

Canterbury Partnership



A partnership for Canterbury,
Herne Bay, Whitstable and villages



Contents



Foreword.....	1
1. About the Canterbury Partnership.....	2
2. About our district	4
3. Our Vision for 2030	8
4. Context to the Vision.....	10
5. About the Canterbury District Strategy	14
6. Theme Group Action Plans	15
i Canterbury Partnership.....	15
ii Canterbury District Community Alliance.....	19
iii Canterbury 4 Business	23
iv Community Health and Wellbeing.....	28
v Safer Canterbury District Partnership	30
vi Culture@canterbury.....	35
vii Environment Group	42
viii Transport Steering Group.....	48
Appendices	
a) Glossary of Terms	
b) List of consultees	
c) Summary of consultation	
d) Experian reports	

Foreword by the Chair of the Canterbury Partnership

The Canterbury District Strategy sets out a shared vision for our district to 2030 and how partners from across the public, private and community and voluntary sectors will contribute to the future success of the Canterbury district.

Our vision is that:

Through focussed and environmentally sustainable growth by 2030 the Canterbury district will be defined by a dynamic strong economy and a distinctive cultural and visitor experience from which our communities will prosper.

As a partnership, we aim to provide leadership for our community and shape our district by working together to deliver our vision. We are ambitious and will do the best for our people and will be prepared to make difficult decisions, which may be needed when choices have to be made. We, as a partnership will build on our assets and exploit the opportunities that arise to secure a more prosperous future for all our people.

Colin Carmichael
Chair of the Canterbury Partnership





1. About the Canterbury Partnership

The Canterbury Partnership was established in September 2008 to strengthen the connection between public sector agencies, local government, the voluntary and community sectors, businesses and local residents in the Canterbury district. It acts as an overarching partnership providing a strategic vision to other partnerships in the district. The Partnership leads on issues that impact on the future well being of the district and provides a united voice for the district on decisions that matter.

The partnership is responsible for producing and reviewing The Canterbury District Strategy, which sets out the long-term vision for the district to improve the wellbeing of the district's communities.

Structure of the partnership

The partnership has an Executive Board of 13 people with membership drawn from the following organisations:

- Kent County Council
- Canterbury City Council
- University of Kent
- Kent Police
- Culture@Canterbury
- Eastern and Coastal Kent Primary Care Trust
- The Canterbury Campus
- Canterbury District Transport Steering Group
- Canterbury4Business
- Home-Start Canterbury and Coastal
- Environment Group
- Canterbury District Community Alliance
- Safer Canterbury District Partnership
- Community Health and Wellbeing Group

There are seven **theme groups** that directly help to deliver the aims and objectives of The Canterbury District Strategy these groups are:

- Canterbury District Community Alliance (see page 19 for profile of group)
- Canterbury4Business (see page 23 for profile of group)

- Community Health and Wellbeing (see page 28 for profile of group)
- Safer Canterbury District Partnership (see page 30 for profile of group)
- Culture@canterbury (see page 35 for profile of group)
- Environment Group (see page 42 for profile of group)
- Canterbury District Transport Steering Group (see page 4 for profile of group)

There is also a **wider forum** of the partnership open to all organisations (including voluntary, community and business) in the district who share the vision of the partnership.

The Canterbury Partnership has strong links with the **East Kent Local Strategic Partnership** and supports the delivery of the vision set out in the East Kent Sustainable Community Strategy (SCS). It also has links with the **Kent Partnership** and supports the delivery of the county-wide SCS

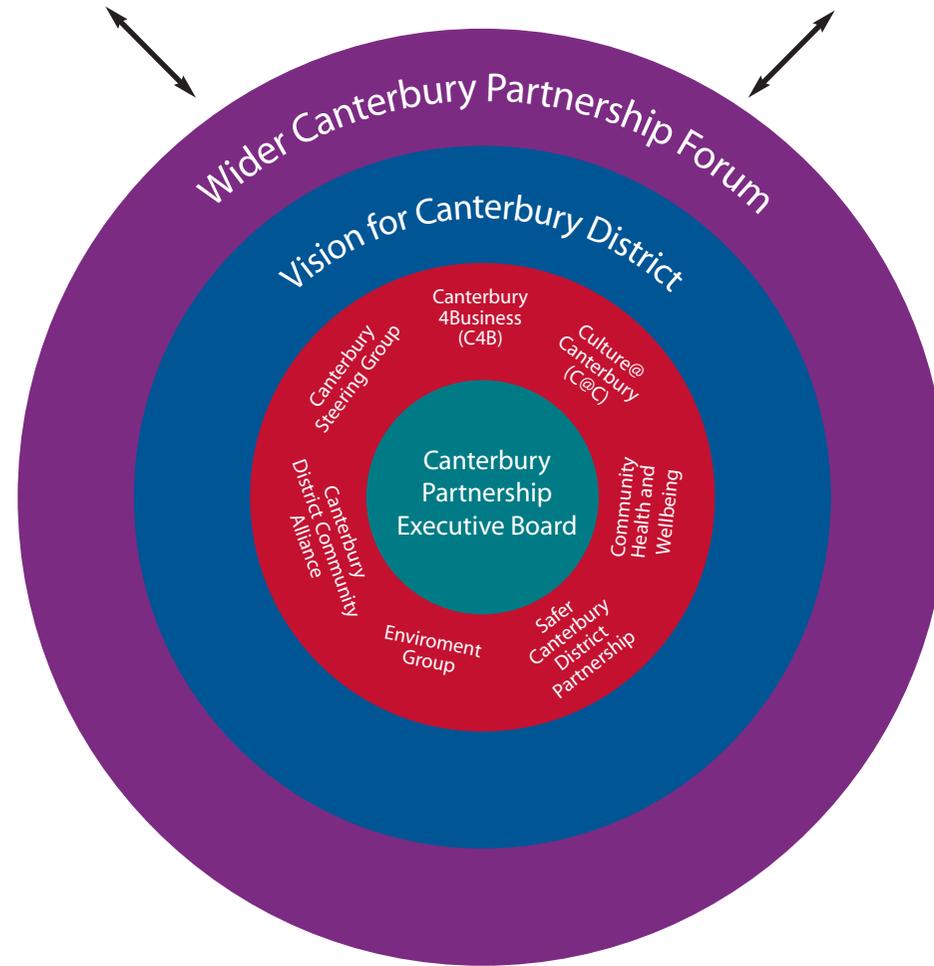


(Vision for Kent) and Local Area Agreement for the area where possible. The Canterbury Partnership will act as a voice for the district to influence these and other partnerships and organisations on issues that matter to the future of the district.

The following diagram summarises the structure of the partnership:

East Kent Local Strategic Partnership
EK Sustainable Community Strategy

Kent Partnership
Vision for Kent





2. About our district

The city of Canterbury is at the hub of the east Kent region, which is the gateway to Europe. It is in a unique position in the south east, an historic city that punches significantly above its weight in terms of global recognition. Two of east Kent's most distinctive towns, Whitstable and Herne Bay, are key elements of the coastal fabric of the region. We have a number of historic villages, set in a landscape which houses the most complete area of ancient woodland in the south east, and which covers part of the North Downs Area of Outstanding Natural Beauty. We are part of the diversity of natural east Kent.

4

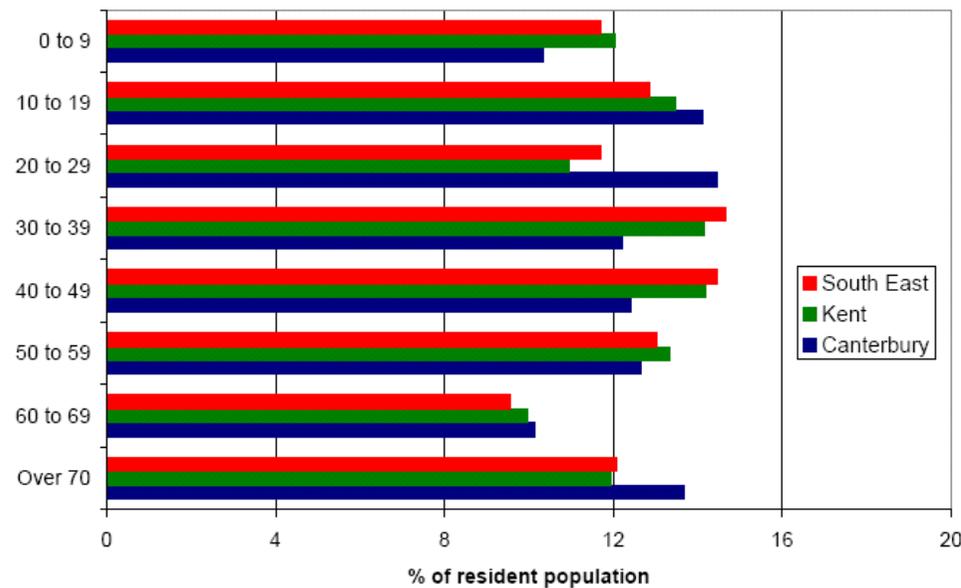
As the heart of east Kent, we have for centuries been on international routes - many people pass through our district. Some choose to stay. As a result, we have great diversity, and contrasts between wealth and poverty.

We have a strong regional reputation and are, within the strategies and plans of the major strategic bodies, a regional hub for:

1. Transport
2. Retail
3. Regeneration
4. Cultural leadership

Our **district's population** is characterised by large numbers of often transitory university-age residents. Compared to the average for Kent and the south east England, our district is under represented by people in their 30s, 40s and 50s. However, the district has a higher proportion of people aged 60 and below.

The age range of the district's population

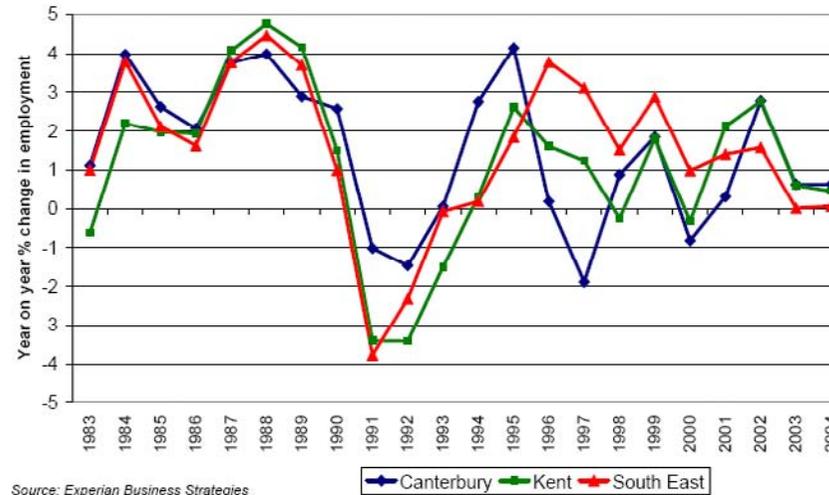


Source: Office for National Statistics



Over the past 25 years, [Our Economy](#) has been less volatile than in Kent and the south east on average. However, in the last decade the rate of economic growth has been much slower than the rest of the UK.

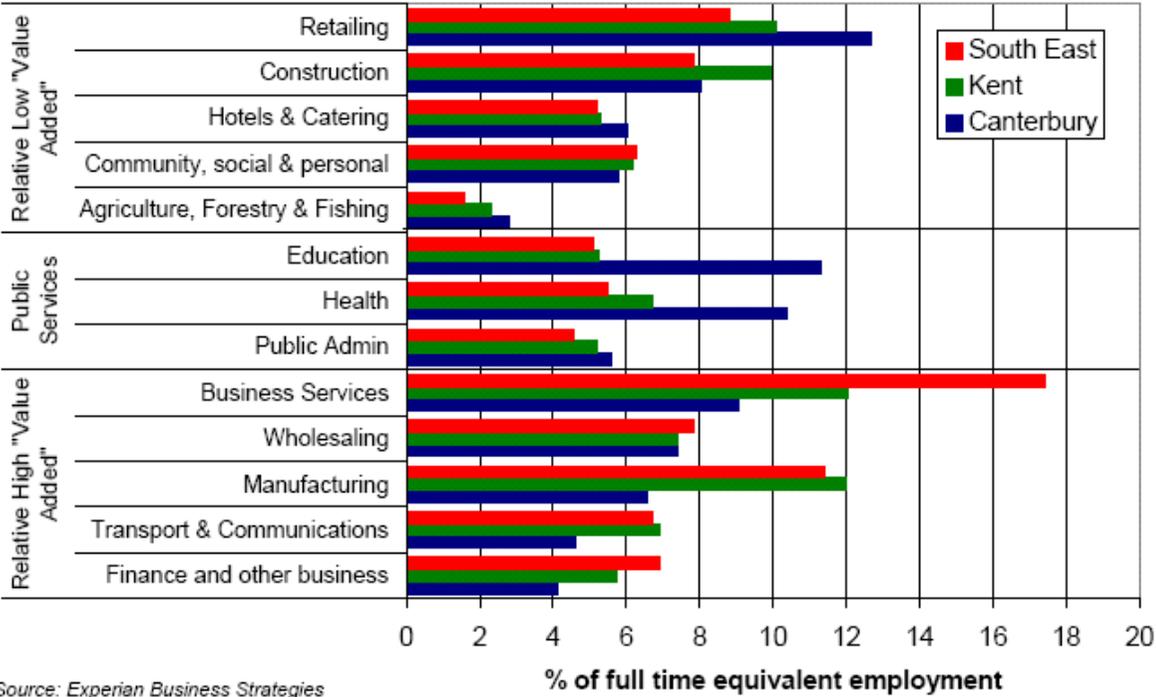
Change in Employment 1983 to 2004



In terms of the structure of the economy, a large proportion of the district's employment are in public services and retail and tourism. However, high-value sectors such as financial and business services are under-represented in the district



Sectoral breakdown of employment in the district



Source: Experian Business Strategies

There are low levels of deprivation in the district compared to the national picture, although in a south east context levels are relatively high. Statistics suggest that deprivation is due to barriers to housing and services and to a lesser extent low education and income levels. However, overall our district is safe place to live with low levels of crime and our residents enjoy good health and a good environment to live. The kind of place the district is in terms of its population, economy, infrastructure and its many assets creates both challenges and opportunities.



Our Challenges – we have:

- an economy largely based on retail, education and tourism, with relatively low wage rates;
- an ever-changing pattern of tourism, with poor but improving infrastructure;
- an inadequate rail service, but with an opportunity to build on the improvement planned for 2010 to improve access in and out of our district for visitors and local people;
- variable quality road links around the city;
- a lack of investment in new industries;
- cultural infrastructure which is inadequate for our ambitions for the next decade, and which needs to support the growth of Ashford and the Thames Gateway as well as linking with the cultural landscape of east Kent;
- the exciting challenge of supporting the energy and ambition of the education sector - with two highly regarded universities;

the University College for the Creative Arts, the second biggest institution of its kind in Europe; and Canterbury College – without destroying the nature of the city in which they grow; and

- to build capacity and engage others to protect the environment.

Our potential – includes:

- a developing willingness for the major institutions, private, and third sector organisations, to work in partnership to find ambitious solutions to the challenges;
- the ability of the education sector to contribute to raising the wealth and diversity of our district;
- the attractiveness of Canterbury to visitors and the potential for strengthening tourism across our district and east Kent by raising the number and length of staying trips, based on improved tourism infrastructure and marketing;

- the growth of the 'knowledge' economy, deriving from the presence of Pfizer, based at Sandwich - one of the biggest companies in the world and certainly the largest in east Kent - and the increasing involvement of our education institutions in research and the consequent potential for business and skill development;
- the shift in the economic geography of east Kent, as a result of the new rail links which connect the economic triangle of London, Paris and Brussels. This development can be used to improve journey times; inward investment, and land values; and
- well educated and highly motivated young people.



3. A vision for the Canterbury district

Through focussed, 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.

Herne Bay will be a sunny seaside town that our community are proud of and are happy to share with others, offering good quality jobs, housing and transport links and a strong leisure and entertainment sector.

Whitstable will be a thriving coastal town – proud of its unique character, heritage and active coastline.

Our rural areas will be characterised by the distinctiveness of village life, where there are well-designed homes and jobs for local people within our outstanding natural environment supporting a diverse agricultural sector and its produce.

We will do this by:

- Promoting and providing progressive, sensible environmental leadership – by setting a sustainable Canterbury standard.

- Strengthening and diversifying our economy – supporting the growth of the knowledge economy by encouraging innovation, enterprise and creativity, nurturing and attracting a skilled workforce.
- Enhancing Canterbury's reputation as an international tourism destination – improving the visitor experience through the quality and range of visitor attractions, festivals and events and accommodation.
- Improving our cultural offer – providing opportunities for existing and new audiences to participate in culture and sport, becoming recognised as a nationally significant cultural centre.
- Understanding and responding to the needs of our communities – addressing the challenges of demographic changes, issues of accessibility and inclusion, fostering community and democratic engagement and enhancing life chances for disadvantaged people.

8

We will harness the unique range of assets the district has – three distinctive urban areas, a strong international brand, thriving Universities, a diverse natural environment, a European Gateway – making the district the beating heart of east Kent. Our district's diversity is our strength and by 2030 we envisage that:

Canterbury will be a cosmopolitan world heritage city for all ages with a strong knowledge economy, a diverse retail sector and national cultural reputation.



- Regenerating our city and towns – through the improvement of infrastructure, particularly transport and the quality of the experience of those who live, work and visit.

As a partnership we aim to provide **leadership for our community** and **shape our district** by working together 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.

4. Context to the Vision

The Canterbury district Futures Study was commissioned in 2006/7 with the aim of identifying possible outcomes for the Canterbury district over the next 20 years. Experian Business strategies were commissioned to undertake this research. The vision set out at the beginning of this strategy has been developed from the conclusions from this study.

The research involved:

- **Analysis of past and current data** exploring population, economy, education, health and wellbeing, community, deprivation, transport, culture and heritage and transport.
- **Assessment of influences** (global, national and local).
- **Production of 20 year forecasts.**
- **In-depth consultation with stakeholders including a stakeholder conference.**

The study concluded that the district's population structure will change significantly over the next

20 years, as the proportion of older people increases increasing the pressure on health services. The district's working population is forecast to slow meaning growth in employment will also slow and the structure of economy is likely to remain relatively low-value. The conclusion from stakeholders to this was 'doing nothing is not an option'. The study proposed five alternatives scenarios for the future based on interventions the council with partners could make. From these five scenarios stakeholders favoured three preferred outcomes:

1. Developing the 'Knowledge Economy' (see page 10)
2. Developing the 'Experience Economy' (see page 11)
3. Developing the 'Green Economy' (see page 12)

A fourth outcome has also been developed to ensure the future sustainability of our communities

4. Creating Sustainable Communities (see page 13)

Outcome 1 - Developing the Knowledge Economy



The Knowledge Economy is about the district as 'the place to work'. Its focus is to encourage the development of new enterprises, producing high value-added output, based on the specialist knowledge of their owners and employees.



Exploiting educational strengths and cultural and heritage assets, the objective is to develop, attract and retain knowledge-intensive people and businesses. These could be in a range of sectors, initially linked to the strengths of its higher education institutions, in areas such as the creative and cultural industries (for example digital design and animation), specialist legal, financial and accountancy advice, biotechnology, geographical and life sciences.

Although this outcome builds on some of the district's existing strengths and assets, it would still require a range of highly effective targeted policies geared towards encouraging people to locate certain types of businesses in the district, as opposed to elsewhere in the south east of England. A key challenge will be to establish a pool of highly skilled labour, both by creating enough opportunities and jobs to encourage bright students to stay, and by shifting perceptions of the district as an exciting place in which to live. Essential to the achievement of this would be offering beneficial terms, good

locations and enhanced transport connections to fledgling businesses, in addition to providing enough attractive, affordable housing for young knowledge professionals. Achievement of the outcome is also partially dependent on the creation of a vibrant cultural and experience economy, and an attractive backcloth, in which these professionals will wish to live.

Five key objectives have been identified to help achieve this outcome:

Objective 1: Develop higher education and further education links.

Objective 2: Raise the level of basic skills in the district and train local people to take up jobs in knowledge economy.

Objective 3: Providing quality accessible business support available.

Objective 4: Providing site and infrastructure improvements to support the delivery of the knowledge economy.

Objective 5: Encourage investment, sustainability and growth across the creative and cultural industries.

Outcome 2 - Developing the Experience Economy

The Experience Economy is about the district as 'the place to visit'. Its focus is to build on the district's tourism and leisure strengths, and particularly its role as a primary retail centre for much of east Kent. Exploiting recent and planned investments in its cultural offer, the objective is to create a reputation for the district as a location for a wide range of high quality consumer and leisure activities. This includes high quality retail and eateries, enhanced leisure options and attractive premises for businesses. By doing this, the district aims to increase prosperity by attracting more visitors, and by increasing the time and amount that each visitor spends.

The key challenge is to increase the average level of expenditure by visitors. This requires an improvement in the underlying quality of the



Five key objectives have been identified to help support the achievement of this outcome:

Objective 1 – Enhance the reputation of the district as a centre of excellence for culture.

Objective 2 – Improve the quality and range of cultural and sporting facilities.

Objective 3 – Encourage new audiences to cultural facilities and activities.

Objective 4 – Raise the level of basic skills in the district and train local people to take up jobs in the visitor economy.

Objective 5 – Improve the infrastructure needed to support the Experience Economy.

Outcome 3 – Developing the Green Economy

The Green Economy is about the district as ‘the place to live’. Building on its high-quality environment, the objective is to establish a higher than normal degree of local self-sufficiency, strong connections between the city and rural

surroundings, and measures to rediscover the distinct characters of the coastal towns. This outcome would be based on developing specific offers such as eco-tourism, or a ‘weekending’ environment with farmers’ markets and charming eateries, a range of community based activities and rural and semi-rural outdoor activities such as guided bird watching, cycling and sailing.

Challenges include the need to introduce regulation and guidance on restricting certain types of development, supporting local traders, establishing pedestrian areas and eco-friendly building standards.

Four key objectives have been identified to try and deliver this outcome:

Objective 1: Minimise contribution to and adapt to the consequences of climate change.

Objective 2: Demonstrate and promote environmental leadership in the community, education and employment.



district’s offer, effective marketing and brand management. Also essential to the achievement of this outcome is the district’s ability to differentiate itself from competing retail centres. The challenge would be to establish the district as a higher quality destination, with a strong retail, leisure and cultural offer, an attractive environment, child-friendly facilities, good parking and transport access.



Objective 3: Develop and promote the green offer of the district and surrounding areas.

Objective 4: Improve the local environment.

Outcome 4 – Sustainable Communities

In addition to the three outcomes identified from the Canterbury Futures Study a fourth outcome has been developed around Sustainable Communities. Sustainable Communities are places where people want to live and work now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment and contribute to a high quality of life. They are safe and inclusive, well planned, built and run and offer quality of opportunities and good services for all. For communities to be sustainable, they must offer: decent homes at prices people can afford, good public transport, schools, hospitals, shops and a clean, safe environment. People also need open public space where they can relax and have the ability to have a say on the way their neighbourhood is run. (Department for Communities and Local Government definition)

Nine objectives have been developed under this outcome:

Objective 1: Ensuring new developments meet the needs of existing and new communities.

Objective 2: A well connected district with well connected communities.

Objective 3: Residents (and visitors) feel safe in and outside of their homes.

Objective 4: Promoting positive behaviour (tolerance, respect and empathy).

Objective 5: Regeneration of coastal communities.

Objective 6: To increase and support volunteering and community involvement.

Objective 7: To encourage and facilitate a thriving third sector in the district.

Objective 8: To improve health and wellbeing of all.

Objective 9: An inclusive district.

Our vision and the following action plans recognise that there needs to be more sustained effort to create a higher-value local economy with high-paid jobs by improving the district's retail and cultural experience and building more business service activities. Green and sustainable principles must underpin this development to ensure the protection of the district's environment, which is in fact a key asset in attracting higher value jobs and higher spending visitors. To realise our vision the Canterbury District Strategy aims to create:

Conditions for business – to start them up, attract and retain them.

Conditions for visitors – to encourage them to visit, to stay and to spend.

Conditions for residents – to improve their quality of life whilst retaining our heritage and natural assets.

5. About the Canterbury District Strategy

The Canterbury District Strategy sets out the long-term vision for the district and sets out actions for the medium term to achieve this vision. This vision is also shared with Canterbury City Council's Corporate Plan and the Local Development Framework for the district. Other important policies such as the Economic Strategy and Cultural Policy also aim to meet the aspirations of this vision.

4 Creating Sustainable Communities

An annual monitoring report will be produced setting out progress against the following action plans and the strategy itself will be annually reviewed.

14

The seven theme groups of the Canterbury Partnership have an important role in delivering actions to realise our shared vision. The structure of the Canterbury District Strategy action plan is therefore based around each of the seven theme groups of the Canterbury Partnership. Each group (and the partnership itself) have developed an action plan around the following four outcomes:

- 1 Delivering the Knowledge Economy
- 2 Delivering the Experience Economy
- 3 Delivering the Green Economy



6. Theme group action plans

(i) Canterbury Partnership Action Plan

Outcome 1: Growing the Knowledge Economy



A partnership for Canterbury,
Herne Bay, Whitstable and villages

Action	Target	Lead agency	Other partners
Objective 1: Develop higher education and further education links			
Providing the space, support and investment for knowledge -based business start-ups	Ensuring LDF actively supports the delivery of knowledge based start ups	CCC	Canterbury Partnership
Skills development programmes to be available from accessible venues in priority communities – to appeal across genders, age ranges, cultures and communities	Two new skills development programmes per year to support the growth of knowledge economy	CCC	Canterbury District Community Alliance (CDCA) Canterbury4Business (C4B)
Local schools to adapt curricular activity to reflect local ambition, and match the development of the knowledge economy and Canterbury experience – promoting a sense of place and identity	Review to be completed by Local Children’s Service Planning Boards by 2010	KCC	Local Children’s Service Partnerships C4B
Objective 4: Site and Infrastructure improvement to support the delivery of the Knowledge Economy			
Site allocations within the LDF to facilitate delivery of the knowledge Economy	30 to 40 hectares (all employment) of land allocated (Structure Plan Spring 2009) To be confirmed	CCC	

Action	Target	Lead agency	Other partners
Objective 5: Encourage investment, sustainability and growth across the creative and cultural industries			
Through LDF process identify low cost workspace for creative practitioners	One additional unit to be identified per annum to support artists/creative businesses	CCC	
Develop cross-sector placement programme, internships in cultural and creative sector	Ten graduates per year	CCC	Culture@Canterbury (C@C) HEI's

Outcome 2: Delivering the Experience Economy

Action	Target	Lead agency	Other partners
Objective 1: Enhance the reputation of the district as a centre of excellence for culture			
Develop joint marketing campaigns with private sector to promote the cultural offer of the district		CCC	Culture@Canterbury Visit Kent
Encourage film and television production within the district	Four reviews highlighting events within the District in national media by 2009	CCC Kent Film Office (KCC)	Screen South

Outcome 3: Delivering the Green Economy

Action	Target	Lead agency	Other partners
Objective 3: Develop and promote the Green offer of the district and surrounding areas			
Research, develop, and promote the 'green offer' of the district	Identify the constituent elements of the 'green offer' by 2010	CCC	Environment Group Visit Kent EK LSP
	Develop strong branding (such as 'New Forest' brand) and marketing materials for the green offer by 2011	CCC	Environment Group Visit Kent EK LSP

Outcome 4: Sustainable Communities

Action	Target	Lead agency	Other partners
Objective 1: Ensuring new developments meet the needs of existing and new communities			
Provide additional new homes	4,000 additional new homes provided by 2026 (South East Plan)	CCC	
Increase the supply of affordable homes to local people	35% of homes on new developments to be affordable on eligible site	CCC	
Objective 5: Regeneration of coastal communities			
Continue to work with national partnerships to lobby central government to respond to the needs of coastal towns	East Kent to be included on national coastal towns agenda	East Kent Local Strategic Partnership CCC	British Urban Regeneration Association (Bura) Local Government Association Coastal Special Interest Group British Resorts and Destinations Association (BRADA)
Respond to actions in Herne Bay Health Impact Assessment	Area Action Plan for Herne Bay adopted by June 2010	CCC PCT	Community Health and Wellbeing Group (CheW)
	Community Regeneration Plan for Herne Bay – Sept 2009	CCC	CHeW
Objective 6: To increase and support volunteering and community involvement			
Community engagement framework to be adopted the Canterbury Partnership	Framework adopted by 2010	CCC	CDCA
Use London 2012 Olympic and Paralympic Games to encourage increase in volunteering rates to support culture and sport sector	Legacy plan in place by June 2009	Kent 2012 Campaign	CheW CDCA

Action	Target	Lead agency	Other partners
Objective 7: To encourage and facilitate a thriving third sector in the district			
Develop a Canterbury 'voluntary enterprise hub' (promoting social enterprise, strong co-ordinated infrastructure groups, joint multi-agency support for the sector, promoting and implementing the Local and Kent Partners Compacts)	Hub launched by 2012	CCC	CDCA Canterbury and District Enterprise Trust
Objective 9: An inclusive district			
To develop a multi-agency anti-poverty/ financial inclusion strategy for the district to assess need and develop services. (To include fuel poverty).	Strategy developed by 2010	CCC	CheW CDCA
To develop and implement a disabilities strategy for the district	Strategy developed by March 2010	CCC	CDCA CHeW
Develop a programme of needs assessment to better understand the needs of our community including BME	Needs assessment completed by December 2009	CCC	CDCA

(ii) Canterbury District Community Alliance (CDCA)

Profile of Canterbury District Community Alliance

What does the partnership do?

The Canterbury District Community Alliance (CDCA) is a partnership of voluntary sector representatives and works to support local voluntary organisations and community groups. It does this by:

- Providing the sector with relevant information
- Offering voluntary sector representatives the chance to meet and exchange ideas
- Highlighting key issues that impact on the sector
- Promoting partnership working and sharing good practice
- Representing the views of the sector to statutory organisations and key partnerships

*Chair – Alex Krutnik is the Director of the

Canterbury and Herne Bay Volunteer Centre and Project Leader of Canterbury and District Voluntary Action and Support (CaDVAS). Alex has worked in the voluntary and community sector for many years - initially with young people at the Canterbury Youth Project and Rented Accommodation for Teenagers, before moving on to work with what was then called the Canterbury Cyrenians. Alex is well-versed in the activities of the voluntary sector locally and the challenges that lie ahead for the future.

In recent years as Chair of the CDCA Alex has been instrumental in facilitating consultation on local issues affecting the sector as well as coordinating networking events relating to funding and the changing face of the sector.

Membership

Alex Krutnik – CHBVC/CaDVAS (Chair)
Yusuf Tunkora – Porchlight
Roger Kendall – Epilepsy Here
Sari Sirkia-Weaver – Home Start
Christine Hutchings – Relate East Kent

Andrew Fenyo – Ghana Education Link (Treasurer)
Anne Belworthy – Canterbury and District Pensioners Forum
Wendy Wilton – Consultant (Education)
Ursula Wachter – District of Canterbury Credit Union
Nicolette Cole – Canterbury and District Early Years Project
Eileen Shrubsole/ Peter Dyer – Herne Bay Umbrella
Simone Field – CAB Alex Krutnik – Chair
Mella White /Marie Royle (CCC Representative)

*Supporting the vision - the CDCA supports the vision by providing a clear mechanism for consultation and partnership working with the voluntary and community sector.

Outcome 1: Growing the Knowledge Economy

Action	Target	Lead agency	Other partners
Objective 2: Raise the level of basic skills in the district and train local people to take up jobs in Knowledge Economy			
Increase skills of volunteers and VCSO workers by promoting CaDVAS training delivered at accessible community venues	Three network/training events delivered per year	CaDVAS/CDCA	CDCA/CaDVAS and Volunteer Centres
Support delivery of community event for residents to raise awareness of business, self employment, learning and volunteering opportunities to raise aspirations and increase skills	Event held in Spring Lane by June 2009 Ten VCSOs advised per year One promotional/training event held per year	CDCA/Volunteer Centres and Social Enterprise Hub	CaDVAS/ CCC/CDCA and All Hub members
Social Enterprise Hub to provide support to the sector to encourage social enterprise offering business support.	Ten placements offered to adults providing valuable work experience		
Encourage VCOs to take part in community 5,000 projects offering volunteer/work experience to adults			

Outcome 2: Delivering the Experience Economy

Action	Target	Lead agency	Other partners
Objective 3: Encourage new audiences to cultural facilities and activities			
CDCA to cascade promotional material on cultural events and cultural facilities to harder to reach groups and VCSOs	CDCA to promote cultural opportunities and the residents card through web site, networking event, CaDVAS newsletter and the use of the community portal www.e-canterbury.co.uk	CDCA	CaDVAS and community centres Ethnic Minority Independent Council (EMIC)
CDCA to form positive working links with EMIC	CDCA representative to attend EMIC meetings and promote opportunities		

Outcome 3: Delivering the Green Economy

Objective 2: Demonstrate and promote Environmental Leadership in the community, education and employment			
Encourage community to take active role in looking after their environment by promotion of ongoing environmental initiatives and development of new projects	One networking event on environmental responsibility held, information pack produced and one training event held on carrying out environmental audits by the end of 2010	CDCA	CCC/BLK/CaDVAS/VCs/CaDET/ Sturry Road Community Garden
Objective 3: Develop and promote the Green offer of the district and surrounding areas			
Promote and help develop a community vegetable box scheme with local community centres to encourage local people to eat healthy local produce	Sign up two community centres to act as distribution points for vegetable boxes	CDCA	Community Centres Local Farms

Outcome 4: Sustainable Communities

Action	Target	Lead agency	Other partners
Objective 7: To encourage and facilitate a thriving third sector in the district			
Raise awareness of VCSOs to the Kent Partners Compact, compact working and codes of practice by working with the local compact steering group to develop an implementation plan.	One Compact implementation plan produced One Event held to promote the compact Local compact distributed to 250 local orgs	CDCA	CaDVAS
Social Enterprise Hub offering physical and virtual support to encourage VCSOs to achieve sustainability.	Number of VCOs advised one event held per year Minimum of one social enterprise established per year	SE Hub	CaDVAS, CDCA
CDCA to establish sub-groups to represent the views and needs of priority communities of interest to ensure that CDCA is an effective and representative consultation mechanism	Seven sub-groups of CDCA established by March 2010	CDCA	CDCA

Action	Target	Lead agency	Other partners
Objective 9: An inclusive district			
Promote the Domestic Violence forum and district strategy to VCSOs	One awareness and networking event held by the end of 2009	CDCA	DV forum
Promote the positive benefits and outcomes of intergenerational activities to VCSOs via networking event	Networking event held by the end of 2009	CDCA/ VC's/People Utd	CDCA/Porchlight

(iii) Canterbury4Business

Profile of sub-group

What does the partnership do?

C4B is a unique partnership between private sector businesses, the public sector and Canterbury City Council, C4B avoids the 'them and us' syndrome so common in business/public sector/council links. In this partnership, there is only 'us'.

Their Vision is...

An enthusiastic local community that recognises the benefits that business growth can bring to local prosperity and will support and encourage dynamic and developing businesses to realise their full potential.

Objectives

- To work collectively across the sectors to achieve the vision, with a clear focus on the needs of the district
- To identify and understand the barriers to the vision, and then through collaborative

working, ensure that these barriers are removed

- To dispel the image of the district as nothing more than a centre for tourism and leisure

To help C4B achieve its vision and objects, a set of project groups have been created to focus upon elements important to the Canterbury district.

Enterprise Group

Identifies issues and opportunities that may affect the prosperity of the business community, its employment levels and the growth of enterprise within the Canterbury area.

Education and Skills Group

Works to promote, facilitate and support interaction between education providers and the business world. Ensuring that local businesses know what local education can provide and that local education knows what local businesses want.

Major Projects Group

Aims to identify the major issues and projects, which restrict the long-term sustainability and growth of the districts economy.

Environment Group

Provides local businesses and C4B associates with access to guidance on environmental issues likely to impact on their businesses, illustrating the potential advantages to be gained by making businesses 'environmentally responsibly'.

Chair

Paul Barrett, Barrett's of Canterbury

Membership

John Beattie – Principal, Amberley Associates of East Kent
 Janice Sandwell – Enterprise Manager, Business Support Kent CIC
 Jan Druker – Senior Pro-Vice Chancellor, Canterbury Christ Church University
 Colin Carmichael – Chief Executive, Canterbury City Council

Dawn Hudd – Assistant Head of Economic Development and Tourism, Canterbury City Council
 Mark Hill – Clerk to The Corporation, Canterbury College
 Michael Head – Managing Director, Crown Products Ltd
 Mark Isom – Director, D Isom Printers Ltd
 Adam Bateman – Fenwicks
 Peter Hawkes – Furley Page Solicitors
 Jim Pace – Partner, G W Finn and Sons
 George Wilson – Chairman, George Wilson Holdings
 Amy Austin – Kent Works
 Jan Thornby – Kent Works
 Jonathan Watts – Managing Director, Lenleys
 Clive Relf – Tax Partner, Reeves and Neylan
 Denise Everitt - Director of Finance, University of Kent
 Mark Woollard – President, Whitstable District Chamber of Commerce
 Eileen Hargreaves – Hon Treasurer/Director, Whitstable Improvement Trust
 Mark Woollard – Woollard and Kent Funeral Services

More than 260 associate organisations and growing.

More than 90 people involved in working project groups.

Supporting the vision

Canterbury4Business will adopt the new Local Economy and Tourism Strategy 2008 to 2012, which specifically refers to the council's vision to 2030.

Signposting to other strategies

Canterbury4Business has its own theme with the new Local Economy and Tourism Strategy 2008 to 2012.

Theme 8: Continue to support and develop the district's local economic partnership (Canterbury4Business) and other business partnerships

Priority 8.1

Listen and respond to the needs of local business

Priority 8.2

Encourage a culture of enterprise, start-up and long-term business survival

Priority 8.3

Promote, facilitate and support interaction between schools, and FE and HE providers and the business world

Priority 8.4

Promote new business opportunities provided by the London 2012 Olympic and Paralympic Games

Priority 8.5

Identify and lobby the organisations locally, countywide and nationally that can help resolve those issues, which restrict the long-term sustainability/growth of the district's economy

Priority 8.6

Improve business access to guidance on environmental issues, illustrating the commercial advantages to being environmentally responsible

Outcome 1: Growing the Knowledge Economy

Action	Target	Lead agency	Other partners
Objective 1: Develop Higher Education and Further Education links			
Agree memorandums of understanding with all HE and FE providers to encourage research innovation and business collaborations	Formal agreements and action plans signed with all HE and FE providers by the end of 2009/10	CCC	University of Kent, Canterbury Christ Church University, University of Creative Arts, Canterbury College
Increase university commercialisation	Develop a business guide and on-line resource for undergraduate and graduate placements by 2009.	C4B	University of Kent, Canterbury Christ Church University, University of Creative Arts, Canterbury College CCC
	Number of knowledge transfer partnerships established CCCU three by 2010 UofK target TBC	University of Kent, Canterbury Christ Church University	C4B
Providing the space, support and investment for knowledge -based business start-ups	Deliver innovation centre of University of Kent campus by 2010	University of Kent	SEEDA Basepoint Locate in Kent
	To operate Lakesview Enterprise Centre at 75% capacity by end 2010	CCC	Business Support Kent Locate in Kent
Develop relationships with and the potential of the student population	Annual undergraduate event to promote enterprise and entrepreneurship from 2007	University of Kent, Canterbury Christ Church University	National Council for Graduate Entrepreneurship University of Creative Arts, Canterbury College CCC
	Conduct an annual survey of undergraduates to understand their intentions when leaving university	University of Kent, Canterbury Christ Church University	University of Creative Arts Canterbury College CCC

Action	Target	Lead agency	Other partners
Encourage investment in environmental research, manufacturing, development, and sales	Obtain funding for a research chair by 2010	University of Kent	
Objective 2: Raise the level of basic skills in the district and train local people to take up jobs in Knowledge Economy			
Foster relationships between businesses, schools and colleges	Council to adopt its own Modern Apprenticeship programme of up to 10 apprentices per annum by 2010	CCC	Canterbury College Key Training
	C4B to promote take up of modern apprenticeships and Local Employer Partnerships to associates and the business community by events, website and newsletters	C4B	
Annual business of education event	Annual event from 2008	C4B	Kent Works Kent Adult Education Services Local secondary schools
Objective 3: Quality accessible business support available			
Develop relationships with business support providers to promote business support	Sign a memorandum of understanding with Business Support Kent and develop an action to be reviewed annually.	Business Support Kent	
Business mentoring network established	Twenty-five businesses requesting mentoring services per year	C4B	Business Support Kent

Outcome 2: Delivering the Experience Economy

Action	Target	Lead agency	Other partners
Objective 4: Raise the level of basic skills in the district and train local people to take up jobs in the visitor economy			
Raise skill levels and staff retention in the hospitality, tourism and travel industry	Numbers of people obtaining UK Skills Passport or similar	CCC	Canterbury College Visit Kent Tourism SE
District wide customer service training	No visitor interactions rated below average by 2009	CCC	Canterbury College Visit Kent Tourism SE

Outcome 3: Delivering the Green Economy

Action	Target	Lead agency	Other partners
Objective 2: Demonstrate and promote environmental leadership in the community, education and employment			
Work with businesses to encourage them to become more environmentally sustainable	Environmental section included in 2009 Business Survey	CCC	C4B
Hold bi-annual business environment conference	Held by 2010/2012	C4B	CCC

Outcome 4: Sustainable Communities

Action	Target	Lead agency	Other partners
Objective 7: To encourage and facilitate a thriving third sector in the district			
To encourage local businesses and their staff to participate in volunteering schemes	Promote volunteering schemes to local businesses through Business Life, website and C4B newsletter	C4B	CCC Chambers of Commerce Business Support Kent Volunteer Centres

(iv) Community Health and Wellbeing

Profile of the Community Health and Well-being Partnership

What does the partnership do?

Tackles health inequalities and improves well-being – addressed through a multi-agency partnership approach, through agreement of joint priorities to achieve ‘choosing health’ targets and other key public health and health protection targets. The partnership achieves this through their input into new preventative health developments, and through the allocation of funding to meet identified objectives.

Chair

Dr Jonathan Sexton is a Fellow of the Faculty of Public Health. He is on the Board of the UK Public Health Register and is the Faculty of Public Health’s nominee to the Academy Health Inequalities Forum of the Royal Colleges. He has represented the Faculty President at NICE Guideline development on Health Inequalities.

Currently Jonathan is Assistant Director and Consultant with Eastern and Coastal Kent PCT, responsible for the 275,000 people in Canterbury

and Swale, also leading for the PCT on health inequalities and children’s public health. Previously Director of Public Health for Canterbury and Coastal PCT, he is an Honorary Research Fellow at the University of Kent and is an Honorary Lecturer in Public Health and Canterbury Christ Church University.

Membership

Dr Jonathan Sexton – Assistant Director and Consultant (E&C Kent PCT)

Andrew Scott-Clark – Deputy Director of Public Health

Suzi Wakeham – Head of Community Development (CCC)

Steve Osborne – Head of Safety and Wellbeing (CCC)

Anne Belworthy – C&DCA (Pensioner’s Forum)

Caroline Friday – Joint Development Manager, Swale and Canterbury Localities (Health) (Children’s Trust)

Janet Cowell – Whitstable Umbrella

Jayne Curran – Health Promotion Specialist, Community Development

Lorraine Bond – C&DCA (East Kent Crossroads)

Perpetua Egan – PCT Patient and Public Involvement

Roger Kendall – C&DCA (Epilepsy Here)

Roz Exton – KCC Adult Services

Sue Raistrick – KCC Children’s Services

Supporting the vision – the partnership supports the SCS vision by understanding and responding to the needs of communities – improving well-being, tackling health inequalities and influencing strategic development to ensure the needs of socially communities are met.

Signposting to other strategies

- Canterbury District Youth Strategy (KCC/CCC and partners)
- Children and Young People’s Plans (coastal and city LCSPs)
- Community Development Strategy (CCC)
- Eastern and Coastal Kent PCT Healthy Weight Strategy (PCT)
- National Strategy for Health Inequalities (PCT)
- Promotion of Active Living in Older Age (PCT)

Outcome 4: Sustainable Communities

Action	Target	Lead agency	Other partners
Objective 8: To improve health and wellbeing of all			
To deliver the Eastern and Coastal Kent PCT Healthy Weight Strategy	Strategy delivered by 2015	PCT	CCC, voluntary sector KCC Children, Families and Education Directorate Local Children's Services Partnerships
To deliver an annual multi-agency health promotion partnership programme - including nutrition, sexual health, healthy schools, mental health, physical activity, smoking cessation and community development activity	Annual programme delivered	PCT	CCC, voluntary sector KCC Children, Families and Education Directorate Local Children's Services Partnerships
To implement the revised national strategy for health inequalities (including social determinants of health)	By 2015	PCT	CCC, voluntary sector KCC Children, Families and Education Directorate Local Children's Services Partnerships
To deliver a programme of community-based activity by commissioning the third sector to deliver against health priorities identified in the 'Health and Wellbeing Partnership Fund' and the 'Promotion of Active Living in Older Age Fund'	Programme delivered by March 2010	PCT	CCC, voluntary sector KCC Adult Services

(v) Safer Canterbury District Partnership

What does the partnership do?

The Safer Canterbury District Partnership (SCDP) exists to create local solutions to local problems by directly tackling issues of crime and disorder to improve the quality of life for people living in our district.

The partnership has evolved following the Crime and Disorder Act 1998 and is a strong alliance between the following authorities:

Canterbury City Council
Kent Police
Kent Fire and Rescue Service
Kent County Council
Kent Police Authority
Primary Care Trust

The partnership also works closely with other services and groups such as Neighbourhood Watch and Kent Drug and Alcohol Action Team to help keep the district safe.

Their vision is.....

To make the Canterbury district one of the safest places in Kent to work, study, live and visit.

Objectives

Following a comprehensive strategic assessment, in order to reduce crime, the fear of crime and to promote safety, the partnership has prioritised the following areas:

- criminal damage,
- anti-social behaviour,
- substance misuse,
- violence in the night time economy,
- domestic abuse, and
- community engagement.

Criminal Damage

Much of the criminal damage caused locally can be identified as signal crimes that are often the first sign of wider problems within the community. Persistent damage such as vandalism, graffiti and arson, often increase fear



of crime that undermines community cohesion and pride.

The partnership will be proactive in: reducing fear; improving perception of crime and anti-social behaviour; and promoting feelings of safety through community engagement and communication.

Anti Social Behaviour

Anti-social behaviour has been the focus of public attention since the introduction of Anti-Social Behaviour Orders (ASBOs). To reassure the public and tackle anti-social behaviour perpetuated primarily by people's behaviour, the partnership will focus on the following targets:

- reducing levels of anti-social behaviour; and
- reducing crime and anti-social behaviour where the offender or victim is aged 17 years and under.

Violence in the night time economy

Becoming a victim of violent crime within the night time economy (NTE) is a key concern. The partnership will work with businesses to focus on the following target: improving safer socialising and reducing violence in the night time economy.

Domestic Violence

The majority of victims of domestic abuse within the district are female. The partnership works

with the Domestic Violence (DV) Forum to reiterate its commitment to: reducing levels of domestic abuse and repeat victimisation.

Substance Misuse

Drug and alcohol-fuelled crime continues to emerge as a national problem. The partnership is being proactive in its actions and will concentrate its efforts on: reducing alcohol and drug related disorder in the night time economy, including binge and underage drinking; and reducing alcohol and drugs misuse.

Community Engagement

The partnership embraces working with local residents and communities to tackle issues of crime and disorder. The rolling out of the Partners and Communities Together (PACT) panels has engaged residents, and the partnership aims to continue working to strengthen links and promote safer communities.

Structure

The SCDP has an executive group and underneath that, tactical approaches based on local community issues. The specific responsibilities of the executive are to:

- set the overall strategy for the partnership and to secure commitment and action to deliver that strategy;
- develop and implement a Community Safety Partnership plan identifying and delivering the most important priorities and monitoring progress;

- bring together plans, partnerships and initiatives to provide a forum through which mainstream service providers can work effectively together to meet local needs and priorities;
- promote dialogue between partners and avoid conflict; and bring together county and district council priorities, in consultation with the Government Office for South East (GOSE), to implement the improvement of services reflecting both national and local priorities.

Outcome 4: Sustainable Communities

Action	Target	Lead agency	Other partners
Objective 3: Residents (and visitors) feeling safe in and outside of their homes			
Reducing levels of ASB	Identify those at risk of entering the criminal justice system as a result of their anti-social behaviour and match with appropriate support and intervention measures	SCDP	Public Safety Unit Youth Offending Service CCC Community Development CCC Housing KCC Education
Reducing crime and ASB where the offender or victim are aged 17 years and under	<p>Link anti-social behaviour perpetrators with the Identified Prolific and Priority Offenders scheme, particularly for under 17s and in relation to the 'prevent and deter' approach</p> <p>Work with young people to establish a checklist for measuring effective diversionary activities</p> <p>Review current protocols in relation to students and housing as the basis for developing an anti-social behaviour strategy for the district</p> <p>Work with groups of young people to update the anti-social behaviour dvd</p>	Youth Offending Team (KCC)	
Reducing levels of Domestic Violence and repeat victimisation	<p>Review the DV strategy</p> <p>Establish lines of accountability between the DV forum and the Public Safety Unit back to the CDRP</p>	DV Forum	SCDP Public Safety Unit Kent Police Public Protection Unit

Action	Target	Lead agency	Other partners
Improving Safer Socialising and reducing violence in the Night Time Economy (NTE)	<p>Carry out a local study of the Canterbury NTE to obtain clearer information on movement patterns, hot spot areas, risk areas and support needs</p> <p>Develop a safer socialising, best bar none, pub watch accreditation structure for the licensed premises including a promotion and advertising programme and incentive scheme</p>	SCDP	<p>Public Safety Unit</p> <p>CCC Licensing</p> <p>Kent Fire & Rescue</p> <p>Primary Care Trust</p> <p>KCC Education</p> <p>Canterbury District Watch</p>
Reducing alcohol and drug related disorder in the NTE, including binge drinking and underage drinking	<p>Enforce alcohol control areas</p> <p>Establish tighter monitoring arrangements of licensed premises</p> <p>Tackle sales of alcohol to underage drinkers</p> <p>Identify young people at risk from substance misuse and link to appropriate support programmes</p> <p>Raise awareness of the negative impacts of substance misuse</p> <p>Identify vulnerable, at risk people who need support and rehabilitation and monitor their progress through the available support and IPPO arrangements</p>	<p>SCDP</p> <p>Kent Police</p> <p>CCC Licensing</p> <p>Public Safety Unit</p> <p>PCT</p> <p>KCC Education</p> <p>Youth Offending Service</p> <p>KDAAT</p>	<p>SCDP</p> <p>Canterbury District Watch</p>

Action	Target	Lead agency	Other partners
Reducing fear; improving perception of crime and ASB and promoting feelings of safety through community engagement /communication	Identify focus areas or areas at particular risk and work with local communities to reduce the impact Develop the graffiti database to identify perpetrators and take appropriate action	SCDP Public Safety Unit PACT panels Street Scene	
Objective 4: Promoting positive behaviour (tolerance, respect and empathy)			
Homeless engaged in community/environmental projects/activities	At least two active projects in place per year	SCDP CDCA	
Young offenders engaged in community/environmental projects/activities	At least two active projects in place per year	Probation Service	

(vi) Culture@canterbury

Profile of Culture@Canterbury

What does the partnership do?

Culture@Canterbury (C@C) brings together representatives from the Canterbury cultural community which encompasses the arts, creative industries, sports and recreation, heritage and museums and galleries in Canterbury, Whitstable and Herne Bay.

C@C aims to

1. Improve the quality of the district's cultural offer.
2. Support delivery of key objectives of the community strategy work through partnership with key partners and stakeholders.
3. Ensure that the sector is well represented within the various partnership organisations operating at district, east Kent and county level, for example Local Strategic Partnership.

C@C seeks to achieve this by working in three main ways:

- Promoting by working in partnership with all stakeholders to co-ordinate cultural events and marketing opportunities for maximum impact.
- Leading by influencing the development of strategies and programmes that enhance the district's cultural offer.
- Co-ordinating to promote collaboration and communication.

Chair – Phil Knight

Phil worked extensively in the leisure and gaming industry upon leaving Liverpool University in 1986. In 1998 he was part of a management team that purchased First Leisure's gaming division which was then sold onto Gala Leisure two years later.

Since then Phil has split his time between non-executive roles within the leisure market and developing his interests in football – refereeing matches, coaching new referees and as a Council Member of the Kent County Football Association.

Phil is currently chairman of Canterbury City Football Club and remains on the Board of Active Life.

Membership

Tom Andrews – Chief Executive, People United

Dee Ashworth – Director, Gulbenkian Theatre

David Ford – Assistant Head of Culture and Communications, (CCC)

Will Forrest – Centre Director, Horsebridge Arts and Community Centre

Phil Knight – Chairman, Canterbury City Football Club, Active Life Board member

Tim Le Lean - Year One Consulting

Janice McGuinness, Head of Culture and Communications, (CCC)

Adam Smith – Orange Street Music Club

Sally Staples – Head of Arts, Kent County Council

Rosie Turner – Festival Director, Canterbury Festival

Ian Wellard – Head of Centre for Physical Recreation, Christ Church University

Laurence Wood – Head of College, University for the Creative Arts

Supporting the vision

Significant role in delivering:

The Experience Economy – the district as ‘the place to visit.’ Improving the cultural offer to create a reputation for the district as a location for a wide range of high quality consumer and leisure/cultural activities

The Knowledge Economy – the district as ‘the place to work.’ Improving the cultural offer, improving links with higher education, nurturing and supporting the creative economy to develop, attract and retain knowledge intensive people and businesses

36

Signposting to other strategies

- Local Cultural Strategy (CCC)

Outcome 1: Delivering the Knowledge Economy

Action	Target	Lead agency	Other partners
Objective 1: Develop Higher Education and Further Education links			
Joint research bid submitted in 2008 to investigate ways in which HEIs might have transformative effect on cultural production in the district	One per cent year on year increase in participants (3% from priority groups)	C@C	HEIs, ACE, CCC, Cultural Providers
Joint showcases such as performing arts, visual arts building on 'Anifest' model	One new joint show case ('Fest') each year from 2009	HEI	Venues ACE
Objective 2: Raise the level of basic skills in the district and train local people to take up jobs in the knowledge economy making it accessible to all			
With cultural sector support implementation of Creativity and Media diploma for 14 to 19 year olds	Programme launched in 2009 Students graduating with Diploma in 2013 Target to be defined	Canterbury School Partnership	KCC, CCC Cultural Providers Connexions
Survey CCI businesses within district to find out where the skills gaps are	Survey completed by Q3 2008 Proposed focus (skills gaps) finalised by Q4 2008 First tranche of activity started by Q1 2009	CCC	C4B Train2Gain
Objective 3: Quality accessible business support available			
Set up east Kent wide business support portal, tailored to CCI sector	Portal Live by Q4 08. Twenty-five per cent of CCI organisations within EK subscribed by Q2 2009	Business Link	CCC SEEDA Enterprise Gateways Universities C4B Social Enterprise Hub

Action	Target	Lead agency	Other partners
Objective 5: Encourage investment, sustainability and growth across the creative and cultural industries			
Instigate quarterly C@C-led CCI Forum to encourage networking, mentoring and sharing of information, experience and ideas across all areas of CCI sector and beyond: arts, creative industries, sports and health, heritage and museums and galleries and beyond	<p>Four networking events held per year plus virtual network established</p> <p>Ten new cross-sector collaborations taking place each year</p> <p>GVA for CCI sector in district to increase at above national average rate, year on year</p> <p>Average age of CCI practices/organisations increases</p>	C@C	<p>HEIs</p> <p>Sub sector Groups</p>
Make subsidised office space available in city centre by extending Red Dog, Blue Turtle, Green Geeko making use of spare CCC capacity and making derelict spaces available to arts organisations.	<p>One additional creative studio in use by Q3 2009</p> <p>Five creative businesses using office space by Q2 2009</p> <p>All major derelict spaces to have been used by a creative/arts organisations at least once by 2009</p>	CCC	KCC, HEIs, Cultural Providers, Business Link Kent
Develop cross-sector placement programme, internships	<p>Programme agreed with sign up by cultural providers. Number of graduates identified</p> <p>Ten placements by Q4 2009</p>	CCC	HEIs
Arrange an annual 'Affordable Art Fair' showcasing the best in visual art from the district's HEI sector as well as more established artists	Total amount of arts sales in district to double by Q4 2010	UCCA	HEIs

Outcome 2: Delivering the Experience Economy

Action	Target	Lead agency	Other partners
Objective 1: Enhance the reputation of the district as a centre of excellence for culture			
Participation in international and national cultural programmes (such as Portrait of a Nation, Cultural Olympiad)	One new programme per year receiving positive national coverage for Canterbury	CCC	DCMS, HLF, ACE, SEEDA, KCC, LOCOG, HEIs, media and cultural providers
Joint marketing campaign with private sector to gain national and international recognition. (for example). East Kent Cultural Awards, cross sector day/evening packages, discounts linked to Freedom Pass and Residents Card.)	Two positive articles per year in international/national media	CCC	Media, HEIs cultural providers Visit Kent Hotels in District Thanet DC Shepway DC Dover DC Ashford DC EKLSP EKLAAP PANEK
Pilot jointly-programmed summer cultural season four reviews highlighting events within the district in national media by Q2 2009	Double the percentage of attendees/visitors from 'out of town' by Q4 2009	C@C	Marlowe Gulbenkian Kings Hall Whitstable Playhouse Horsebridge
Objective 2: Improve the quality and range of cultural and sporting facilities			
Beaney art gallery and library in Canterbury redeveloped	One per cent year on year increase in participants (3% from priority groups) New Beaney open in 2010	CCC	KCC, SEEDA, HLF
Community Football Hub in Canterbury developed	One per cent year on year increase in participants (3% from priority groups) Football Hub open in 2010	CCC	KCC, CCFC, CRFC, Active Life, C&CPCT, FF

Action	Target	Lead agency	Other partners
Redevelop St Lawrence Cricket Ground in Canterbury	Ground redeveloped by 2010 (awaiting new timetable)	KCCC	CCC
New community facilities built through Building Schools for the Future	New sports facilities at Herne Bay High School and Whitstable Community College by 2010 Canterbury school requirements to be determined by 2011 One per cent year on year increase in participants (3% from priority groups)	KCC, CCC	Active Life
New Marlowe Theatre developed	New Marlowe open in 2011 One per cent year on year increase in participants (3% from priority groups)	CCC	KCC, SEEDA
New music centre at St. Gregory's in Canterbury developed	New music centre open in 2011 One per cent year on year increase in participants (3% from priority groups)	CCCU	Sounds New
Whitstable Museum redeveloped	Redeveloped museum open in 2011 One per cent year on year increase in participants (3% from priority groups)	CCC	HLF
Encourage development of commercial leisure (including live music and entertainment venues, cinema) where desirable and aligned to Local Development Framework.	Commercial leisure needs study undertaken in 2009 Strategy for encouraging appropriate development in 2010	CCC	HEIs Cultural Providers

Action	Target	Lead agency	Other partners
Objective 3: Encourage new audiences to cultural facilities and activities			
Work with cultural sector to develop joint ticketing/box office arrangements	One per cent year on year increase in participants (3% from priority groups) New ticketing/box office arrangements in place in 2009	C@C	CCC, HEIs, Cultural Providers

Outcome 4 – Sustainable Communities

Action	Target	Lead agency	Other partners
Objective 3: Residents (and visitors) feeling safe in and outside of their homes			
Reinstate Canterbury Parade as a Cultural carnival/showcase that tours Canterbury, Whitstable and Herne Bay	Fifty per cent of District residents have attended at least one parade by 2010 Number of groups participating increases by 10% each year Participation/involvement from a new community/industry sector every year till all sectors are involved	CCC	Community Groups Universities Private Sector
Objective 8: To improve health and wellbeing of all			
Develop joint programmes and initiatives that encourage participation in sport and physical activity	Get Active Feel Alive programme of six events per year across district One per cent year on year increase in participants (3% from priority groups)	Active Canterbury	C&C PCT, sports and leisure providers
Encourage greater community use of school facilities including specialist sports colleges and private facilities	One per cent year on year increase in participants (3% from priority groups)	Active Canterbury	C&C PCT, sports and leisure providers LCSPs
Develop workplace health programmes for businesses in the district	One per cent year on year increase in participants (3% from priority groups)	KCC	C4B

(vii) Environment Group

Profile of the Environment Group

What does the partnership do?

The Environment Group and its constituent partners aim to encourage sustainable development within and beyond the Canterbury district by raising awareness of environmental issues and by taking practical action to protect and enhance the natural and built environment.

The group seeks to achieve this by:

- Raising awareness and understanding of environmental issues in the Canterbury Partnership.
- Influencing the decisions of the Canterbury Partnership Executive Board to give greater consideration of and importance to environmental issues.
- Monitoring progress and delivering actions in the Canterbury Partnership's strategy.
- Developing innovative ways of working with the other Canterbury Partnership subgroups to address environmental problems.

- Sharing knowledge and expertise within the Environment Group.
- Promoting environmental projects and achievements within the Canterbury district.
- Maximising the use of electronic media (especially the Internet and email) to share information and expertise, and to promote successes.

Chair

The Environment Group is chaired by Sue Davis. Sue is a senior manager with BT. She is the Chair of the BT Homeworkers Carbon Club, which is an initiative that she started. Sue has also worked on BT's sustainability practice.

Sue and her partner run a graphic and web design business, which won a 'Highly Commended' rating in the 2007 Kent Sustainability Awards.

Sue is also a member of the Environment Subgroup of Canterbury4Business.

Membership

Alan Williams – Kent Wildlife Trust
Anna Palmer – Canterbury City Council
Beatrice Shire – SPOKES
Carol Davis – Herne and Broomfield Parish Council
Chris Lowe – Campaign for the Protection of Rural England (CPRE)
Christopher Wallis – Canterbury City Council
Dave Rogers – Natural England
Dr Geoff Meaden – Canterbury Christ Church University
Dr Graham Poole – Simon Langton School
Dr Ian Bride – University of Kent
Graham Deer – Canterbury Environment Education Centre
Liz Humpage – Blean Initiative
Matt Hayes – Kentish Stour Countryside Project
Matt McLellan – Canterbury City Council
Mike Cook – British Trust for Conservation Volunteers (BTCV)
Mike Phillips – British Trust for Conservation Volunteers (BTCV)
Nicholas Churchill – Canterbury City Council

Paul Williams – Canterbury City Council

Peter Smith – Wildwood

Sue Davis (Chair) – BT and Green Information

Wendy Le-las – Le-las Associates

Supporting the vision

The Environment Group supports the Canterbury Partnership's vision by raising awareness of environmental issues, encouraging sustainable development in the Canterbury district, and by helping to promote and protect the district's environmental assets to assist the development of the Green Economy.

Signposting to other strategies

- Creating a Better Place (Corporate Strategy 2006 to 2011) (Environment Agency)
- Draft Environment Policy (Canterbury City Council)
- Kent Environment Strategy (Kent County Council)

Outcome 1: Growing the Knowledge Economy

Action	Target	Lead agency	Other partners
Objective 1: Develop Higher Education and Further Education links			
Encourage investment in environmental research, manufacturing, development, and sales	Obtain funding for a research chair	University of Kent	
	Annual number of staff (FTE) employed in environmental research	HE and FE institutions	
	Annual number of environmental research projects started	HE and FE institutions	

Outcome 3: Delivering the Green Economy

Action	Target	Lead agency	Other partners
Objective 1: Minimise contribution to and adapt to the consequences of climate change			
Conduct annual survey of partners to establish re-use of products and use of recycled materials	Survey undertaken during 2009	Environment Group	Canterbury Partnership
Provide advice and grant support for households suffering from fuel poverty	750 energy efficiency grant/advice packages provided each year	Kent Energy Centre	CCC
Conduct annual survey of partners to establish business mileage and use of alternatives (walking, cycling, public transport, teleworking)	Survey undertaken during 2009	Environment Group C4B	Canterbury Partnership
Actively review climate change research and ensure that long-term strategies take appropriate account of the forecast impacts of climate change	Number of strategies that take appropriate account of the forecast impacts of climate change and emergency plans in place (including LDF)	Environment Group	CCC KCC

Action	Target	Lead agency	Other partners
Objective 2: Demonstrate and promote environmental leadership in the community, education and employment			
Promote local produce and local service suppliers, Fairtrade, and organic produce	Establish 2008 baseline for the number of organic/local suppliers used by partners, and value/volume of local produce used. <i>Future targets will be set after 2008 baseline established</i>	Environment Group	Canterbury Partnership
	Five per cent increase in number of shops/supermarkets, cafes/restaurants, workplaces, and organisations selling and/or using at least two Fairtrade products by 2012	Canterbury District Fairtrade Network CCP Town Centre Management	CCC
Raise awareness of the biodiversity duty for public bodies, and take action to conserve biodiversity in the district	One hundred per cent of planning applications each year include biodiversity questions	CCC	Environment Group
	Blean Woods and Stour Valley recognised and managed as regional reserves (possibly as part of Natural East Kent) by 2010	Blean Initiative, Kentish Stour Countryside Project	
Promote and achieve awards that recognise environmental excellence	Retain and increase annual number of Eco Schools	KCC	Environment Group
	Retain and increase annual number of Eco Congregations	Environment Group	CANDIFA
	Promote and increase area of woodland certified by the Forest Stewardship Council (FSC)	Blean Initiative, CCC	
	Promote environment awards for B&Bs, hotels, and guesthouses	Environment Group	Visit Kent

Action	Target	Lead agency	Other partners
	Annual number of businesses from the district entering the Environment Awards for Kent Business	Kent Sustainable Business Partnership C4B	Environment Group
	Retain and increase annual number of Green Flag, Green Pennant and Green Heritage awards in district	CCC	Environment Group
	Retain and increase annual number of coastal awards (Blue Flag, Seaside Awards) in district	CCC	Environment Group
Organise events/conferences to raise awareness of topical environmental issues	Two events organised each year	Environment Group	CDCA C4B LCSPs
Encourage development and uptake of environmental education	Annual number of environmental education courses offered by HE and FE institutions	HE and FE institutions	
	Annual number of visitors to Environmental Education Centres	CEEC, Wildwood	
Objective 3: Develop and promote the Green Offer of the district and surrounding areas			
Increase awareness, use, and appreciation of elements of the green offer	Establish 2008 baseline for the annual number of visitors to environmental attractions Future targets will be set after 2008 baseline established	Environment Group	CCC
	Satisfaction with and use of elements of the green offer (as assessed by consultations)	Environment Group	Visit Kent

Action	Target	Lead agency	Other partners
Investigate possibility of establishing green tours around the district	Discussions held with all relevant partners by 2010	Environment Group	C4B Visit Kent
Increase awareness and take up of green accreditation schemes for the tourism industry (for example, the Green Tourism Business Scheme)	Ten per cent of tourism businesses belong to the scheme by 2010	CCC	C4B Kent Sustainable Business Partnership

Action	Target	Indicators	Lead agency	Other partners
Objective 4: Improve the local environment				
Produce an annual 'State of the Environment' report for the district	Produce 2008 baseline year report during 2009	<i>NI 5 (and to include indicators identified in this action plan)</i>	Environment Group	Canterbury Partnership
Protect and enhance the natural environment	Sixty per cent of SSSI area in favourable condition	NI 197	Natural England	

Outcome 4: Sustainable Communities

Action	Target	Lead agency	Other partners
Objective 6: To increase and support volunteering and community involvement			
Encourage community involvement in protecting/enhancing the natural environment and public open spaces	Support two communities in the management of open space per year to 2012.	CCC	CDCA

(viii) Canterbury District Transport Steering Group (CDTSG)

What does the partnership do?

The CDTSG exists to develop, co-ordinate and help to deliver the actions and objectives identified in the Canterbury District Transport Action Plan. It has specific objectives to promote sustainable and accessible transport for all, to improve air quality management in Canterbury and to inform the Local Development Framework on transport related issues.

Chair

Nick Betts (Managing Director of Nasons, Canterbury)

Mike Patterson – Executive Member and Portfolio Holder for Transport (CCC)

Viv Pritchard – Head of Transportation and Engineering (CCC)

Richard Moore – Transportation Manager (CCC)

Adrian Verrall – Planning Policy Manager (CCC)

Ruth Goudie – Partnership Officer, Kent Highways Services

Jeremy Cooper – Stagecoach South East

Mike Gibson – Southeastern (Railway)

To be confirmed – Representative of the business sub-group C4B

To be confirmed – Representative of the environment sub-group

Signposting to other strategies

Canterbury District Transport Action Plan

Membership

Membership of the sub group comprises of those with a strategic transportation responsibility, key transport providers and representatives from the business and environment sub-groups of the Canterbury Partnership, where there is significant overlap of outcomes and objectives.

Outcome 1: Growing the Knowledge Economy

Action	Target	Lead agency	Other partners
Objective 4 : Site and Infrastructure improvement to support the delivery of the Knowledge Economy			
A2 slip roads to be all- movement	Wincheap London bound on-slip road by 2010 Wincheap off-slip by 2012 In principle agreement from Highways Agency for Harbledown slip roads and Bridge interchange by 2010	KCC CDTSG	C4B Highways Agency SEEDA

Outcome 2: Delivering the Experience Economy

Action	Target	Lead agency	Other partners
Objective 1: Improve the infrastructure needed to support the Experience Economy			
Implement an effective Car Parking Strategy to provide sufficient high quality car parking facilities	Implement Actions identified in Canterbury Parking Strategy 2006 to 2016	CCC CDTSG	C4B Canterbury Partnership Chambers of Commerce

Outcome 3: Delivering the Green Economy

Action	Target	Lead agency	Other partners
Objective 1: Minimise contribution to and adapt to the consequences of climate change			
Improve Travel Choice by investing in alternative methods of transport to the car to encourage more journeys to be made by bus, train, walking and cycling	Increase the per centage share of cycling as a mode of transport to 5% by 2012 (currently 2%) Increase patronage of bus travel by 3% per annum Improve punctuality of buses on QBP routes to 95%	KCC	Stagecoach CCC

Action	Target	Lead agency	Other partners
Investigate the feasibility and implications of road charging and a workplace parking levy as a means to reduce congestion and improve air quality	Complete a city wide multi-modal transport model by 2010	KCC	C4B Canterbury Partnership Chambers of Commerce
Encourage large employers in Canterbury to develop and monitor green travel plans as part of the Travel Plan Forum	Reduce the per centage of employees and students travelling into the city by car	KCC	C4B Canterbury Partnership Chambers of Commerce

Outcome 4: Sustainable Communities

Action	Target	Lead agency	Other partners
Objective 2: A well connected district with well connected communities			
Reduce Travel Demand by locating development close to good transport links and local facilities	Use appropriate transport modeling techniques to inform the LDF to be adopted in 2010	KCC CCC	
Provide more rural transport services	Increase number of people using 'Dial a Ride' By 10% per annum	KCC CCC	Stagecoach
Objective 5: Regeneration of coastal communities			
Improve pedestrian and cycle linkages between Herne Bay seafront and town centre	Delivered as part of Herne Bay Action Plan Phase one Oyster Bay Trail (Reculver to Swalecliffe by 2009) Phase two (Swalecliffe to Seasalter by 2011)	CCC	KCC
Objective 9: An inclusive district			
Improve transport facilities for disabled people	Increase number of people using 'Dial a Ride' by 10% per annum Deliver bus stop infrastructure improvements through the Quality Bus Partnership	KCC	CCC

Appendix A

Glossary of Terms

ACE		DCMS	Department for culture, media and sport	LCSPs	Local Children's Services Partnership
ASB	Anti-social behaviour	DV Forum	Domestic Violence Forum	LDF	Local Development Framework
BLK	Business Link Kent	E&C Kent PCT	Eastern and Coastal Kent Primary Care Trust	LOCOG	London Organising Committee of the Olympic Games
BME Groups	Black and Minority Ethnic Groups	EKLSP	East Kent Local Strategic Partnership	MOU	Memorandum of Understanding
C@C	Culture@Canterbury	EKLAAP	East Kent Local Area Action Plan (for Kent Agreement 2)	NFU	National Farmers Union
C4B	Canterbury4Business	EMIC	Ethnic Minority Independent Council	NTE	Night Time Economy
CaDVAS	Canterbury and District Volunteer Advice Service	FE	Further Education	PANЕК	Performing Arts Network Kent
CaDET	Canterbury and District Enterprise Trust	FSC	Forest Stewardship Council	PCT	Primary Care Trust
CCC	Canterbury City Council	FTE	Full Time Education	QBP	Quality Bus Partnership
CCFC	Canterbury City Football Club	HE	Higher Education	SCDP	Safer Canterbury District Partnership
CCI	Cultural and creative industries	HEI's	Higher Education Institutes	SCS	Sustainable Community Strategy
CDCA	Canterbury District Community Alliance	HLF	Heritage Lottery Fund	SEEDA	South East England Development Agency
CheW	Community Health and Wellbeing sub group	KCC	Kent County Council	SSSI	Site of special scientific interest
CRFC	Canterbury Rugby Football Club	KA2	Kent Agreement 2	UCCA	University College of Creative Arts
		LAA	Local Area Agreement	VCO's	Voluntary and community organisations

Appendix B – List of consultees

Canterbury Partnership would like to thank the following organisations for their contribution in producing the Canterbury District Strategy and in particular thanks to the students at the University College of Creative Arts for providing the 'visualisations' to illustrate the outcomes for the district.

Adscene

52

Alliance of Residents Group

Arts Council England, South East

Ashford BC Planning

Ashford Borough Council

Ashford's Future

Brett Aggregates

CANDIFA

Canterbury 4 Business

Canterbury Christ Church University

Canterbury City Council

Canterbury City Partnership

Canterbury College

Canterbury Cricket Ground

Canterbury Disability Advisory Group

Canterbury District Voluntary Action Service (CADVAS)

Canterbury Festival

Canterbury Fire Safety Office

Canterbury Fire Station

Canterbury Independent Traders Association

Canterbury Pride

Countryside Agency

Council for the Protection of Rural England

Creative Partnerships Kent

Crown Products

Culture@Canterbury

Dean and Chapter of Canterbury

Defence Estates Aldershot

Denne Group Ltd

Department for Transport

Dover District Council

East Kent Local Strategic PartnershipPartnership

Eastern and Coastal Kent PCT

English Heritage

English Nature

Ethnic Minority Independent Council

Kent Association of Parish Councils

Kent County Council

Kent Downs AONB Group

Kent Invicta Chamber of Commerce

Kent Partnership

Kent Police

Kent Probation Service

Kent Tourism Alliance

Kent Wildlife Trust

Kent Works

Kentish Gazette

KOS Media Ltd
Locate in Kent
Museums, Libraries & Archives South East
National Farmers Union SE
Northgate Ward Community Centre
Orange Street Music Club
PACE
Parker Steel
Pensioners Forum
Querns Residents Group
Ramblers Association
RSPB
SEEDA
SEERA
SERCO
Shepway District Council
SNAAP
South East Water
Southern Housing Group
Southern Water
Sport England SE
Stagecoach East Kent
Swale Borough Council
Tenants Consultative Group
Thanet District Council
The Canterbury Campus
The Change Organisation
Town and Country Housing Group
Transco
University College for the Creative Arts
University of Kent
Whitstable Chamber of Commerce
Whitstable Improvement Trust
Whitstable Society
Year One Consulting