our circumstances, and keep the public in touch with our progress.

Our plans to do this are clear and measurable. Our three key areas of action are:

People

Places, and

Prosperity

Within each of these areas, we have a number of ambitions to make the difference we are determined to make.

2. Principles

- Principle 1** We will make clear and transparent decisions having been informed by local opinion
We will do this by ensuring that:
- a) we will consult only where there is a genuine opportunity to influence the decision
 - b) when consultation is appropriate, it should take place at a stage in the process when it can genuinely influence the outcome
 - c) sufficient information is provided to allow consultees to provide an informed response
 - d) the consultation will be open and accessible to all relevant interested parties
 - e) the results of the consultation will be taken into account and made publicly available
- Principle 2** We will encourage local individuals and communities to become self-reliant and actively engaged in improving facilities, activities and the environment
- Principle 3** We will provide services that are as accessible as possible to local people and businesses
- Principle 4** We will manage our assets to maximise their benefit to the council and the community
- Principle 5** We will provide good value for money, defined by the balance between customer satisfaction, cost and effectiveness
- Principle 6** We will take a commercial approach wherever appropriate, to help us achieve our aim of being self-financing
- Principle 7** We will continue to make the most of our ability to attract additional funding and investment
- Principle 8** We will be as sensitive as possible about our own environmental impact and work with others to do the same
- Principle 9** We will deliver all our services, and treat everyone, without discrimination or inequality
We will do this by fulfilling our duties under the Equalities Act 2010, having due regard to:
- a) eliminating discrimination, harassment and victimisation
 - b) advancing equality of opportunity between people who share a protected characteristic¹ and people who do not share it
 - c) fostering good relations between people who share a protected characteristic and people who do not share it
 - d) taking the impact on those with protected characteristics into account when we make decisions

¹ 'Protected characteristic' is a term used to refer to the groups of people protected under the Equality Act 2010 – defined by age; sex; religion/belief; sexual orientation; disability; race; pregnancy & maternity; marriage and civil partnership; gender reassignment

3. Residents' Priorities

Every year the council undertakes a survey of residents to find out how we are doing and what residents' priorities are for the future. In 2015, over 3000 local people took part in the survey. We asked residents what was most important in making somewhere a good place to live and what most needed to be improved. The top 10 issues are listed in order of priority, below. The council can only influence some of these directly and we are specifically focussing this plan on where we can make a difference.

1. **Feeling safe (fear of crime)** – Kent Police play the lead role in this. Our contribution is set out under aim 4 (page 9, below) and focusses on dangerous parking, neighbour nuisance, crime prevention using CCTV and using planning powers to 'design out crime'.
2. **Level of traffic congestion** – Kent Highways are the lead for this. Our contribution is set out under aims 2 and 10, (pages 7 and 15 below) focussing on cycle routes and park and ride.
3. **Affordable decent housing** – we play a lead role in this. Our contribution is in aim 1 (page 6 below) and includes building affordable housing, our commitment to new homes in the district and working with the private sector to improve standards.
4. **The level of anti-social behaviour** – see 1, above
5. **Clean streets** – this is our responsibility, as set out in aim 7 (page 12 below) and we predominantly deliver these services via our contractor.
6. **Quality of roads** – Kent Highways are responsible for this, our role is facilitating new road networks through our Local Plan. Aim 10 (page 15 below) sets out our priorities.
7. **Public transport** – we supplement public transport networks through provision of park and ride – aim 10 (page 15 below)
8. **Quality health services** – Clinical Commissioning Groups, NHS and KCC are the leads. Our contribution is set out in aim 2 (page 7 below) and includes ensuring there is suitable provision of leisure facilities to promote good health and working with particular communities where they have poorer health than others.
9. **Job prospects** – our role is supporting business growth and enabling economic growth, as set out in aims 9 and 10 (pages 14 and 15 below)
10. **Level of street homelessness** – we are one of a number of organisations who impact on this. Our role is set out in aim 1 (page 6 below) and includes providing accommodation and supporting those at risk of homelessness.

4. **Plan on a page** - Our aims are and objectives are summarised in the table below:

People	Residents enjoy a good quality of life and those in need are supported
We aim to do this by:	<ol style="list-style-type: none"> 1. Working to achieve enough high quality housing to meet everyone's needs 2. Contributing to the good health of local people 3. Focussing our community support on those in most need of it 4. Acting with others to protect communities from flooding, crime and anti-social behaviour 5. Inspiring people through a wide range of cultural activities and opportunities
Places	We make the most of our unique built and natural environment
We aim to do this by:	<ol style="list-style-type: none"> 6. Making our city, towns and villages places to be proud of 7. Keeping our district clean 8. Protecting and enhancing our open spaces, heritage and wildlife
Prosperity	The district has a resilient, diverse economy which supports job growth
We aim to do this by:	<ol style="list-style-type: none"> 9. Supporting Business Growth 10. Enabling infrastructure improvements to regenerate our urban spaces and deliver economic growth

5. What we aim to achieve by 2020:

Working to achieve enough high quality housing to meet everyone's needs	
We aim to...	Measuring our performance:
<ul style="list-style-type: none"> • work with developers to deliver 16,000 new homes and to get maximum benefit from them as envisaged in our Local Plan by 2031 • build housing for those who struggle to afford market prices • reduce homelessness • encourage purpose-built student accommodation • intervene to improve the quality of accommodation in the private rented sector • enable people to live independently 	<ul style="list-style-type: none"> • number of new council houses built • % of major planning applications dealt with in 13 weeks • number of new homes approved by planning • number of people on our housing waiting list • reduction in the number of repeat homelessness applications • percentage people helped to avoid becoming homeless • number of: <ul style="list-style-type: none"> - empty homes brought back into use - private sector housing interventions - properties adapted using the Disabled Facilities Grant
<p>We will also monitor the following measures to understand what impact we and our partners are having on broader issues that need to be tackled in our district:</p> <ul style="list-style-type: none"> • number of people rough sleeping • the total number of new homes actually built and the number of affordable homes within that • average house price compared with average income 	

2. Contributing to the good health of local people

We aim to...	Measuring our performance:
<ul style="list-style-type: none"> • ensure affordable, varied and locally accessible facilities for leisure • rebuild or refurbish Kingsmead Leisure Centre • open a new leisure facility in Whitstable • rigorously apply standards to food safety • enable the improvement of cycle routes • tackle health inequalities² through our work with specific target groups³ 	<ul style="list-style-type: none"> • number of visits to leisure centres by target groups³ • satisfaction levels for our leisure centres, sports pitches and play areas • number of GP health referrals to our leisure centres • % of food premises scoring 3+ under the food hygiene scheme • number of people from our target groups³ engaged in activity to improve health • number of people engaged in activity to improve mental wellbeing
<p>We will also monitor the following measures to understand what impact we and our partners are having on broader issues that need to be tackled in our district:</p> <ul style="list-style-type: none"> • a selection of health measures – including life expectancy, mental health prevalence, obesity, teenage pregnancy, dementia prevalence • participation in physical activity • maintenance and use of cycle routes • NO₂ levels and other air quality measures 	

² Health inequalities – where particular communities experience poorer health and lower life expectancy than others

³ Our target groups are defined in section 6 of this document

3. Focussing our community support on those in most need of it

We aim to...	Measuring our performance:
<ul style="list-style-type: none"> • focus early intervention work on our target groups⁴ to increase self-reliance and reduce the impact on public services • focus our resources for community support on those individuals and families who we and partner organisations believe are most in need of that support • raise staff awareness on how to meet to the needs of vulnerable groups (for example dementia) • sign-post individuals in need to other organisations/services that can provide support • work with others to tackle isolation and financial hardship • provide the Lifeline service for vulnerable people 	<ul style="list-style-type: none"> • % families from catchment area registered at the Riverside Children’s Centre • investment in voluntary sector services to support target groups • number of staff attending awareness raising training sessions (for example dementia awareness, Domestic Abuse) • investment in community centres and village halls • Lifeline – service take-up and satisfaction
<p>We will also monitor the following measures to understand what impact we and our partners are having on broader issues that need to be tackled in our district:</p> <ul style="list-style-type: none"> • elderly population growth and numbers living alone • domestic abuse • dementia rates • homelessness • alcohol/drug/self-harm hospital admissions in adults and young people 	

⁴ Our target groups are defined in section 6 of this document

4. Acting with others to protect communities from flooding, crime and anti-social behaviour

We aim to...	Measuring our performance:
<ul style="list-style-type: none"> • limit the impact of damaging flooding • enforce action against anti-social behaviour - including dangerous parking and neighbour nuisance • work with communities and the police on crime prevention and detection - including through the effective use of CCTV • 'design out crime' through encouraging well thought out urban development through our planning powers 	<ul style="list-style-type: none"> • financial investment in flood prevention • crime and anti-social behaviour cases resolved through partnership working with Police and other organisations • number of crime investigations involving our CCTV footage • number of parking tickets issued for contraventions that add to traffic congestion • % of successful outcomes through planning enforcement
<p>We will also monitor the following measures to understand what impact we and our partners are having on broader issues that need to be tackled in our district:</p> <ul style="list-style-type: none"> • crime and anti-social behaviour incidents • cases resolved through partnership work • repeat domestic abuse cases • number of fatal road accidents 	

5. Inspiring people through a wide range of cultural activities and opportunities

We aim to...	Measuring our performance:
<ul style="list-style-type: none"> • offer a broad programme at the Marlowe Theatre which appeals to all residents • develop a fascination for the theatre through our work with young people • educate and interest people of all ages through varied museums programmes and collections • facilitate successful local entertainment and community venues in the city, towns and villages • encourage and provide a diverse range of festivals, markets and events • support community cultural activities • offer an affordable box office service to support local cultural groups • support and publicise activities and venues which will appeal to younger people • develop a new multi-screen cinema at Kingsmead 	<ul style="list-style-type: none"> • number of visits to the Marlowe, museums and the King's Hall • average attendance at a Marlowe Theatre performance (% against capacity – main auditorium and community space) • number of visits to the facilities we invest in (for example Horsebridge, Whitstable Castle) • customer satisfaction with our leisure and culture facilities • number of people engaged in cultural/leisure activity from target groups • number of community ticket sales made through the box office service
<p>We will also monitor the following measures to understand what impact we and our partners are having on broader issues that need to be tackled in our district:</p> <ul style="list-style-type: none"> • economic impact of cultural facilities and activities • economic impact of tourism • educational attainment 	

6. Making our city, towns and villages places to be proud of

	Measuring our performance:
<p>Across the district, we aim to:</p> <ul style="list-style-type: none"> insist on high quality design for new developments take enforcement action where planning process is breached <p>In Canterbury, we aim to:</p> <ul style="list-style-type: none"> invest in public places - upgrading the high street; Castle Street; Orange Street and the Friars investigate extending the pedestrian area in the city centre upgrade the market street tree replacement programme work with our partners to maintain Purple Flag accreditation <p>In Herne Bay, we aim to:</p> <ul style="list-style-type: none"> develop the Beach Street area complete town centre developments complete the Aldi and Sainsbury developments <p>In Whitstable, we aim to:</p> <ul style="list-style-type: none"> deliver improvements around Whitstable harbour to enhance public realm and accessibility <p>In the rural areas, we aim to:</p> <ul style="list-style-type: none"> deliver environmental improvements in Herne and Sturry to complement the new relief roads 	<ul style="list-style-type: none"> footfall increases following public realm improvements satisfaction levels following public realm improvements number of people travelling by bus and train number of green flag awards for parks number of quality coastal awards number of public realm improvements delivered
<p>We will also monitor the following measures to understand what impact we and our partners are having on broader issues that need to be tackled in our district:</p> <ul style="list-style-type: none"> % of residents saying they have pride in the local area retention of blue flags for water quality and In Bloom awards number of awards for quality design in the district 	

7. Keeping our district clean

We aim to...

- clean the streets regularly and thoroughly
- collect waste and recycling efficiently
- remove fly-posting and graffiti
- prevent littering through awareness-raising and rigorous enforcement

Measuring our performance:

- number of vehicles using park and ride
- satisfaction with street cleaning and waste collection
- % of household waste sent for reuse, recycling and composting
- number of missed bins per 100,000 collections
- number of fixed penalty notices issues and prosecutions for littering, fly-tipping, and fly-posting
- removal of graffiti and fly-tipping within agreed time limits

We will also monitor the following measures to understand what impact we and our partners are having on broader issues that need to be tackled in our district:

- % of residents saying that they are satisfied with their local area as a place to live

8. Protecting and enhancing our open spaces, heritage and wildlife

We aim to...

- manage and invest in our heritage assets across the district
- manage natural sites we own to enhance the wildlife that use them
- create and maintain high quality open space
- make our parks, play areas and open spaces places people want to use
- enable the expansion of Duncan Down
- extend and enhance Canterbury's riverside network
- implement the Reculver management plan
- in partnership with the RSPB, deliver the Seasalter levels environmental restoration project

Measuring our performance:

- % of residents satisfied with parks, play areas and open spaces
- % of residents using parks, play areas and open spaces
- % of SSSI sites are in favourable or recovering conditions by 2020
- number of volunteers involved in activities to protect and enhance open space, heritage and wildlife

We will also monitor the following measures to understand what impact we and our partners are having on broader issues that need to be tackled in our district:

- quantity of open space delivered in new developments

9. Supporting business growth	Measuring our performance:
<p>Across the district, we aim to:</p> <ul style="list-style-type: none"> • increase the amount of overnight and holiday accommodation to enhance tourism • deliver business start-up space • create hi-tech work spaces via a business hub, and through the use of our planning powers • use our procurement opportunities to secure jobs and apprenticeships for local people (for example during major building projects) <p>In Canterbury, we aim to:</p> <ul style="list-style-type: none"> • build on the business opportunities offered by higher education's impact on the city • encourage the retention of graduates by creating a welcoming place with suitable jobs for them • work with education providers to develop relevant local skills to enable job growth <p>In Herne Bay, we aim to:</p> <ul style="list-style-type: none"> • improve marketing and visitor signage to increase spend in Herne Bay • support the establishment of sustainable town centre management activity • support the development of activity on Herne Bay Pier <p>In Whitstable, we aim to:</p> <ul style="list-style-type: none"> • support diversification through business development <p>In rural areas</p> <ul style="list-style-type: none"> • support new business ideas, services and community initiatives that will help grow the economy (for example through initiatives such as the East Kent Leader programme) 	<ul style="list-style-type: none"> • number of jobs supported through council-provided workspace • amount of external investment secured for business support and business start-up • number of jobs created through our procurement • number of apprenticeships created through our procurement
<p>We will also monitor the following measures to understand what impact we and our partners are having on broader issues:</p> <ul style="list-style-type: none"> • new business registration rates and business survival rates • economic impact of the universities • unemployment levels • graduate retention • % of high value jobs (science, professional services, creative industries); comparative wage levels (residents/people coming here to work) • economic value of the tourist economy • amount of employment space lost or gained each year • visitors' length of stay in the district 	

10. Enabling infrastructure improvements to regenerate our urban spaces and deliver economic growth	Measuring our performance:
<p>Across the district, we aim to:</p> <ul style="list-style-type: none"> • support the roll-out of the most advanced digital technology • make our car parks as accessible and attractive as possible <p>In Canterbury, we aim to:</p> <ul style="list-style-type: none"> • attract a destination hotel to the city • deliver the a new hotel on the Slatters site • complete the final phase of regeneration at Kingsmead • have an agreed development scheme at Wincheap • enable the building of the last Wincheap A2 slip road • enable the building of the a new Bridge A2 junction • increase park and ride capacity • work with others to deliver a digitally smart City <p>In Herne Bay and Whitstable</p> <ul style="list-style-type: none"> • explore creating a park and ride service at Whitstable • encourage a town centre hotel in Herne bay • develop the land to the east of Whitstable Harbour • make Whitstable Harbour an iconic destination in the south east <p>In rural areas</p> <ul style="list-style-type: none"> • enable the building of the Herne relief road • enable the building of the Sturry relief road 	<ul style="list-style-type: none"> • amount of external investment secured for infrastructure projects • amount of council investment in infrastructure • park and ride usage rates

Our effectiveness as an organisation

In addition, we will monitor how effective we are as an organisation through the following:

- % residents satisfied with the way the council runs things
- % of people who think the council keeps them well informed
- % residents who feel they can influence decisions that affect their local area
- % Council Tax collected
- % business rates collected
- value of business rates collected
- number of Ombudsman complaints resulting in maladministration
- % of Freedom of Information enquiries replied to within 20 days
- average time waiting to be seen as the Contact Centre (in minutes)
- customer contact centre telephone call response rate
- number of visits to the website
- number of online transactions initiated and % completed

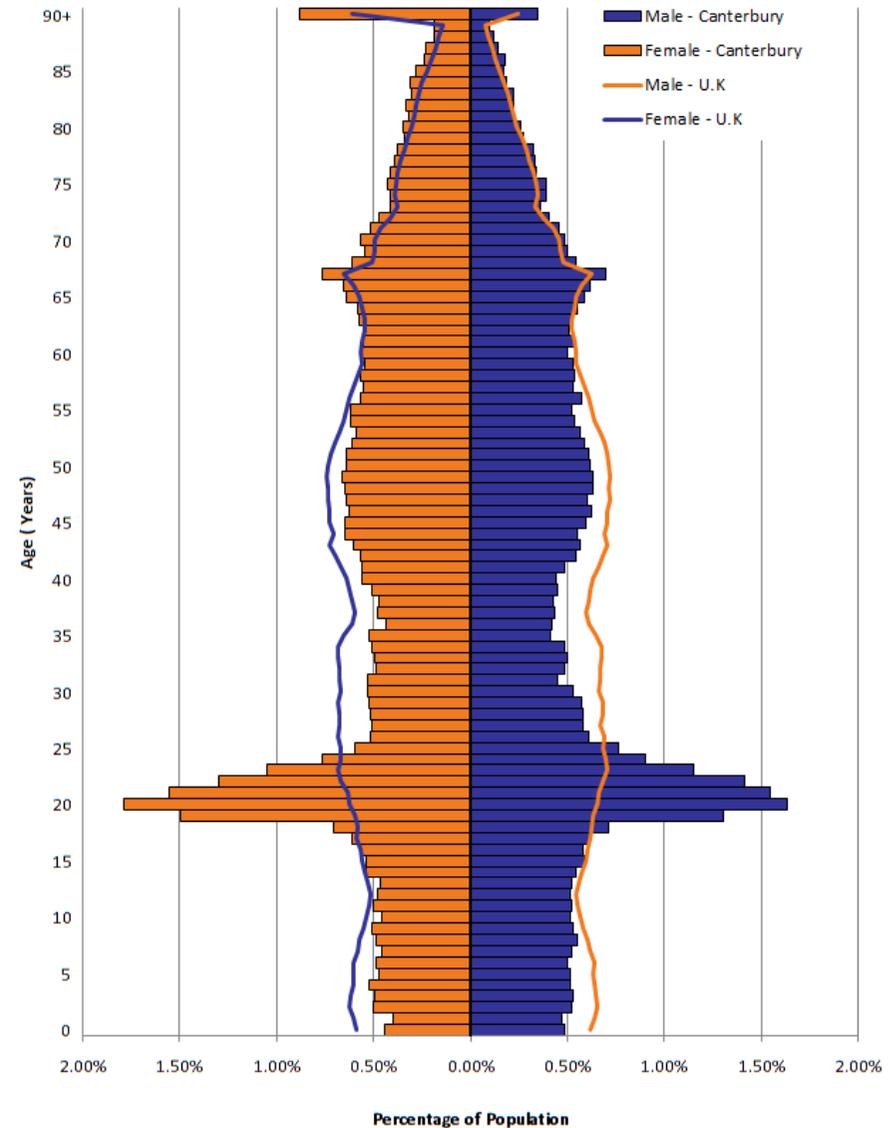
About our District

The following information has been extracted from the council's Community and Customer Profile. This document brings together key statistics and information about the **People** who live in our district, the physical characteristics of the district in terms of **Place** and the local economy in **Prosperity**. The report highlights the issues in the district that need to be tackled and the Corporate Plan has been shaped and informed by this information. Many of these issues are beyond the direct control of the council, however it is important that monitoring continues to understand the changing needs of the district and contribute to tackling these issues where we can. The data from the profile has also helped to identify the people and groups that are most in need, these are shown below as **target groups**. Click here to view the full version of the Canterbury District Customer and Community Profile

<https://www.canterbury.gov.uk/13819.aspx>

People

The Canterbury District has a population of 157,600 which is the second highest population of the districts in Kent (Maidstone has the highest) and the population is forecast to reach 182,000 by 2033. The following diagram shows that the structure of the population is unusual in that Canterbury has a significantly higher number of 20 to 24 year olds reflecting its large student population consisting 31,464 students studying at three universities in the city. Compared to the rest of England, the district has fewer people in their 30s, 40s, and 50s but a higher proportion of people over the age of 65 living in the district. In 2013 about one in five residents were over 65 this is estimated to increase to one in four by 2031. The district has a negative natural change rate, with more people dying than being born. This means that the continued increase in the population is due to migration into the district.



If there were only 100 people to reflect the makeup of the district:

- 80 would live in urban areas and towns and twenty would live in rural areas.
- 20 would be aged 16 to 24 and 20 would be 65 or older.
- 18 would consider themselves to have a limiting long-term illness.
- Five would claim Disability Living Allowance or Attendance Allowance.
- Eight would be from black and minority ethnic groups
- 73 would consider themselves Christian whilst 17 would have no religion.

Target Groups

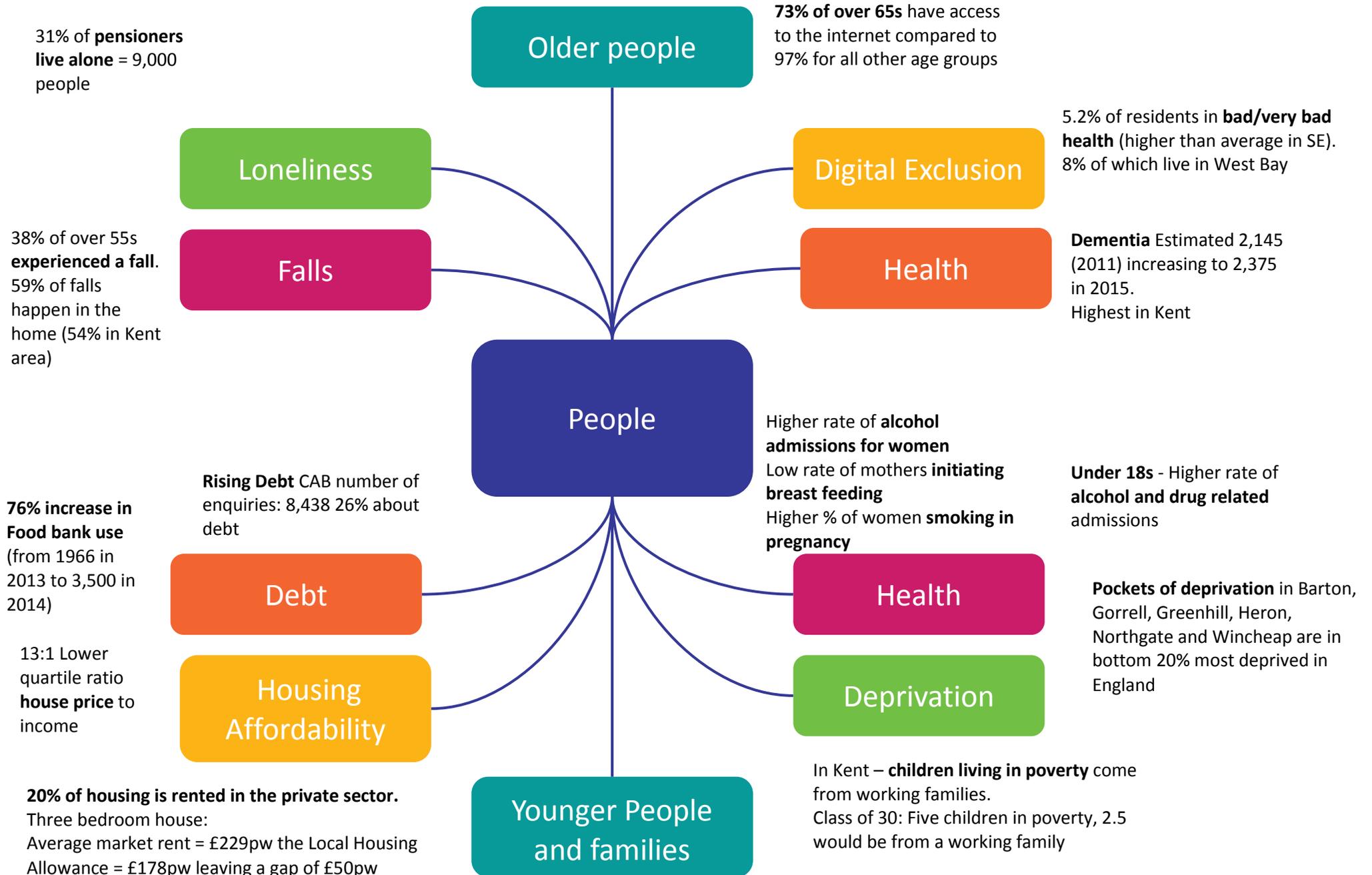
We have identified groups of people who will, in some cases, need specifically targeted services – or services which are adapted so that they are able to benefit from them. Some of this activity is set out in our aims 2 and 3, above.

Vulnerable adults and children - those who may be homeless; experience abuse; have mental or physical health problems; be experiencing isolation; or be misusing drugs and alcohol

Deprived communities – where there are generally higher rates of offending, school exclusion, obesity, crime and anti-social behaviour.

Rural areas – where there is increased isolation - with restricted access to services and the internet.

A summary of the key issues to be tackled relating to the **People** theme is set out in the diagram below

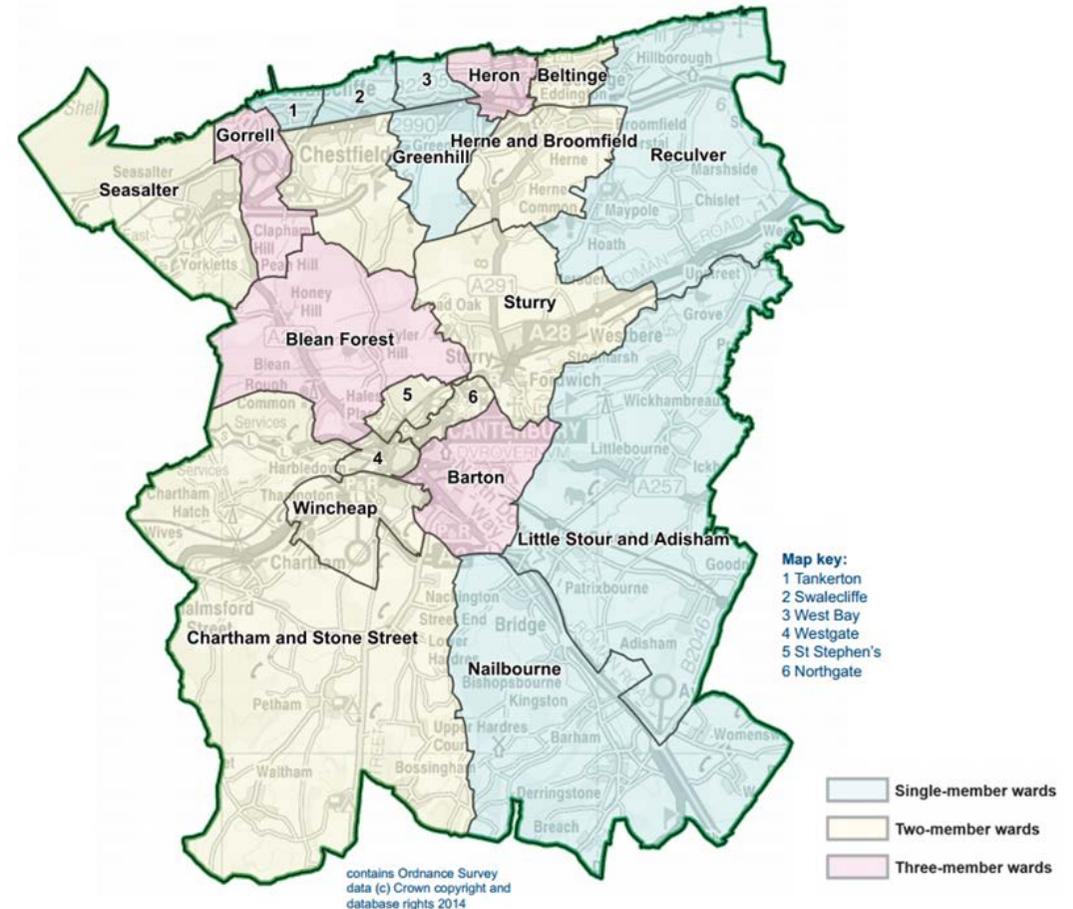


Places

The Canterbury District covers an area of 30,885 hectares; the district has three main residential centres, Canterbury city, Whitstable and Herne Bay, as well large rural area consisting of 41 villages. There are 21 electoral wards represented by 39 councillors.

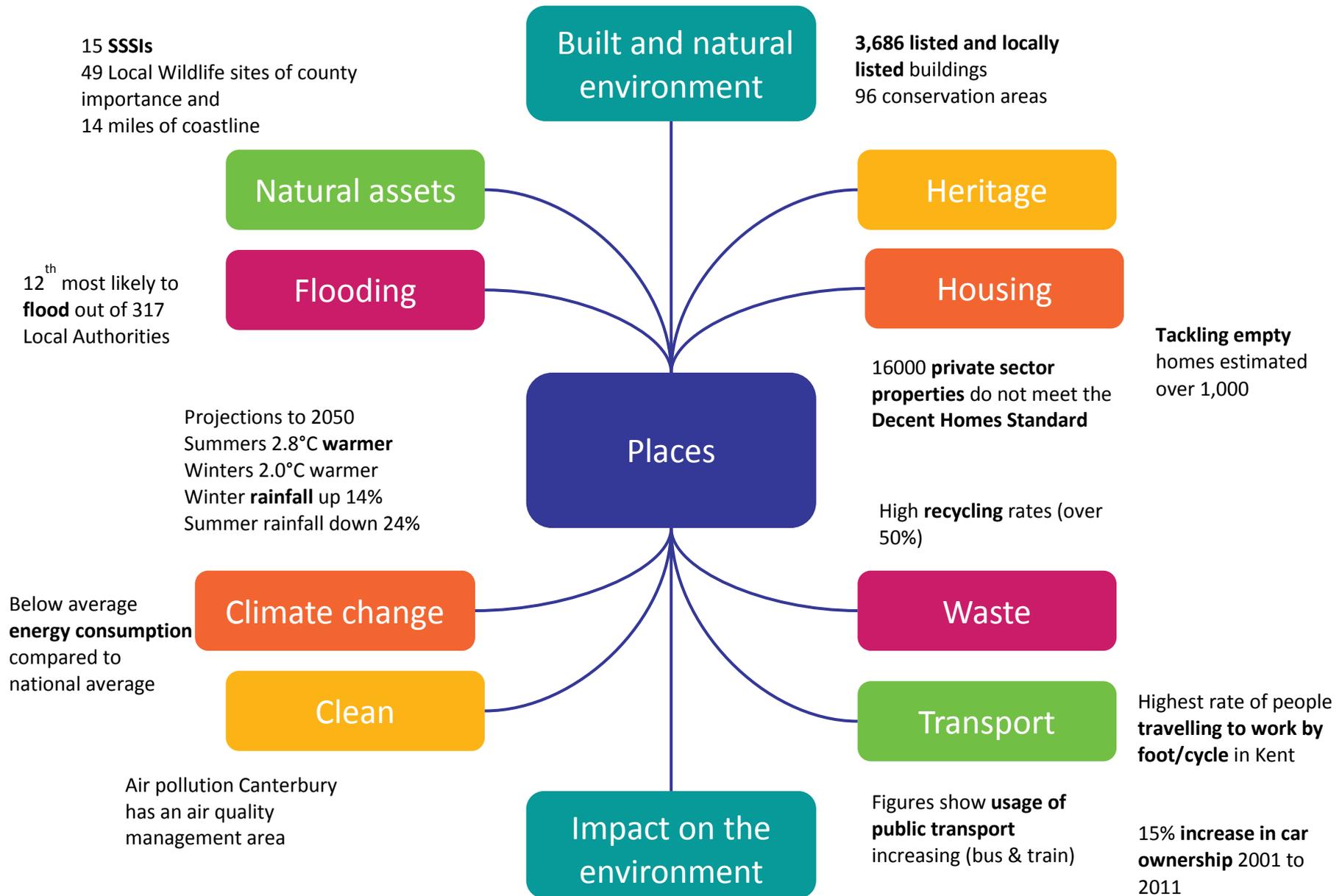
The City of Canterbury has a rich history and this is recognised through its UNESCO World Heritage Site status which includes Canterbury Cathedral, St Augustine's Abbey and St Martin's Church. There are also over 3,600 listed buildings and more than 50 Scheduled Ancient Monuments. The District has a rich natural environment with 21.6km of coastline and a diverse landscape including the Blean Woodland, the Stour valley and the Kent Downs Area of Outstanding Natural Beauty which makes up one third of the district.

The district has ten areas (Lower Super Output Areas) that are classified as amongst the 20% most deprived areas in the country. These pockets of deprivation are in Wincheap (1), Northgate (2), Barton (1), Seasalter (1), Gorrell (1), Greenhill (1) and Heron (3).



Canterbury District – May 2015 Ward Boundaries

A summary of the key issues to be tackled relating to the **Places** theme is set out in the diagram below



Prosperity

Canterbury district has a unique position within the area as the economic centre for East Kent. The local economy has several important sectors which are all interlinked and support each other these include retailing, hotels, catering, health and education sectors. However, the reliance on these sectors coupled with the under-representation of sectors such as manufacturing, business and financial services means that the district supports many part-time and lower paid jobs.

With three universities in Canterbury a significant number of jobs are in the education sector. The University of Kent is the district's top employer providing 5.4% of employment. Canterbury Christ Church University (2.7%), Canterbury College (1.1%) and The King's School (1.0%) are also major employers and the University of Kent Student Union also makes the top 10 with 0.7% of jobs.

The estimated economic impact of the University of Kent and Canterbury Christ Church University is over £1.1 billion per annum. This is estimated as £571.7 million from the University of Kent and a further £539.1 million through Canterbury Christ Church University.

There is also a reliance on other public sector employers, such as East Kent Hospitals, University NHS Foundation Trust, Kent Police and Canterbury City Council, which combined account for 5.4% of jobs in the district. Kent County Council also employ around 850 people in the district as well as over 2,100 people working in state schools in the district (not including academies).

Wages for people who are resident in the Canterbury district are comparatively much better than the wages for people who work in the district, with an average weekly wage of £429.50 (up 13.9% since 2009), £72.70 higher than people who work in the district. This gap is the third highest in Kent and has increased by 277% since 2009, when it was the third lowest gap in Kent. Since 2009, people working in the district have seen their wages fall by 0.3%, whilst district residents have seen a 13.9% increase in wages suggesting that people are travelling to work outside the district in order to find better paid work.

A summary of the key issues to be tackled relating to the **Prosperity** theme is set out in the diagram below:

