Canterbury City Council
Corporate Plan 2016 to 2020

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Corporate Plan 2016 to 2020

Welcome to Canterbury City Council Corporate Plan 2016 to 2020 which sets out the vision, ambitions and objectives of the Council up to 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 3,000 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 10, 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 8 and 16 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 7 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 13 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 16 below) sets out our priorities.

7. **Public transport** – we supplement public transport networks through provision of park and ride – aim 10 (page 16 below).

8. **Quality health services** – Clinical Commissioning Groups, the NHS and KCC are the leads. Our contribution is set out in aim 2 (page 8 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 15 and 16 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 7 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:

<table>
<thead>
<tr>
<th>People</th>
<th>Residents enjoy a good quality of life and those in need are supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>We aim to do this by:</td>
<td>1. Working to achieve enough high quality housing to meet everyone’s needs</td>
</tr>
<tr>
<td></td>
<td>2. Contributing to the good health of local people</td>
</tr>
<tr>
<td></td>
<td>3. Focussing our community support on those in most need of it</td>
</tr>
<tr>
<td></td>
<td>4. Acting with others to protect communities from flooding, crime and anti-social behaviour</td>
</tr>
<tr>
<td></td>
<td>5. Inspiring people through a wide range of cultural activities and opportunities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Places</th>
<th>We make the most of our unique built and natural environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>We aim to do this by:</td>
<td>6. Making our city, towns and villages places to be proud of</td>
</tr>
<tr>
<td></td>
<td>7. Keeping our district clean</td>
</tr>
<tr>
<td></td>
<td>8. Protecting and enhancing our open spaces, heritage and wildlife</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Prosperity</th>
<th>The district has a resilient, diverse economy which supports job growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>We aim to do this by:</td>
<td>9. Supporting Business Growth</td>
</tr>
<tr>
<td></td>
<td>10. Enabling infrastructure improvements to regenerate our urban spaces and deliver economic growth</td>
</tr>
</tbody>
</table>
5. What we aim to achieve by 2020:

### 1. Working to achieve enough high quality housing to meet everyone’s needs

<table>
<thead>
<tr>
<th>We aim to…</th>
<th>Measuring our performance:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• work with developers to deliver 16,000 new homes and to get maximum benefit from them (e.g. infrastructure) as envisaged in our Local Plan by 2031</td>
<td>• Number of new homes built</td>
</tr>
<tr>
<td>• build housing for those who struggle to afford market prices</td>
<td>• Percentage of major planning applications dealt with in 13 weeks or within agreed timescales</td>
</tr>
<tr>
<td>• reduce homelessness</td>
<td>• Number of new homes granted planning permission</td>
</tr>
<tr>
<td>• encourage purpose-built student accommodation</td>
<td>• Number of affordable homes delivered (gross)</td>
</tr>
<tr>
<td>• intervene to improve the quality of accommodation in the private rented sector</td>
<td>• Reduction in the number of repeat homelessness applications</td>
</tr>
<tr>
<td>• enable people to live independently</td>
<td>• Percentage of people contacting the council as potentially homeless, where this is then prevented from happening</td>
</tr>
<tr>
<td></td>
<td>• Applications from homeless people processed within time (33 working days)</td>
</tr>
<tr>
<td></td>
<td>• Reduction in the number of repeat homelessness applications</td>
</tr>
<tr>
<td></td>
<td>• Percentage of:</td>
</tr>
<tr>
<td></td>
<td>• HMO licences processed within 15 days</td>
</tr>
<tr>
<td></td>
<td>• private sector housing requests cases resolved within target</td>
</tr>
<tr>
<td></td>
<td>• Disabled Facilities Grant budget spent</td>
</tr>
</tbody>
</table>

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:

• 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

<table>
<thead>
<tr>
<th>We aim to...</th>
<th>Measuring our performance:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ensure affordable, varied and locally accessible facilities for leisure</td>
<td>• Number of visits to leisure centres</td>
</tr>
<tr>
<td>• rebuild or refurbish Kingsmead Leisure Centre</td>
<td>• Council subsidy per visit to the leisure centres</td>
</tr>
<tr>
<td>• open a new leisure facility in Whitstable</td>
<td>• Percentage uptake of GP health referrals to our leisure centres</td>
</tr>
<tr>
<td>• rigorously apply standards to food safety</td>
<td>• Number of 3 star Active Life memberships</td>
</tr>
<tr>
<td>• enable the improvement of cycle routes</td>
<td>• Proportion of 3 star Active Life members attending at least once per week</td>
</tr>
<tr>
<td>• tackle health inequalities(^2) through our work with specific target groups(^3)</td>
<td>• Percentage of Food premises scoring 3+ under the Food Hygiene Scheme</td>
</tr>
<tr>
<td>• promote walking trails and cycling routes</td>
<td></td>
</tr>
</tbody>
</table>

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:

- 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
- \(\text{NO}_2\) 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...**

- Focus early intervention work on our target groups\(^4\) 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 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

**Measuring our performance:**

- Families from catchment area registered at the Riverside Children’s Centre
- Lifeline – percentage of faults/lost pendants resolved within five days
- Number of new Lifeline customers

**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:

- Elderly population growth and numbers living alone
- Number of young people not in education, employment or training (NEETs)
- 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...

- 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
- implement city council responsibilities in relation to the outcomes of the “Higher and Further Education in Canterbury: An Impact Review”

Measuring our performance:

- Percentage of sites achieving standard protection in accordance with the Shoreline Management Plan
- Number of Community Protection warnings and orders issued by the council about neighbourhood nuisance
- Number of criminal investigations involving CCTV footage from the council control room
- Number of parking tickets issued for contraventions that add to traffic congestion

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:

- 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...**

- 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

**Measuring our performance:**

- Number of visits to the Marlowe Theatre
- Percentage of attendance against capacity in Marlowe Theatre main auditorium
- Number of visits to the Marlowe Studio
- Percentage of attendance against capacity in Marlowe Studio
- Council subsidy per visit to the Marlowe Theatre
- Number of children and young people engaged in activities at the Marlowe Theatre
- Number of visits to the city museums
- Percentage of reach (usage of city museums against target market)
- Number of children and young people engaged in activities at the city museums
- Number of visits to the facilities we invest in (Horsebridge, Whitstable Castle for example)
- Number of visits to The Kings Hall
- Percentage of attendance against capacity for ticketed shows at The Kings Hall
- Tickets sold for the other community venues through the Marlowe box office

**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:

- 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

<table>
<thead>
<tr>
<th>Across the district, we aim to:</th>
<th>Measuring our performance:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• insist on high quality design for new developments</td>
<td>• Percentage of closed against open planning enforcement cases</td>
</tr>
<tr>
<td>• make the most of our heritage assets</td>
<td></td>
</tr>
<tr>
<td>• take enforcement action where planning process is breached</td>
<td></td>
</tr>
<tr>
<td><strong>In Canterbury, we aim to:</strong></td>
<td></td>
</tr>
<tr>
<td>• invest in public places - upgrading St Peter’s Street and St George’s Street; Castle Street; Orange Street and the Friars</td>
<td></td>
</tr>
<tr>
<td>• investigate extending the pedestrian area in the city centre</td>
<td></td>
</tr>
<tr>
<td>• upgrade the market</td>
<td></td>
</tr>
<tr>
<td>• implement a street tree replacement programme</td>
<td></td>
</tr>
<tr>
<td>• work with our partners to maintain Purple Flag accreditation</td>
<td></td>
</tr>
<tr>
<td><strong>In Herne Bay, we aim to:</strong></td>
<td></td>
</tr>
<tr>
<td>• develop the Beach Street area</td>
<td></td>
</tr>
<tr>
<td>• complete town centre developments</td>
<td></td>
</tr>
<tr>
<td>• complete the Aldi and Sainsbury developments</td>
<td></td>
</tr>
<tr>
<td><strong>In Whitstable, we aim to:</strong></td>
<td></td>
</tr>
<tr>
<td>• deliver improvements around Whitstable harbour to enhance the public realm and accessibility</td>
<td></td>
</tr>
<tr>
<td><strong>In the rural areas, we aim to:</strong></td>
<td></td>
</tr>
<tr>
<td>• deliver environmental improvements in Herne and Sturry to complement the new relief roads</td>
<td></td>
</tr>
</tbody>
</table>

We will also monitor the following measures to understand what impact we and our partners are having on broader issues:

• Percentage of residents saying they have pride in the local area
• Retention of blue flags for water quality and In Bloom awards
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
- work with residents, universities and businesses to keep the district clean
- rigorously enforce against fly-tipping
- explore options to improve KCC owned roundabouts and verges

Measuring our performance:

- The percentage of recently cleaned sites which have no litter or refuse present, confirmed via inspection (Grade A)
- Percentage of randomly inspected sites which are mainly free from litter or refuse (Grade B)
- Overall number of missed bins (per 100,000 collections)\(^5\)
- Percentage of Household waste sent for reuse, recycling and composting
- Number of fines (Fixed Penalty Notices) issued for littering
- Percentage of graffiti removal requests responded to within specific time limits
- Percentage of fly-posting removal requests responded to within specific time limits
- Number of prosecutions for littering
- Number of fines (Fixed Penalty Notices) issued for fly-tipping
- Number of prosecutions for fly-tipping

**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:

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

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\(^5\) Comprises: number of missed residual waste collections (per 100,000 collections – target 23, number of missed recycling collections (per 100,000 collections – target 23, number of missed garden waste collections (per 100,000 collections – target 35, number of missed food waste collections (per 100,000 collections – target 23. Total target 104,
### 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:**

- Investment in heritage buildings to reduce number of Council buildings at risk
- Percentage of Sites of Special Scientific Interest that are in favourable or recovering conditions
- Percentage of residents using parks and play areas

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**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

<table>
<thead>
<tr>
<th>Across the district, we aim to:</th>
<th>Measuring our performance:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- increase the amount of overnight and holiday accommodation to enhance tourism</td>
<td>• Number of jobs supported through council provided and facilitated workspace</td>
</tr>
<tr>
<td>- deliver business start-up space</td>
<td>• Business survival rates after 12 months for businesses supported through Startmybiz and Growmybiz</td>
</tr>
<tr>
<td>- create hi-tech work spaces via a business hub, and through the use of our planning powers</td>
<td></td>
</tr>
<tr>
<td>- use our procurement opportunities to secure jobs and apprenticeships for local people (for example during major building projects)</td>
<td></td>
</tr>
</tbody>
</table>

**In Canterbury, we aim to:**

- 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

**In Herne Bay, we aim to:**

- improve marketing and visitor signage to increase visitor spending in Herne Bay
- support the establishment of sustainable town centre management activity
- support the development of activity on Herne Bay Pier

**In Whitstable, we aim to:**

- support diversification through business development

**In rural areas**

- 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)

**We will also monitor the following measures** to understand what impact we and our partners are having on broader issues:

- New business registration rates and business survival rates
- Economic impact of the universities
- Unemployment levels
- Graduate retention
- Percentage 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

<table>
<thead>
<tr>
<th>Across the district, we aim to:</th>
<th>Measuring our performance:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• support the roll-out of the most advanced digital technology</td>
<td>• Occupancy rate in ANPR car parks – average stay per vehicle</td>
</tr>
<tr>
<td>• make our car parks as accessible and attractive as possible</td>
<td>• Amount of external investment secured by CCC for infrastructure projects throughout the district</td>
</tr>
<tr>
<td>• do what we can to tackle congestion</td>
<td>• Number of vehicles using Park and Ride</td>
</tr>
<tr>
<td>In Canterbury, we aim to:</td>
<td>• Park and Ride as a proportion of total parking</td>
</tr>
<tr>
<td>• attract a destination hotel to the city</td>
<td></td>
</tr>
<tr>
<td>• deliver a new hotel on the Slatters site</td>
<td></td>
</tr>
<tr>
<td>• complete the final phase of regeneration at Kingsmead</td>
<td></td>
</tr>
<tr>
<td>• have an agreed development scheme at Wincheap, including the last Wincheap A2 slip road</td>
<td></td>
</tr>
<tr>
<td>• enable the building of a new Bridge A2 junction</td>
<td></td>
</tr>
<tr>
<td>• increase park and ride capacity</td>
<td></td>
</tr>
<tr>
<td>• work with others to deliver a digitally smart city</td>
<td></td>
</tr>
<tr>
<td>In Herne Bay and Whitstable</td>
<td></td>
</tr>
<tr>
<td>• explore creating a park and ride service at Whitstable</td>
<td></td>
</tr>
<tr>
<td>• encourage a town centre hotel in Herne Bay</td>
<td></td>
</tr>
<tr>
<td>• improve the use of the land to the east of Whitstable Harbour</td>
<td></td>
</tr>
<tr>
<td>• make Whitstable Harbour an iconic destination in the South East</td>
<td></td>
</tr>
<tr>
<td>In rural areas</td>
<td></td>
</tr>
<tr>
<td>• enable the building of the Herne relief road</td>
<td></td>
</tr>
<tr>
<td>• enable the building of the Sturry relief road</td>
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</tr>
</tbody>
</table>

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6 Achieve the best possible provision and customer experience of parking in the city centre bearing in mind the needs of businesses in the city as per the commitment to Kent County Council as set out in the Canterbury District Transport Strategy
**Our effectiveness as an organisation**

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

- People satisfied with the way the council runs things
- People who think the council keeps them well informed about council services
- Residents who feel they can influence decisions that affect their local area
- Percentage of Council Tax collected
- Percentage of Council Tax bills sent out digitally
- Percentage of Business Rates collected
- Number of Ombudsman complaints upheld
- Percentage of Freedom of Information enquiries replied to within 20 days
- Average time waiting to be seen at the contact centre (in minutes)
- Customer contact centre telephone call response rate (in seconds)
- Number of visits to the corporate website
- Number of unique visitors to the corporate website per quarter
- Average time on corporate website
- Customer satisfaction with corporate website experience
- Number of online corporate website forms completed
- Website bounce rate
- Percentage of all payment transactions that are digital
- Customer satisfaction with online transactions
About our District

The following information has been extracted from the council’s Community and Customer Profile (November 2015). 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.

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 whilst 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 29 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 as of November 2015 is set out in the diagram below.

### Older people

- **Loneliness**: 31% of pensioners live alone = 9,000 people
- **Falls**: 38% of over 55s experienced a fall. 59% of falls happen in the home (compared to 54% in Kent area)
- **Digital Exclusion**: 73% of over 65s have access to the internet compared to 97% for all other age groups
- **Health**: 5.2% of residents in **bad/very bad health** (higher than average in SE). 8% of which live in West Bay
- **Deprivation**: Dementia estimated 2,145 (2011) increasing to 2,375 in 2015. Highest in Kent
- **Housing Affordability**: 76% increase in **Food Bank use** (from 1966 in 2013 to 3,500 in 2014)
- **Debt**: 73% of over 65s have access to the internet compared to 97% for all other age groups
- **Under 18s**: Higher rate of alcohol admissions for women
- **Health**: Higher rate of alcohol admissions for women
- **Low rate of mothers initiating breast feeding**: Higher % of women smoking in pregnancy

### Younger People and families

- **Debt**: 13:1
- **Housing Affordability**: Lower quartile house price ratio to lower quartile annual earnings
- **Falls**: 76% increase in Food Bank use (from 1966 in 2013 to 3,500 in 2014)
- **Health**: Under 18s - Higher rate of alcohol and drug related admissions
- **Dementia**: estimated 2,145 (2011) increasing to 2,375 in 2015. Highest in Kent
- **Deprivation**: Pockets of deprivation in Barton, Gorrell, Greenhill, Heron, Northgate and Wincheap are in bottom 20% most deprived in England

### Additional Information

- **Citizen Advice Bureau number of enquiries**: 8,438, 26% about Rising Debt
- **Health**: 9,060 residents claim Disability Living Allowance or Attendance Allowance due to a physical disability
- **House price ratio**: 20% of housing is rented in the private sector. Three bedroom house: Average market rent = £229pw, the Local Housing Allowance = £178pw leaving a gap of £50pw
- **Smoking in pregnancy**: 13:1
- **Lower quartile house price ratio**: 20% of housing is rented in the private sector. Three bedroom house: Average market rent = £229pw, the Local Housing Allowance = £178pw leaving a gap of £50pw
**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.

Canterbury is known as a university city with nationally recognised universities and further education establishments

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 as of November 2015 is set out in the diagram below:

- **Built and natural environment**
  - Natural assets
  - Impact on the environment
  - Places
  - Flooding
  - Heritage
  - Housing
  - Waste
  - Transport

- **Natural assets**
  - 15 SSSIs
  - 49 Local Wildlife sites of county importance and 14 miles of coastline

- **Flooding**
  - 12th most likely to flood out of 317 Local Authorities

- **Heritage**
  - 3,686 listed and locally listed buildings
  - 96 conservation areas

- **Housing**
  - Tackling empty homes, estimated over 1,000
  - 16,000 private sector properties do not meet the Decent Homes Standard

- **Waste**
  - High recycling rates (over 50%)

- **Transport**
  - Figures show usage of public transport increasing (bus & train)
  - Highest rate of people travelling to work by foot/cycle in Kent

- **Climate change**
  - Projections to 2050
    - Summers 2.8°C warmer
    - Winters 2.0°C warmer
    - Winter rainfall up 14%
    - Summer rainfall down 24%

- **Clean**
  - Below average energy consumption compared to national average
  - Air pollution Canterbury has an air quality management area

- **Impact on the environment**
  - 15% increase in car ownership 2001 to 2011
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 four 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 as of November 2015 is set out in the diagram below:

**Employment**
- **Low wages**
- **Wage gap**

**Part time**

**Commuting**
- Net influx of workers – 1,175 more people employed than residents who work which suggests they commute into the district

**Prosperity**

**Impact of Culture/Tourism**
- Marlowe – £77m
- Festivals - £2.7m
- Tourism - £358m

**Impact of Universities**
- University of Kent and Canterbury Christchurch add £1.1 billion to the economy

**New businesses**

**Knowledge Economy**
- Still reliance on public sector, education and retail business Growth (up 15.4% from 2011 to 2012) in information and communications but this is still less than 2000 jobs

**Businesses**
- Between 2009 to 2013 shift of nearly 1,500 employees from full time to part time work

**Third lowest workers wage** in Kent £356.80 per week

277% increase in the wage gap (over five years) between residents and workers

The district’s **business survival rate** is better than Kent/UK. 96% survival rate for first year
This information is also available in other formats including Braille, large print, audiotape and other languages. Please phone Lorna Ford on 01227 862 068 or email lorna.ford@canterbury.gov.uk.

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