

Agenda

Cabinet

Monday

25 March 2024

at 7.00 pm

The Guildhall
St Peter's Place
Canterbury
CT1 2DB

Membership of the Cabinet

Councillor Alan Baldock (Chair)
Councillor Michael Dixey (Vice Chair)
Councillor Charlotte Cornell
Councillor Chris Cornell
Councillor Mel Dawkins
Councillor Pip Hazelton
Councillor Connie Nolan
Councillor Alex Ricketts
Councillor Mike Sole

Quorum: 5 councillors

1. Members of the public may speak at meetings of the Cabinet Committee so long as the item has not already been heard at the Overview and Scrutiny Committee. They must contact Democratic Services by 12.30pm the working day before the meeting to register to speak.

2. The venue for the meeting is wheelchair accessible and has an induction loop to help people who are hearing impaired.

3. Everyone is welcome to record meetings of the Council and its Committees using whatever non-disruptive methods you think are suitable. If you are intending to do this please mention it to the Democratic Services Officer and do not use flash photograph unless you have previously asked whether you may do so. If you have any questions about this please contact Democratic Services (members of the press please contact the Press Office).

Please note that the Chair of the meeting has the discretion to withdraw permission and halt any recording if in the Chair's opinion continuing to do so would prejudice proceedings at the meeting. Reasons may include disruption caused by the filming or recording or the nature of the business being conducted.

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Persons making recordings are requested not to put undue restrictions on the material produced so that it can be reused and edited by all local people and organisations on a non-commercial basis.

If a meeting passes a motion to exclude the press and public then, in conjunction with this, all rights to record the meeting are removed.

4. The information contained within this agenda is available in other formats, including Braille, large print, audio cassettes and other languages.

Contact Officer: Vanessa Montgomery, 01227 862 009, democracy@canterbury.gov.uk

Agenda

Page (s)

1 Apologies for absence

2 Declaration of any interests

TO RECEIVE any declarations for the following in so far as they relate to the business for the meeting:-

- a. Disclosable Pecuniary Interests (DPI)
- b. Other Significant Interests (OSI)
- c. Voluntary announcements of other interests not required to be disclosed as DPIs or OSIs, i.e. announcements made for transparency reasons alone, such as:
 - Membership of outside bodies that have made representations on agenda items, or
 - Where a councillor knows a person involved, but does not have a close association with that person, or
 - Where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position.

[Note: an effect on the financial position of a councillor, relative, close associate, employer, etc; OR an application made by a councillor, relative, close associate, employer, etc, would both probably constitute either an OSI or in some cases a DPI].

3 Announcements

To receive any announcement from the Leader or Cabinet Members.

4 Public participation

Members of the public may speak on an agenda item in Part A, for a maximum of three minutes, provided that notification has been given to Democratic Services by 12.30pm on the working day before the day of meeting.

To find out more [visit this webpage](#).

5 Minutes of the meeting held on 11 March 2024

TO CONFIRM as a true record.

(To follow after publication)

6 References from Committees 6 - 11

TO NOTE the minutes of the Overview and Scrutiny Committee on 29 February 2024.

Part A - Items to be considered with public participation

7 BID ballot and voting 12 - 88

TO CONSIDER the report from Bill Hicks, Service Director for Place.

8 Canenco Business Plan 89 - 109

TO CONSIDER the report from Tricia Marshall, Director of Corporate Services.

9 Capital and Investment and Treasury Management Strategies 110 - 147

TO CONSIDER the report from Nicci Mills, Service Director for Finance and Procurement.

Part B - Items for consideration with no public participation

These items have already been considered at the Overview and Scrutiny Committee with public participation. Therefore, there is no further public participation for the items listed in Part A of the agenda.

10 Dog PSPO Consultation Outcome 148 - 216

TO CONSIDER the report from Suzi Wakeham, Director of People and Place and Marie Royle, Service Director Place.

11 Long Rock management plan 217 - 258

TO CONSIDER the report from Bill Hicks the Deputy Director of Place and Richard Moore the Head of Transport and Environment.

12 Date of next meeting

7pm, Monday 22 April 2024.

13 Any other urgent business to be dealt with in public

14 Exclusion of the press and public

TO RESOLVE – That under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items of business on the grounds that there would be disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act or the Freedom of Information Act or both.

Part C - Items likely to be considered in Private

- 15 Any other urgent business which falls under the exempt provisions of the Local Government Act 1972 or the Freedom of Information Act 2000 or both**

Overview & Scrutiny Committee 29 February 2024

Draft minutes

Present: Cllr Paul Prentice (Chair)
Cllr James Flanagan (Vice Chair)
Cllr Keith Bothwell (present as a substitute)
Cllr Dane Buckman
Cllr Rachel Carnac
Cllr Elizabeth Carr-Ellis
Cllr Liz Harvey*
Cllr Harry McKenzie
Cllr Keji Moses
Cllr Peter Old
Cllr Dan Smith
Cllr Naomi Smith

In attendance: Councillor Alan Baldock - Leader of the Council
Councillor Connie Nolan - Cabinet Member for Community,
Culture, Safety and Engagement

Officers: Suzi Wakeham - Director of People and Place
Marie Royle - Service Director People
Lacy Dixon* - Senior Specialist Community Safety &
Enforcement Manager
Martin Hall - Senior Environment Manager

(*present for part of meeting)

590. Apologies for absence

Apologies for absence were received from Councillor Jeanette Stockley and Councillor Clare Turnbull.

591. Substitute members

Councillor Keith Bothwell was present as a substitute for Councillor Clare Turnbull.

592. Declarations of interest by Members or Officers

In relation to Item 6, Councillors Dane Buckman, James Flanagan, Naomi Smith and Peter Old made a voluntary announcement that they were dog owners - both Peter Old and Naomi Smith walked their dogs at Long Rock.

In relation to Item 7, Councillors James Flanagan and Peter Old made a voluntary announcement that they participated in park runs at Long Rock.

593. Public participation

The Chair advised that there were two public speakers for the meeting who would be heard directly before the relevant item.

594. MINUTES OF THE MEETING HELD ON 25 January 2024 (pages 6-12)

The minutes of the meeting held on 25 January 2024 were agreed as a true record by general assent.

595. Proposed Dog Control Public Space Protection Order (PSPO) 2024

(Alan Atkinson and Gavin Serkin, members of the public, spoke prior to the discussion.)

The Service Director for People introduced the report which outlined the results of the recent public consultation on proposals within the Dog Control Public Space Protection Order. Councillors views were sought on the proposal as part of the formal decision making process.

There were three options available to councillors.

Option 1:

1. The adoption of a new Dog Control PSPO 2024 as set out in Appendix D which included requirements relating to :
 - Dog fouling
 - Dog on lead of no more than two metres as per locations listed in Schedule 1 of Appendix D
 - Direction given to place dog on lead
 - Dog exclusion as per locations listed in Schedule 2 of Appendix D
2. To include the new site of Bridge Recreation Ground as a dog exclusion area (as set out in Schedule 2 of Appendix D)
3. To NOT include in the new order:
 - 3.1 Dog lead restrictions at the following sites:
 - c. Paths of the Riverside Walk
 - d. The public footpath within Whitstable Cemetery Whitstable
 - 3.2 Dog exclusion at the following sites as there is no longer any play equipment in situ:
 - Play area The Maltings, Enclosed, Littlebourne
 - Play area Black Griffin Lane, Canterbury
 - Sturry Road Community Park Garden Area, Northgate
 - 3.3 The requirement of a person in charge of a dog on land to which the order applies, to produce (if asked to do so by an officer) a suitable means to pick up, remove and appropriately dispose of dog faeces.

Option 2 - To reduce, increase or adapt the activities and locations included.

Option 3 - To not create a new Dog Control PSPO.

Councillors discussed the report, asked questions and for clarifications from the officers and Cabinet Members, and made points, including the following:

- A variety of methods had been used for the consultation, including social media, website, public meetings, pop up events and signage.
- The council's website was currently vague on how to appeal against PSPOs and officers agreed to review this.
- It was clarified that the whole of Bridge recreation ground was included.
- There had been no reported incidents of dogs attacking nesting birds at Long Rock, but it was about reducing risks to species. There were no nesting birds due to the amount of disturbance.
- Clear signage would be key to the implementation of the PSPO. Enforcement staff would be made clear on what they were enforcing and there would be an initial grace period.
- The PSPO would be enforced either by third party contractors, the police or nominated council officers. Third party contractors were salaried and there was no incentive to issue PSPOs.
- Contractors would be trained to issue in a measured and consistent manner.
- Officers would receive a monthly breakdown of fines issued by age, ethnicity etc.
- After the consultation had finished, communication was received from Barham Parish Council who wanted their village green requirements downgrade. There would be a need to go out for further consultation if that change was to be made. The Service Director advised this would be picked up separately.
- Was there any compensation to be made in the way of a 'dogs off lead' area if the PSPO was introduced?
- It should be acknowledged that some people were scared of dogs and people's need to exercise their pet should be balanced particularly around other people and children.
- Strategic signage would be needed for areas such as Toddlers Cove, where it was not a clear, bounded area and that was the reason why maps were being included.
- If a member of the public did not have a means to pick up their dog's mess, officers would have bags and could do so.
- Councillors were aware of the particular sensitivities surrounding the Long Rock area and there was a feeling that it wasn't just dog walkers who could cause disturbance.
- It was suggested there were two existing PSPOs covering the Long Rock area that could be applied currently, those who don't have their dog on a lead and those who remove, damage, deface or vandalise or cause harm to any wildlife. This could be applied to those people who do not have their dogs under control.
- As part of the PSPO, it would be good to review the placement of dog waste bins. Residents should also be made aware that dog waste

could be put into 'normal' litter bins. Officers would discuss with the contracts officer.

- It was noted that some people would find it hard to judge a 2 metre lead.
- There was confusion about the existing rules at Long Rock as signs had been defaced or removed.
- Any new suggestions would need to be considered by Cabinet and then go back out for consultation before Council made their decision.
- If the PSPO was introduced, there would be no change at Long Rock.
- There was currently a dog free area around the Oyster Bay Trail which could be difficult to manage. The officer advised that areas would not be fenced, but adequate signage would be in place.
- It was felt that seasonal restrictions may be difficult to manage and to understand. Seasonality might work for birds but there were other species affected too.

Following discussions regarding Long Rock, councillors agreed to vote separately on that area.

It was proposed, seconded and when put to a vote unanimously agreed to:

Recommend (to Cabinet):

1. The adoption of a new Dog Control PSPO 2024, excluding the **Long Rock area**, as set out in Appendix D which includes requirements relating to :
 - Dog fouling
 - Dog on lead of no more than two metres as per locations listed in Schedule 1 of Appendix D
 - Direction given to place dog on lead
 - Dog exclusion as per locations listed in Schedule 2 of Appendix D
2. To include the new site of Bridge Recreation Ground as a dog exclusion area (as set out in Schedule 2 of Appendix D).
3. To attach site maps to locations listed in Section 2 of this report, to ensure boundaries and areas that restrictions apply are clear.
4. To NOT include in the new order:
 - 4.1 Dog lead restrictions at the following sites:
 - a. Paths of the Riverside Walk
 - b. The public footpath within Whitstable Cemetery Whitstable
 - 4.2 Dog exclusion at the following sites:
 - Play area The Maltings, Enclosed, Littlebourne
 - Play area Black Griffin Lane, Canterbury
 - Sturry Road Community Park Garden Area, Northgate
 - 4.3 The requirement of a person in charge of a dog on land to which the order applies, to produce (if asked to do so by an officer) a suitable means to pick up, remove and appropriately dispose of dog faeces

Record of voting:

For the proposal (12): Councillors Keith Bothwell, Dane Buckman, Rachel Carnac, Elizabeth Carr-Ellis, James Flanagan, Liz Harvey, Harry McKenzie, Keji Moses, Peter Old, Paul Prentice, Dan Smith and Naomi Smith.

Against the proposal (0):
Abstained from the proposal (0) :

The following recommendation was then proposed and seconded.

The adoption of a new Dog Control PSPO 2024, **for Long Rock area only**, as set out in Appendix D which includes requirements relating to :

- Dog fouling
- Dog on lead of no more than two metres as per locations listed in Schedule 1 of Appendix D
- Direction given to place dog on lead
- Dog exclusion as per locations listed in Schedule 2 of Appendix D

When put to a vote it was believed that there was an equality of four votes for and four against the proposal, with three abstentions. The Chair declined to use his casting vote and it was agreed that the report to Cabinet should reflect the vote taken with numbers to demonstrate the split views - along with all comments made by the Committee.

Subsequently it was realised that the vote was five votes for and four against, with three abstentions. The actual vote is reflected in the minutes.

Record of voting:

For the proposal (5): Councillors Keith Bothwell, James Flanagan, Keji Moses, Peter Old and Dan Smith.

Against the proposal (4): Councillors Dane Buckman, Elizabeth Carr-Ellis, Harry McKenzie and Naomi Smith.

Abstained (3): Councillors Rachel Carnac, Liz Harvey and Paul Prentice.

(Councillor Liz Harvey arrived during the officer introduction for this item.)

596. Long Rock Management Plan

The Senior Environment Manager introduced the report detailing the Long Rock Management Plan following public consultation.

There were three options detailed within the report which were:

Option 1: Cabinet approves the adoption of the Long Rock Management Plan and its implementation.

Option 2: Cabinet does not approve the adoption of the Long Rock Management Plan but supports its implementation.

Option 3: Cabinet does not approve the adoption or implementation of the Long Rock Management Plan or its implementation.

Councillors discussed the report, asked questions and for clarifications from the officers and Cabinet Members, and made points, including the following:

- Councillors welcomed the management plan and congratulated the officers.

- It was noted that there wasn't a Friends Group set up and it was suggested that local councillors might like to help get one established.
- It might be possible to treat the whole coastline as linked areas going forward. Officers already worked closely with foreshore and engineering teams.
- Officers would welcome support from local councillors to build upon emerging relationships with residents.
- The public had previously not been keen when previously consulted about a possible footpath at the site but this may be something that a Friends group could consider going forward.
- It was hoped an information leaflet could be produced summarising the Management Plan.
- Signage was also being reviewed and would hopefully be installed at the site shortly.

It was proposed, seconded and when put to a vote unanimously agreed:

TO RECOMMEND (to Cabinet) that the Long Rock Management Plan be adopted.

Record of voting:

For the proposal (12): Councillors Keith Bothwell, Dane Buckman, Rachel Carnac, Elizabeth Carr-Ellis, James Flanagan, Liz Harvey, Harry McKenzie, Keji Moses, Peter Old, Paul Prentice, Dan Smith and Naomi Smith.

Against the proposal (0):

Abstained from the proposal (0) :

597. Any other urgent business to be dealt with in public

There was no business under this item.

598. Exclusion of the press and public

599. Any other urgent business which falls under the exempt provisions of the Local Government Act 1972 or the Freedom of Information Act 2000 or both

There was no business under this item.

Meeting closed at 20:28

Cabinet
25 March 2024

Subject: Proposal for Canterbury Business Improvement District (BID) Third Term Elections 2024

Director and Head of Service:

Suzi Wakeham, Director of People and Place

Officer:

Bill Hicks, Service Director, Place

Cabinet Member:

Councillor Alan Baldock, Leader

Key or Non Key decision: Non Key

Decision Issues:

These matters are within the authority of the Cabinet

Is any of the information exempt from publication:

This report is open to the public.

CCC ward(s): Westgate, Northgate, Barton and Wincheap

Summary and purpose of the report:

This report sets out the proposal for a third term Business Improvement District (BID) for Canterbury city, and the decisions required from Canterbury City Council to support and enable the BID to progress to a ballot.

To Resolve:

1 As the local authority:

- a: to receive the draft Business Improvement District proposal as detailed in the report;
- b: delegate to the Director of Strategy and Improvement to approve the final version which will form the basis for the notification of the BID ballot submitted to the Secretary of State;
- c: authorise the Returning Officer to conduct the BID ballot in 2024.

2 As a Non-Domestic Rates levy payer, delegate to the Director of Strategy and Improvement to cast the council's vote as 'Yes' in the forthcoming ballot.

Next stage in process:

Proceed with the BID ballot and cast the council's vote in favour of a new BID term.

1. Introduction

A Business Improvement District (BID) is a business led and business funded body formed under legislation (Business Improvement Districts (England) Regulations 2004) to improve a defined commercial area in addition to the baseline services provided by the public sector in that area.

A BID has the authority to levy non-domestic rateable (NDR) value in a defined area. NDR payers are balloted by number and rateable value to agree a proposal allocating levy payer funds for expenditure technically up to 5 years. The BID has to be a commercial area defined by street in detail - it can be a city/town or a business park.

After a successful ballot, the BID proposer takes on the delivery role and a BID Board is formed to oversee delivery and levy payers' interests.

In October 2014 Canterbury Connected Business Improvement District was launched following a successful ballot. This first five year term of the BID came to an end in October 2019 - and a second term was proposed and agreed in 2019. The BID Board is now putting forward its proposal for a third BID ('BID3') term starting in 2024.

2. Detail

Since its inception in October 2014 the BID has invested over £5.6m in Canterbury.

That money has been raised through the BID levy, voluntary contributions, sponsorship and commercial income. Some of the successes of the BID include:

Cost Savings and Economic Recovery

- Funded a Business Cost Reduction Programme, which has seen 40+ businesses benefit from identifying £162,000 of savings.
- Over the last 10 years 6,233 people have attended BID funding networking and training events, showcasing 122 businesses.
- The BID responded quickly during the pandemic focusing on activity that was of immediate use, introducing online support webinars, communication on accessing grants, and a series of re-opening animation projects and marketing campaigns. They were awarded Welcome Back and RHSS funding from the Council to support this work.

Improved the Experience

- Cleaning: Using a Low Carbon Grant, the BID purchased their own street cleaning machine ('The Becket').
- BID ambassadors spent over 100 hours cleaning vacant doorways and areas not covered by the council's cleaning schedule.

- **Safe & Secure:** In addition to Purple Flag accreditation and the Ambassador programme the BID introduced:
 - New Zero Tolerance against harassment training and accreditation.
 - An audit of the city's Safe Havens, and the introduction of a new one (for anyone who needs to seek refuge after in the night time economy).
 - Established a new Safety & Security Roundtable to help resolve retail crime and anti-social behaviour, with Whitefriars and District Watch.
 - Support for Best Bar None accreditation, hosting the annual awards event.

Net zero and biodiversity support

- The BID introduced a 'Safari in the City' trail in 2017, encouraging people to explore the flora and fauna in the city.
- Organised the city's first ever Green Heritage conference in 2018 and continually won awards for Canterbury in Bloom.
- Since 2019 they have been part of the Canterbury Climate Action Partnership, supporting and encouraging business decarbonization audits, and supporting the annual Climate Change Festival and Awards.
- In 2023, they supported the inaugural Wild Stour RiverFest, organised by the Council and in celebration of the River Stour they created a new trail guide to the Great River Stour.

Dressing the city

- Provided 6 miles of Christmas lights from mid-November to early January every year.
- Decorated Canterbury with 380 baskets per year from June to September bringing colour to the city streets. In the last 10 years they have provided 3,750 flower baskets.
- Funded the vinyling of 250 windows over the last 5 years. These have included the entirety of Debenhams, the DWP building on Burgate, Pound World, Top Shop, Beaverbrook and City Space.
- Introduced new lamppost banners along the King's Mile, festive bunting across the whole city, and enabled university and college students to display their own window vinyls.

Promoted Canterbury

- Reached over 30 million people per year through BID-funded marketing campaigns focused both on the national and international market.
- In November 2020, rolled out the Canterbury Gift Card, to keep money circulating in the local economy. Since its launch £150,000 worth of cards have been purchased.
- Funding for the Christmas Campaign has increased by 30% over the last 4 years following the coordination of a Christmas Committee made up of funding partners. The Light Parade now launches at the same time as the Christmas Market and then 6 weeks of marketing supports the city. This year's campaign saw a reach of 22 million.
- Invested over £500,000 in funding events and festivals, bringing locals, international visitors and national press, including Pride Canterbury, City Sound Project in the Park, Canterbury Shakespeare Festival, The Gin Fling, Marlowe

Summer Programme, Canterbury's Cooking, King's Mile Trick or Treat, Canterbury Wine Festival, Canterbury Festival and more.

- Medieval Pageant and Family Trail: This has been delivered by BID for the last 9 years and have grown the event to:
 - Reach an audience of 5,000+ annually
 - Work with 18 heritage trail stops
 - Host workshops with 10 different local schools and community groups
 - Welcomed 200+ to the parade
 - In 2023 recorded 12,286 Medieval Trail visits over the course of the 6 hour trail
- Visit Canterbury: In November 2022 BID took over the management of the district marketing platform setting up as a consortium with key tourism businesses helping to shape the direction of the platform. Over this time they have:
 - Increased website visits by 46%
 - Increased Instagram followers by 4,000+
 - Launched a monthly Newsletter with 5,000+ subscribers
 - Produced posters, map pads, run competitions, hosted press and influencers, and invested in international campaigns.
- MyCanterbury Local Offers Card re-launched in August 2021. Since then, BID has issued 3,186 cards to local residents (CT postcode) and currently has 28 deals and discounts available promoting local businesses.
 - Won numerous awards for the city: tourism, events, floral displays, window vinyls and the evening and night time economy.
 - Produced and circulated 20 City Guides (413,000 copies distributed) and 14 Shopping Maps (70,000 copies distributed).

Supported and Represented Business

- Invested over £54,000 in supporting and launching business quarters: King's Mile, Whitefriars, Cathedral Quarter, Castle Quarter and West End. Including ongoing support each year for events, activities, marketing, lamp post banners, vinyls and promotion through both MyCanterbury and Visit Canterbury.
- Represented the needs of businesses on 27 different committees, working groups and forums amounting to over 1,560 hours of lobbying on topics affecting the health of the city centre, including representing business needs in the Levelling Up consultations.
 - Their BID Ambassadors walk the city street 7 days a week, year round. Over the last five years, they made 600 visits per year totaling 3,000 business visits over 5 years.
 - Graffiti, litter, ASB and any other issues are reported and monitored daily with 1,200 issues reported in the last 5 years.
 - The BID is a member of the Association of Town and City Management (which BID CEO Lisa Carlson chairs), The BID Foundation (achieving BID Industry Standards accreditation in the first pilot round) and the Night Time Industries Association. In her capacity as Chair of the ATCM, Lisa also sits on the All Party Parliamentary Group for Town Centres and the High Street Task Force Sector Leaders Group. These groups have successfully campaigned for business support during the Covid pandemic.

- Provided 120 monthly City Centre Reports, providing essential information about the trading environment including figures on vacancy rates, footfall, sales performance, and tourism. Plus, a live footfall counter on the website and 520 weekly footfall reports, benchmarking the city's performance against the southeast, other historic cities and the UK.
- Produced 120 Operational Reports highlighting the impact of the BID and return on investment.

From a council perspective, the BID has also helped to develop and improve partnership working across the city centre on projects such as Canterbury In Bloom and Purple Flag. It also provides a direct route to the city centre business community for the purposes of consultation and disseminating council communications messages.

The Canterbury BID is now putting forward its draft proposal for a third BID term. The proposal document prepared by the BID at [Canterbury BID Proposal 2024-2029](#), is the culmination of their consultation with the businesses in the proposed BID area [Proposed Canterbury BID Area Map 2024-2029](#) and will form the basis for the BID3 Business Plan upon which levy payers will vote by way of a postal ballot.

As laid out in the proposal, the BID is planning to build on the strong foundations established during the two, five year terms of its existence and aims to provide leadership and representation on the issues that matter most to those levy payers.

The following is an excerpt from the proposal which sums up the approach for BID3:

The BID will fine-tune the projects and services that businesses value most, such as marketing campaigns and support materials (maps, guides, photo and video library), tourism / Visit Canterbury, training, city decorating and animation, event support, cleaning, safety & security and bespoke business support.

They will also introduce and develop new initiatives based on the priorities expressed by the business community, such as:

- A new Ambassador programme, with a particular focus on safety and security in the city, while maintaining business support and visitor welcome.
- Ongoing voice for the business community in local government consultations, in particular over the next year with the Council's Levelling Up funded projects, also providing support and added value to these projects, for example by promoting the routes, trails and projects to locals via MyCanterbury and tourists via Visit Canterbury.
- Continued emphasis and promotion of the city – locally, nationally and internationally, now enhanced via Visit Canterbury and all designed to encourage visitors, dwell time and spend in the city, along with targeted offers for employees of local businesses.
- Inward investment – leadership on the Canterbury Tales of England board to help encourage continued investment in the city and support for the new 'Invest Canterbury' project with Canterbury City Council and Locate in Kent.

- New street animation to bring colour and vibrancy to the city, with new reasons to visit (vinyls, bunting, flowers, lights) and ongoing event support.
- Develop a new travel campaign that promotes the best ways to access the city.
- Canterbury BID is now firmly established as a key partner in the management of the city centre and is respected by the council, business, community and industry partners at a local, regional and national level.

During a third BID term, the BID will deliver projects and activities based on the priorities of the business community, focused on Promoting the city, Supporting businesses and Improving the Experience for those who work, live, study and visit here.

Assuming that the Canterbury BID is given approval to proceed to ballot the BID board must develop and adopt a full Business Plan for BID3 which will go into more detail about how it will operate and deliver against their proposal.

Canterbury BID3 - the process

A further successful BID ballot in Canterbury would raise over half a million pounds per annum over a five year period which must be used to deliver the actions laid out in the BID3 Business Plan.

As part of the BID process the council has clearly identified all services that it currently provides in the BID area, both statutory and non-statutory. These have been set out in Baseline Statements which will form part of the full BID Proposal document and include:

Canterbury City Council

- Commercial waste
- Street cleansing
- Public conveniences cleaning and maintenance
- Parks and open spaces maintenance
- Stray dog service
- Car parking
- Graffiti
- Fly tipping
- Pavement litter
- Abandoned cars
- Dog fouling
- Licensing Admin and Enforcement
- Community safety and CCTV
- Street Scene Enforcement
- Economic Development
- Business support
- Market management
- Use of public open space for events
- Provision and support of cultural activities and events
- Voluntary sector grants and support

- Outdoor leisure
- Tourism
- Museums

Clearly statutory services have to continue to be provided by the relevant authorities; however, both statutory and discretionary services are subject to resource constraints. All services provided by a BID must be additional to, and not replace, those provided by statutory services to ensure that levy raised brings additional benefit to the BID area.

In addition to Cabinet making the recommendations outlined within this report the Head of Legal must also verify that the final BID business plan (published in April) adheres to BID legislation. Although the Head of Legal can only formally review that once the final plan has been submitted, and has confirmed that the contents of the draft proposal are in line with legislation.

The timeline for decision making and ballot is as follows:

25 March 2024	- Cabinet to support the proposal
18 April 2024	- BID formally requests the Billing authority to instruct the ballot holder to hold a ballot
9 May 2024	- Notice of ballot and explanation to all persons entitled to vote issued by the ballot holder. Copy of Notice to Secretary of State
6 June 2024	- Last day for Issue of ballot papers
1 July 2024	- Deadline for receipt of Proxy vote applications
11 July 2024	- Day of ballot
12 July 2024	- Count of ballot; Statement of result of ballot; Public notice of ballot (on Website)
9 August 2024	- Post-ballot period

3. Relevant Council policy, strategies or budgetary documents

In the current council corporate plan, currently being updated, the first of the four priorities includes:

To support the district's economy to recover then grow

We will create a pro-business district that supports enterprise and innovation in order to drive economic development through our policies, by the use of our extensive assets and the use of technology alongside our commitment to sustainability and the environment.

4. Consultation planned or undertaken

The Canterbury BID has carried out extensive consultation (as detailed in the proposal) including

- An extensive consultation process starting in June 2023, followed by workshops, sector meetings and a formal consultation that ran from 28 September to

1 November 2023 for all businesses and organisations in the city and in February 2024 for head office contacts of national chains. All eligible voters at a local and national level were made aware of the opportunity to engage in the formal survey to inform the development of the business plan for a third BID term. The BID followed up on this with direct contact via the BID Ambassadors, the BID Team and the BID Board. Engagement will continue over the coming months, in particular with businesses in the proposed expanded area (the rest of Northgate, the Riverside and Station Road West).

- During the formal consultation the BID asked the business community to tell them what projects and services are important to their business, and to let them know about future priorities.
- They also conducted a mid-term survey in 2022, and a live feedback session at their AGM in June 2023.
- The mid-term survey in 2022 showed that overall satisfaction with the BID is very high at 88% (up from 70% in 2017). Ninety-one percent agree that the BID provides value for money, up from 61% in 2017) and 84.4% feel there would be a negative impact on the city centre if the BID did not exist.

5. Options available with reasons for suitability

Option 1 - Support the Canterbury BID proposal for a third term.

A Business Improvement District offers a way of defining improvements and projects which are important to levy payers trading in the city and raising funds from those levy payers in order to bring that work to fruition. The BID has undertaken consultation with levy payers and has articulated in its draft proposal the priorities for the third BID term which are based on levy payer feedback. The proposal outlines a range of projects and interventions which will improve and safeguard the health of the city (and which complement the Council's aims) and a third BID term offers a viable way to deliver this without further pressure on public finances.

Option 1 is recommended.

Option 2 - Do not support the Canterbury BID proposal for a third term.

Not permitting the BID to go ahead would result in rejection of the BID's proposal and would prevent a business ballot taking place, which would be open to challenge by the BID Company to the Secretary of State. Although there would be no obligation on the Council to take on BID work if it were unsuccessful at ballot, there would no doubt be an expectation. None of the work of the BID is budgeted for.

Option 2 is not recommended.

6. Reasons for supporting option recommended, with risk assessment

Officers recommend that Cabinet supports the BID and resolve all of the items listed above. The advantages for the city and its economy have been proven during the first two BID terms. By supporting the proposal to ballot the council would allow levy payers to determine whether the third BID term will go ahead through a democratic process.

7. Implications

(a) Financial

Canterbury City Council has 16 hereditaments (NDR rateable properties) within the potential BID area which will be subject to the levy. The council will therefore have 16 votes in the BID ballot and a levy payable of just over £23.5k assuming a 1.8% BID levy. The levy is accounted for within existing budgets.

(b) Legal

The Head of Legal is satisfied that the BID proposal adheres to legislation.

(c) Equalities

None identified.

(d) Environmental including carbon emissions and biodiversity

None identified.

8. Conclusion

Based on the strong track record within its initial two five year terms, supporting the proposal by Canterbury Business Improvement District offers a proven methodology for delivering business-funded improvements to the trading environment of Canterbury City.

The proposal would then go to a ballot in July allowing all levy payers to either support or oppose the BID proposal through a democratic process.

Contact Officer: Bill Hicks, Service Director, Place

Telephone: 01227 862 054

Appendices

1. Climate Change Impact Assessment
2. Proposed BID3 area map
3. Draft proposal summary for Canterbury Connected - BID

Appendix 1 Climate Change Impact Assessment

Please provide an assessment of the impact of the proposal under each of the headings below. If none, please say so.

1. Climate Change impacts

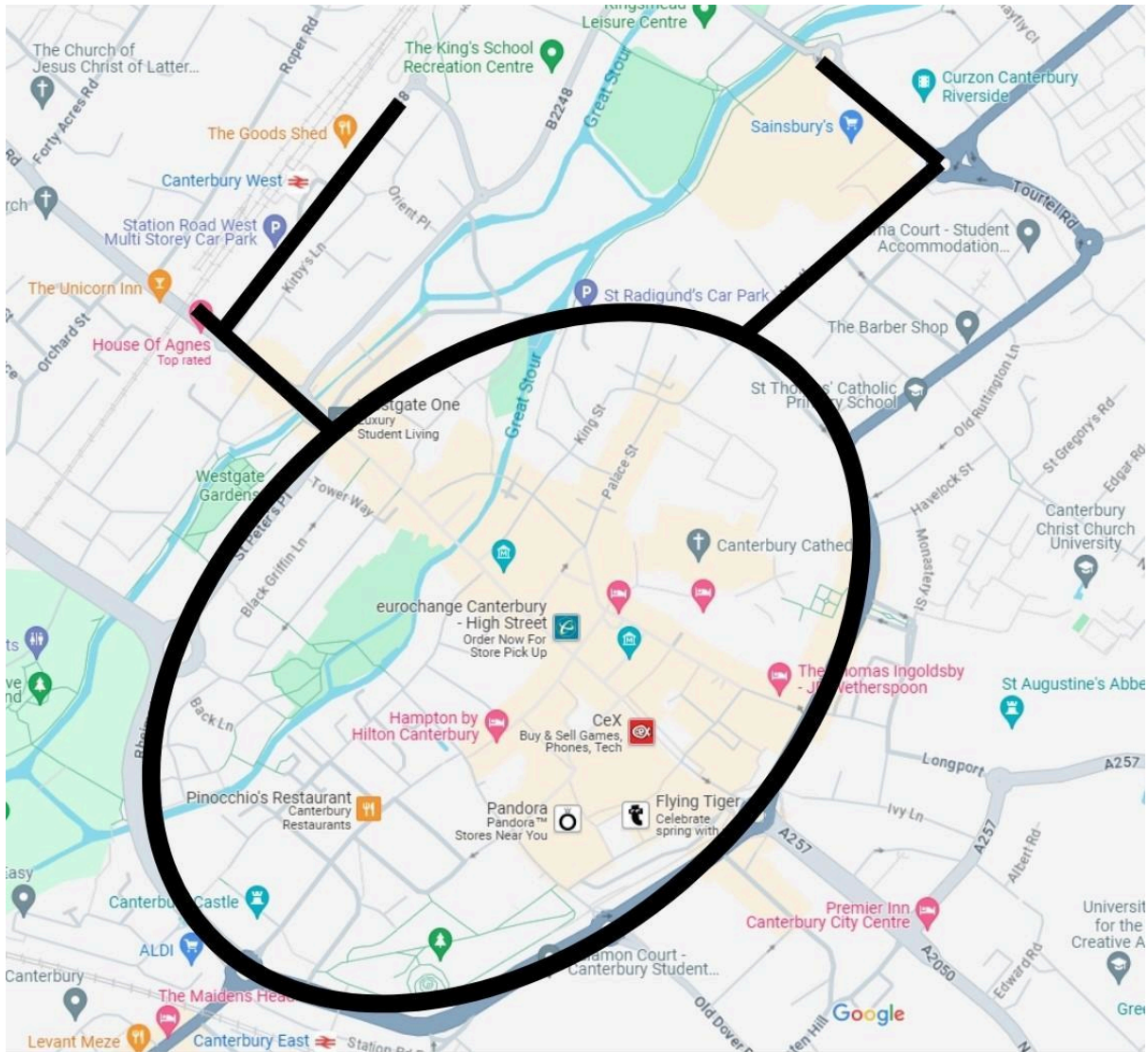
Impact of proposal Positive/ Neutral/ Negative	Explanation of impact If you have any relevant data, please include that in the explanation and reference the source.	Mitigation
Impact on the council's target of being carbon neutral by 2030 This applies to emissions of carbon dioxide as a direct result of our own activities and services. Please consider the whole life impact of your proposals		
	None.	
Impact on carbon emissions in the Canterbury district This applies to the carbon dioxide emissions in the district as a result of your proposal. Please consider the whole life impact of your proposals.		
	None.	
Emission of other climate changing gases including methane, CFCs, nitrous oxide		
	None.	

2. Adaptation to climate change - Impact on our resilience to the effects of climate change

The greatest risks posed by climate change to the UK are:

- Flooding and coastal changes including erosion from extreme events
- Risks to health caused by high temperatures
- Water shortages and drought
- Risk to natural environments & services - landscape, wildlife, pollinators, timber etc
- Risk to food production & trade
- Emergence of new pests and diseases affecting people, plants & animals

Appendix 2 - Proposed Canterbury BID Area 2024-2029





Draft Proposal 2024-2029

7 March 2024

DRAFT

For Canterbury Business Improvement District

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Introduction

Canterbury Business Improvement District (BID) is an independent, business-led, not-for-profit initiative voted for by the businesses and organisations who operated in the city in 2014, and again in 2019, to ensure continued business-focussed investment in the city centre. BIDs are funded by the businesses and organisations that benefit from them by raising a levy based on rateable value, and the money is ring-fenced so that it can only be spent within the BID area on initiatives that have been agreed to in a formal business plan.

Canterbury BID is dedicated to supporting the city’s business community. We’re focused on improving the trading environment and playing our part to solve the city’s challenges; both supporting businesses and encouraging locals, visitors, staff and students to make the most of our beautiful city and its fantastic culture, heritage and commerce.

The past five years have been extremely challenging for everyone, and many challenges remain, not least funding challenges for local authorities, rising costs for businesses and cost of living for customers. We need to continue to work together as a business community, and collaboratively with the public, private and civic sectors, to face these challenges and to make the most of opportunities.

The ethos of Canterbury BID is to leverage partnership working amongst the business community, their customers and clients and, just as significantly, the organisations and institutions which influence the city’s operation and vitality, including: Canterbury City Council (CCC), Kent County Council (KCC), Kent Police, higher and further education institutions, resident’s groups and other public and community organisations.

Canterbury BID has succeeded in making Canterbury a better place. Over the last 10 years (2014-2024), we invested over £5.6 million on projects and activities to benefit businesses and organisations in the city. Over £1 million of that was additional money raised on top of the statutory levy – from voluntary contributions, sponsorship, grants and commercial income. Nationally, there are 340 BIDs in the UK, investing over £1 billion every year, giving business an independent voice and investing in business-led initiatives.

Through ongoing consultation over the last five years and extensively over the last nine months, we have listened to what the business community thinks we have done well, what we could improve further and what new initiatives they would like to see introduced to make Canterbury the best it can be. This proposal sets out the priorities to establish Canterbury BID for a third term to operate from October 2024 to September 2029. The ballot for a third BID term will take place from 6 June to 11 July (with the final Ballot Day on 11 July 2024).

We are asking for the support of Canterbury City Council to ensure that Canterbury BID can continue to deliver projects and activities that make a difference to the city’s business community, and to their clients, customers and staff. We want to help ensure that Canterbury grows as a vibrant and professionally managed place and to ensure that all the sectors represented in Canterbury’s city centre economy are supported and nurtured. Together we are a stronger voice, and we look forward to a third term and all that we can deliver for Canterbury and the business community.

Vision & Mission

We want Canterbury to be a thriving place for business where everyone can enjoy and benefit from the city's rich culture, heritage and commerce.

As a Business Improvement District, our mission is to represent the business community and to enable the city to be a vibrant, connected, successful and profitable place in which to do business. This benefits everyone – businesses, their staff, clients and customers, which includes residents, students and tourists. We want everyone to make the most of our beautiful city.

Ten Years of Achievement

Overseen by a voluntary, elected board of directors, the past ten years have seen us deliver demonstrable change and progress across a range of key issues outlined in our Business Plan – a plan directly influenced by businesses in Canterbury that has stood the test of time and a pandemic.

Here are a few highlights of the success we have seen over the last ten years:

Return on Investment

By sourcing **additional income streams** and encouraging voluntary contributors, the BID increased the levy investment into the city by 20% for a total investment of £5.6 million over the last ten years, which includes over £1 million on top of the statutory levy.

The average annual levy over the last five years was £658 and 90% of businesses (those with a rateable value of £100,000 or less) paid an average of £386 per year.

Cost Savings and Economic Recovery

- We funded a **Business Cost Reduction Programme**, which has seen 40+ businesses benefit from identifying £162,000 of savings.
- Over the last 10 years 6,233 people have attended BID funding **networking and training** events, with a combination of in person and virtual events, not only providing much-needed business support but also showcasing 122 businesses.
 - Our **Training and Accreditation programmes** have grown from one event in 2017 to 10+ per year
 - **Networking attendance** has grown from 200 to 750 per year.
- We responded quickly during the **pandemic** focusing on activity that was of immediate use, introducing online support webinars, communication on accessing grants, and a series of re-opening animation projects and marketing campaigns. We were awarded Welcome Back and RHSS funding from the Council to support this work. We followed the Institute of Place Management's 4-stage recovery plan and monitored any adaptation to our project delivery through the BID's Strategic Development committee.

Improved the Experience

- **Cleaning:** Using a Low Carbon Grant, we purchased our own street cleaning machine ('The Becket'). BID ambassadors spent over 100 hours **cleaning** vacant doorways and areas not covered by the council's cleaning schedule, and also to meet immediate business needs.
- **Safe & Secure:** In addition to Purple Flag accreditation and the Ambassador programme, which includes direct business support for reporting issues, we introduced:
 - **New Zero Tolerance** against harassment training and accreditation.
 - An audit of the city's **Safe Havens**, and the introduction of a new one (for anyone who needs to seek refuge in the city).
 - Established a new **Safety & Security Roundtable** to help resolve retail crime and anti-social behaviour, with Whitefriars and District Watch.
 - Support for **Best Bar None** accreditation, hosting the annual awards event, and with two members of the BID team trained to deliver assessments.
- **Net zero and biodiversity support:**
 - We introduced a '**Safari in the City**' trail in 2017, encouraging people to explore the flora and fauna in the city, organised the city's first ever Green Heritage conference in 2018 and continually won awards for Canterbury in Bloom, working with partners across the city.
 - Since 2019 we have been part of the **Canterbury Climate Action Partnership**, supporting and encouraging business decarbonization audits, and supporting the annual Climate Change Festival and Awards.
 - In 2023, we were delighted to support the inaugural **Wild Stour RiverFest**, organised by the Council.
 - In celebration of the River Stour we created a **new trail guide to the Great River Stour**, with contributions from the Kentish Stour Countryside Partnership, the Canterbury Society and St Peter's Methodist School.
- **Dressing the city**
 - Provided **6 miles of Christmas lights** from mid-November to early January every year.
 - Decorated Canterbury with 380 baskets per year from June to September bringing a plethora of colour to the city streets. In the last 10 years we have provided **3,750 flower baskets**.
 - Funded the **vinyling** of 250 windows over the last 5 years. These have included the entirety of Debenhams, the DWP building on Burgate, Poundworld, Top Shop, Beaverbrook and City Space.
 - Introduced new **lamp-post banners along the King's Mile, festive bunting across the whole city**, and enabled university and college students to display their own window vinyls.

Promoted Canterbury

- Reached over 30 million people per year through BID-funded **marketing campaigns** focused both on the national and international market.
- In November 2020, rolled out the **Canterbury Gift Card**, to keep money circulating in the local economy. Since its launch £150,000 worth of cards have been purchased. This free service is resulting in ring-fenced expenditure with some businesses making their levy back on gift card redemptions alone.
- Funding for the **Christmas Campaign** has increased by 30% over the last 4 years following the coordination of a Christmas Committee made up of funding partners. The Light Parade now launches at the same time as the Christmas Market and then 6 weeks of marketing supports the city in this golden quarter. This year's campaign saw a **reach of 22 million**.
- Invested over £500,000 in funding **events and festivals**, bringing locals, international visitors and national press, including Pride Canterbury, City Sound Project in the

Park, Canterbury Shakespeare Festival, The Gin Fling, Marlowe Summer Programme, Canterbury's Cooking, King's Mile Trick or Treat, Canterbury Wine Festival, Canterbury Festival and more.

- **Medieval Pageant and Family Trail:** This has been delivered by BID for the last 9 years and we have grown the event to:
 - Reach an audience of 5,000+ annually
 - Work with 18 heritage trail stops
 - Host workshops with 10 different local schools and community groups
 - Welcomed 200+ to the parade
 - In 2023 recorded 12,286 Medieval Trail visits over the course of the 6 hour trail
- **Visit Canterbury:** In November 2022 BID took over the management of the district marketing platform setting up as a consortium with key tourism businesses helping to shape the direction of the platform. Over this time we have:
 - Increased website visits by 46%
 - Increased Instagram followers by 4,000+
 - Launched an monthly Newsletter with 5,000+ subscribers
 - Produced posters, map pads, run competitions, hosted press and influencers, and invested in international campaigns.
- **MyCanterbury Local Offers Card** re-launched in August 2021 with new, recyclable, pink cards. Since then, BID has issued 3,186 cards to local residents (CT postcode) and currently has 28 deals and discounts available promoting local businesses.
- Won numerous awards for the city: tourism, events, floral displays, window vinyls and the evening and night time economy.
- Produced and circulated 20 **City Guides** (413,000 copies distributed) and 14 **Shopping Maps** (70,000 copies distributed).

Supported and Represented Business

- Invested over £54,000 in **supporting and launching business quarters:** King's Mile, Whitefriars, Cathedral Quarter, Castle Quarter and West End. Including ongoing support each year for events, activities, marketing, lamp post banners, vinyls and promotion through both MyCanterbury and Visit Canterbury.
- Represented the needs of businesses on 27 different committees, working groups and forums amounting to over 1,560 hours of lobbying on topics affecting the health of the city centre, from representing business needs in the Levelling Up consultations to funding a business cost reduction service, saving businesses over £162,000 (see Appendix 2: Partnership and Influence).
- Our BID **Ambassadors** walk the city streets 7 days a week, all seasons, and all weathers. Over the last five years, they made 600 visits per year totaling 3,000 business visits over 5 years. It means around 6,000 interactions through visits, meetings, conversations on the streets and emails.
- Graffiti, litter, ASB and any other issues are reported and monitored daily with 1,200 issues reported in the last 5 years.
- The BID is a member of the **Association of Town and City Management** (which BID CEO Lisa Carlson chairs), **The BID Foundation** (achieving BID Industry Standards accreditation in the first pilot round) and the **Night Time Industries Association**. In her capacity as Chair of the ATCM, Lisa also sits on the All Party Parliamentary Group for Town Centres and the High Street Task Force Sector Leaders Group. These groups have successfully campaigned for business support during the Covid pandemic.
- Provided 120 monthly **City Centre Reports**, providing essential information about the trading environment including figures on vacancy rates, footfall, sales performance, and

tourism. Plus, a live footfall counter on the website and 520 weekly footfall reports, benchmarking the city's performance against the southeast, other historic cities and the UK.

- Produced 120 **Operational Reports** highlighting the impact of the BID and return on investment.

What do Businesses want in a third BID term?

This Business Proposal has been created bearing in mind the continuous dialogue with the business community over the past ten years.

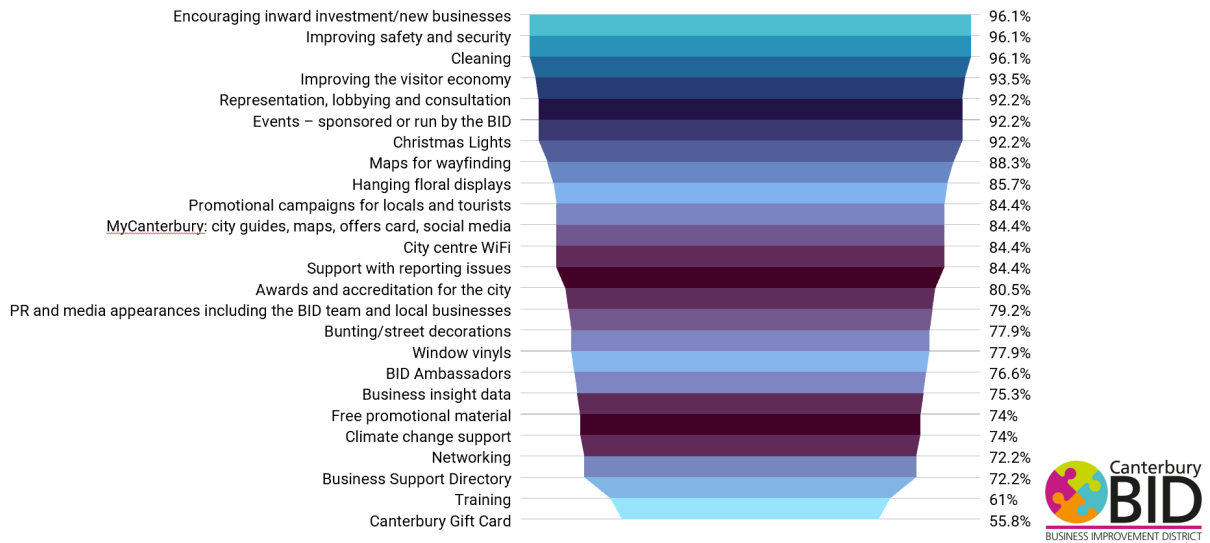
In addition, we ran an extensive consultation process starting in June 2023, followed by workshops, sector meetings and a formal consultation that ran from 28 September to 1 November 2023 for all businesses and organisations in the city and in February 2024 for head office contacts of national chains. All eligible voters at a local and national level were made aware of the opportunity to engage in the formal survey to inform the development of the business plan for a third BID term. We followed up on this with direct contact via the BID Ambassadors, the BID Team and the BID Board (see Appendix 1 for more on the consultation process). Engagement will continue over the coming months, in particular with businesses in the proposed expanded area (the rest of Northgate, the Riverside and Station Road West).

During the formal consultation we asked the business community to tell us what projects and services are important to their business, and to let us know about future priorities. The survey was designed to help us understand what businesses and organisations in the city need to succeed going forward, and to ensure that our work continues to help improve the trading environment and the general look and feel of the city. We also conducted a mid-term survey in 2022, and a live feedback session at our AGM in June 2023.

The mid-term survey in 2022 showed that overall satisfaction with the BID is very high at 88% (up from 70% in 2017). 91% agree that the BID provides value for money, up from 61% in 2017) and 84.4% feel there would be a negative impact on the city centre if the BID did not exist.

We asked businesses about the importance of BID activities to their business and below is a snapshot of the results:

HOW IMPORTANT ARE THESE ACTIVITIES– WHAT DID THE MAJORITY SAY?



We also looked at a breakdown by business type and sector:

OVERALL IMPORTANCE OF ACTIVITIES BY BUSINESS TYPE



Independents
 Cleaning, Safety & security,
 Christmas lights, Visitor
 economy, Events, Inward
 investment



Nationals
 Events, Cleaning, Ambassadors,
 Safety & security, Street
 decorations, Marketing (campaigns
 & MyCanterbury), Visitor economy,
 Networking, Representation

OVERALL IMPORTANCE OF ACTIVITIES BY SECTOR



Accommodation
Events, BID Cleaning,
Maps, Safety & Security



Arts and Culture
Improve the visitor economy,
Inward investment, Events,
[MyCanterbury](#)



Attraction
Promotional campaigns,
Events, Inward investment,
Visitor economy,
[MyCanterbury](#)



Business / professional service
Networking, BID cleaning,
Events, Christmas lights



Restaurant / Cafe
Promotional campaigns, inward
investment, Visitor economy, PR
& media appearances



Pub / Bar / Club
Promotional campaigns,
Events, Inward investment,
Visitor economy



Retail
Inward investment, visitor
economy, Events, Maps,
Safety & Security



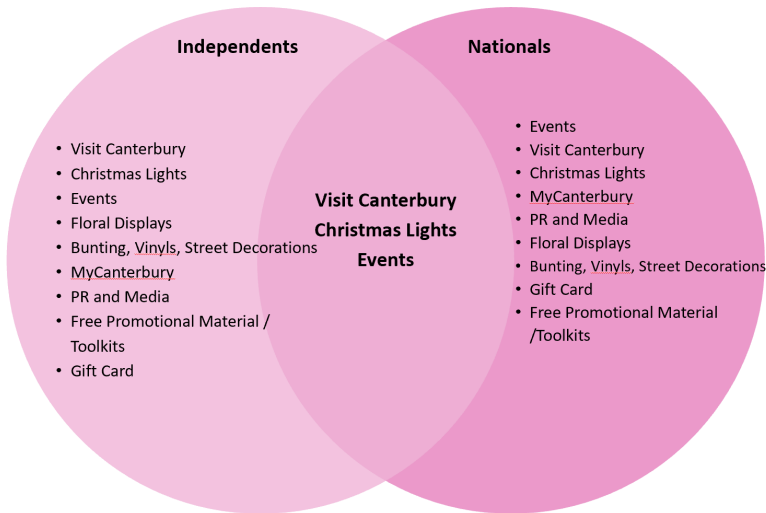
Other
Inward investment,
Supporting reporting issues,
Climate change support,
Representation

The challenges they want the BID and others to solve are:

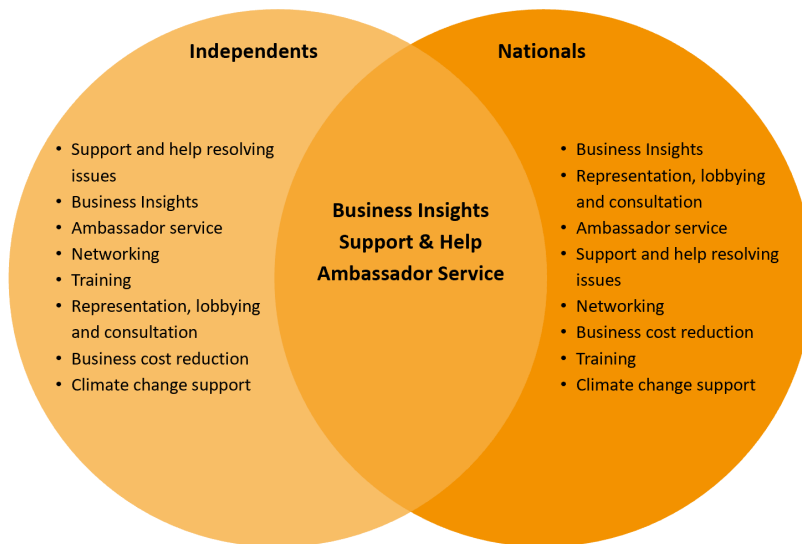
- City marketing and profile
- Investment in the public realm, including wayfinding and signage
- Safety and Security, specifically anti-social behaviour
- Inward investment
- Pandemic recovery (rising costs of business, business support, footfall, sales)
- Public realm, in particular wayfinding and cleaning
- Parking and transport
- Climate change
- City centre phone signal

We conducted a follow up survey from September – November 2023 which resulted in a similar set of priorities:

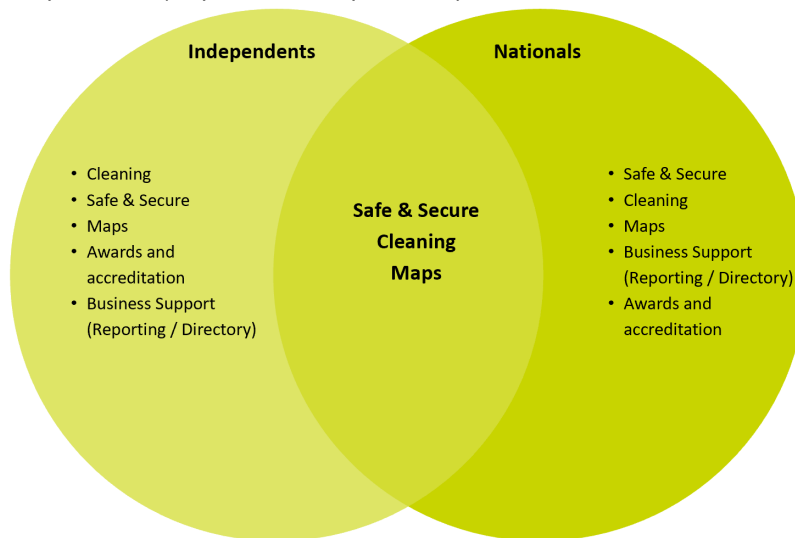
Promote the City



Support Businesses



Improve the Experience



What Will BID 3 Deliver?

A third BID term will see us build on the strong foundations established over the past ten years and take on board the new challenges the city centre is facing.

The dedicated BID team will work to provide leadership and representation to champion business within the city and ensure a strong voice on the issues that matter most. We will enhance the trading environment and user experience, generating tangible value and cost savings for businesses, promoting and supporting those trading in the city – as well as inspiring new visitors (locals and tourists) to discover all we have to offer. Without the BID, the activity described below wouldn't happen.

We will fine-tune the projects and services that businesses value most, such as marketing campaigns and support materials (maps, guides, photo and video library), tourism / Visit Canterbury, training, city decorating and animation, event support, cleaning, safety & security and bespoke business support. We will introduce and develop new initiatives based on the priorities expressed by the business community, such as:

- A new Ambassador programme, with a particular focus on safety and security in the city, while maintaining business support and visitor welcome.
- Ongoing voice for the business community in local government consultations, in particular over the next year with the Council's Levelling Up funded projects, also providing support and added value to these projects, for example by promoting the routes, trails and projects to locals via MyCanterbury and tourists via Visit Canterbury.
- Continued emphasis and promoting the city – locally, nationally and internationally, now enhanced via Visit Canterbury and all designed to encourage visitors, dwell time and spend in the city, along with targeted offers for employees of local businesses.
- Inward investment – leadership on the Canterbury Tales of England board to help encourage continued investment in the city and support for the new 'Invest Canterbury' project with Canterbury City Council and Locate in Kent.
- New street animation to bring colour and vibrancy to the city, with new reasons to visit (vinyls, bunting, flowers, lights) and ongoing event support.
- Develop a new travel campaign that promotes the best ways to access the city.

Canterbury BID is now firmly established as a key partner in the management of the city centre and is respected by the council, business, community and industry partners at a local, regional and national level.

During a third BID term, we will deliver projects and activities based on the priorities of the business community, focused on **Promoting** the city, **Supporting** businesses and **Improving the Experience** for those who work, live, study and visit here. The projected expenditure over the BID 3 term under each heading is set out below.

PROMOTE CANTERBURY	SUPPORT THE BUSINESS COMMUNITY	ENHANCE THE EXPERIENCE
		
<ul style="list-style-type: none"> ■ Local marketing ■ International marketing ■ Event support ■ Canterbury Gift Card 	<ul style="list-style-type: none"> ■ Business Insights ■ Training & Networking ■ Lobbying / Consultation 	<ul style="list-style-type: none"> ■ Safe & Secure ■ Ambassadors ■ City Animation

Promote Canterbury

➤ **Over 5 years: £1,210,868**

It is essential that Canterbury remains a top destination for visitors, locals, students and staff. The BID will continue to fund fresh promotional campaigns focused on driving footfall and encouraging dwell time and spend.

Attract higher-spending visitors – In November 2022, Canterbury BID relaunched the district’s Destination Platform, [Visit Canterbury](#), with a new consortium, targeting visitors, students, locals and new businesses and offering free event and business listings. All activities will be shaped by the BID-commissioned visitor economy strategy – the **Destination Management Plan (DMP)** which was created to ensure Canterbury increases its visitor economy and high spending visitors over the coming years. The aim of the DMP is to promote Canterbury as a world-class cultural, heritage and commercial destination.

Reaching out to locals – **Marketing** to inspire locals to be tourists and shoppers in their own city is essential, including residents, staff and students. The people who are going to spend money on a regular basis are those who live within 30 minutes of the city and those who work in and around the city. Canterbury’s significant influence is reflected by the city centre’s extensive shopping catchment area with a population estimated to be over 1,000,000 people. Canterbury BID will continue to target this market to encourage local spending through **MyCanterbury**, which includes regular eNewsletters to over 8,000, social media reaching on average 50,000 impressions per month, 40,000 city guides per year, a ‘local deals and discounts’ card and printed maps.

Keeping money circulating in the local economy – We will continue to run [The Canterbury Gift Card](#) which has ringfenced over £150,000 for the city since its inception. With over 130 local businesses signed up to the scheme, this is fast becoming the gift of choice for locals, corporate gifts and tourists with the language schools securing funding to give all students Canterbury Gift Cards to spend in the city over the summer.

Promotional campaigns – throughout the year BID will lead on a variety of marketing campaigns – some led by seasonality (Christmas, Easter, Halloween), some to promote business awareness (Shop Local, Night Out, Summer of Rewards) and some focused on specific events or themes (Pride, Canterbury Festival, It's In Our Nature). Most importantly, the campaigns created will be shaped by local businesses and will focus on increasing footfall and dwell time in the city centre.

Free promotional material – The BID will continue to commission content for a free repository of high-quality photography, circulate an annual calendar of events, create campaign specific **marketing toolkits** and stories that can be shared by all businesses to their clients and customers and press. The photos on our [Flickr](#) account are free to use.

Support events to provide vibrancy, drive footfall and dwell time – Events give locals and visitors alike a great reason to enjoy the city. They bring increased footfall, encourage dwell time and overnight stays, and attract visiting friends and relatives. In the last ten years, BID has supported 84 city centre events, 21 of these were organised, paid for and run by the BID, each bringing thousands of visitors to the city centre. The BID will continue to run and support events to ensure Canterbury remains a vibrant and creative destination for everyone.

Support the Business Community

➤ **Over 5 years: £ £943,869**

The BID will provide free business support to ensure access to business-critical insights and training to help with day-to-day and longer-term challenges and opportunities. The BID will also provide an Ambassador Service to help with monitoring safety and security, day-to-day business needs and visitor welcome.

Free networking, training and accreditation – The BID will continue to provide free **training** and **accreditation** on topics that are relevant to the business community, such as marketing, HR, First Aid, counter terrorism, cyber security, retail, zero tolerance, Best Bar None, climate resilience and AI. We will also continue the popular monthly **networking**, attended by 50+ people each month – a great opportunity to showcase businesses, and introduce new sector forums on issues affecting business to help share and network ideas and best practice.

Canterbury's Quarters – The BID supports the city's **quarters** (The King's Mile, Cathedral Quarter, Castle Quarter, Whitefriars, the newly developed West End and with plans to include the Riverside) with an annual financial contribution along with year-round marketing support. The quarters help promote to visitors the city's rich mixture of diverse and unique businesses.

Business Insights – The BID will continue to provide **city centre reports** that pull together information from Canterbury City Council, the British Retail Consortium, local businesses, Stagecoach, Southeastern, Whitefriars and others. The business insights, research and market

intelligence are there to assist all levy payers with decision making to benefit their businesses.

Representing the voice of business – Canterbury BID will continue to represent businesses at committees and working groups, committees and forums, ensuring the voice of business is heard covering topics such as transport and access, cleaning and graffiti, connectivity, public realm improvements, marketing and events, the night time economy, heritage and anti-social behaviour (see Appendix 2: Partnership and Influence). Financial investment in projects and activities isn't the only role of the BID. It's this kind of persistent, joined-up working that will make a difference to all of us.

Ambassadors

The BID **Ambassadors** work closely with the Council's Enforcement team, Whitefriars Security and the Police, in addition to being on the District Watch radios which means there is a joined-up communication channel between those people who are in the city centre observing and reporting.

<p>They provide Business Support:</p> <ul style="list-style-type: none"> ✓ Reporting issues ✓ Delivering maps, guides & invitations ✓ Gift Card support ✓ Friendly chat ✓ Cleaning ('The Becket') 	<p>They are trained in:</p> <ul style="list-style-type: none"> ✓ Best Bar None ✓ First Aid ✓ Counter Terrorism ✓ Bystander ✓ Zero Tolerance ✓ VAWG ✓ Neurodiversity 	<p>They provide visitor greeting</p> <ul style="list-style-type: none"> ✓ Welcome ✓ Directions ✓ Safe Haven information
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Business Cost Reduction – following an intensive year of business visits with the Place Support Partnership, we will continue to support **business cost reduction** efforts with top up visits to ensure businesses can make the most of the support.

Support Directory – We provide a digital and printed **Support Directory** to each business, providing the latest information on who to contact for all business needs. This is updated regularly with the local authorities, Kent Police, District Watch, Canenco, the Kent Invicta Chamber of Commerce, the FSB, Homelessness charities / StreetLink, and also provides the location of defibrillators and trauma packs.

National representation – The BID is a member of the Association of Town and City Management, which is chaired by Canterbury BID CEO Lisa Carlson. The ATCM leads the All Party Parliamentary Group for Town and City Centres and co-chairs the High Street Task Force Sector Leaders Group. Canterbury BID is also a member of the Night Time Industries Association and The BID Foundation, and achieved its BID Industry Standard Accreditation in the first pilot round. All of these help to raise the profile of Canterbury and meet the needs of its business community.

Enhance the Experience for Everyone

- **Over 5 years: £952,566**

First impressions are important and ensuring everyone has a positive lasting impression of our city is high on our agenda. We are determined to help make Canterbury clean, safe and enjoyable for those who work, live, visit and study in Canterbury.

Decorating and animating the city – We will continue to provide award-winning **floral displays** from June to October which generate a positive lasting impression for locals and visitors. We also provide city-wide **Christmas lights** from mid-November to early January, **bunting**, colourful **vinyls** on empty units and eye-catching **installations** including umbrellas in 2023 and lamp-post banners along The King’s Mile. An improved environment means people are more likely to stay longer and spend more.

Cleaning – The BID has invested in a **cleaning machine** (‘The Becket’) which provides additional cleaning support in some of the more tricky grot spots and also in response to immediate business needs. The team are also equipped to deal with light graffiti removal.

Wayfinding – We will deliver projects to improve how people find their way into and around the city to encourage visitors to explore different areas of the city, helping to spread footfall and spend. These include a free printed **Shopping Map, map pads** for visitors staying in the area, **large maps in the windows** of vacant units, and online resources available through the **Visit Canterbury** website. Going forward, we will support the Council’s wayfinding project funded by Levelling Up with visitor FAQs gathered from wayfinding surveys and information gathered by the Ambassador team.

Improving security – The BID will continue to focus on our **crime reduction partnership**, delivering specific training for businesses, and working closely with the Safety & Security Roundtable established in 2023 with a focus on retail crime and ASB, and our **Purple Flag** committee which includes Kent Police, District Watch, the Universities and Unions, local security firms, Canterbury City Council, Whitefriars security, resident groups as well as owners and managers from businesses that operate in the early evening, night time and late-night economy. We lead on Purple Flag accreditation, promoting a safe and vibrant night time economy for everyone, provide free **Zero Tolerance** training for local businesses and, together with Kent Police, Best Bar None Accreditation.

Reporting and Evaluating

The BID will regularly evaluate and report its success to levy payers throughout the term. A number of indicators will be used to evaluate the city’s performance and the BID’s return on investment to levy payers.

City’s Performance

We will continue to produce city performance reports, which provide vital intelligence on the city’s trading environment, including footfall, vacancy rates and sales to help us better understand the trends and impact on different industry sectors and areas of the city.

The BID team will work to ensure that the information gathered is relevant, timely and able to be measured against national benchmarks to provide ‘information for action’ throughout the five years of the BID.

The BID Ambassadors provide reporting and monitoring of city-centre issues, enabling us to understand what the issues are across the city, and street-by-street, which helps inform decisions on

how to make improvements. They are also a direct route to the city centre business community for the purposes of consultation and disseminating communication messages.

BID's Performance

Return on Investment (ROI) is a key component of the BID and it is essential that the ROI is clear for levy payers.

The key measure is that businesses in Canterbury receive over £500,000 back annually in direct investment in the city centre. Businesses with a rateable value of £100k or less (90% of levy payers) paid an average of £386 per year. That represents a significant return on investment.

The BID will provide robust appraisals of projects and will report back to levy payers through our newsletters, website, operations reports and through the production of an annual report. Our annual accounts are published in full on the BID website.

We are an award-winning BID and we will continue to seek Purple Flag accreditation and to earn awards for floral displays and tourism and will participate in all relevant meetings that have an impact on businesses in the city.

Finally, we will continue to consult and request business feedback throughout the term of the BID and will undertake an independent mid-term review.

Without the BID?

Without a BID, Canterbury would lose £3.6 million in direct, business-led investment into the city over the next five years. The projects and services currently delivered by the BID would not be taken forward, including:

- No Christmas lights and switch on celebration
- No street decorations - hanging floral baskets, festive bunting, colourful window vinyls
- No annual Medieval Pageant and Family Trail
- No additional funding for high footfall events
- No Ambassador support services: reporting, cleaning, safe & secure, visitor welcome
- No city-focused business insights, research, market intelligence to assist in decision-making
- No B2C marketing campaigns to promote the city centre via social media, websites and PR
- No awards and accreditations to raise the profile of the city (Purple Flag / tourism / Bloom)
- No printed trails, maps and wayfinding vinyls
- No MyCanterbury printed City Guides, Local Discount Card scheme and newsletters
- No national and international marketing campaigns through Visit Canterbury and Visit Kent
- No Canterbury Gift Card
- No national representation and best practice exchange through the wider BID industry
- No cost savings project and services
- No bespoke business training and networking
- No financial support for our business quarters
- No additional funding for collaborative public realm projects

Management and Governance

The Purpose of BIDs

Business Improvement Districts (BIDs) are business-led and business-funded organisations formed to improve the commercial wellbeing of a specified geographical area. The projects carried out by a BID must be beyond the statutory responsibilities of the local authorities and the police.

BIDs are funded by the businesses that benefit from them by raising a levy on the rateable value (RV) of all businesses in the BID area, and the money is ring-fenced so that it can only be spent within the BID area on initiatives that have been agreed to in a formal business plan. The levy charged can be between 1 - 3%. In Canterbury's case the levy will be 1.8%. If the BID ballot is successful, the BID levy will be mandatory for each business hereditament located in the BID area with a Rateable Value of over £5,000 for a five year period.

All BIDs are non-political and work only in the best interests of their levy payers. BIDs are governed by the Business Improvement Districts (England) Regulations 2004 and Part 4 of the Local Government Act 2003.

Canterbury was the first BID established in Kent and has operated successfully in its first two terms. There are now two additional BIDs in Kent - in Maidstone and Tunbridge Wells.

The Board

Canterbury BID is delivered by businesses for businesses, with a small team led by a voluntary Board of Directors, representing the business sectors who operate in the city and including the Cathedral, Whitefriars Shopping Centre, Canterbury City Council, Higher Education, and observers from residents' groups and Kent Police. The composition of the Board reflects the breakdown of businesses across the city. Allowing residents groups to be observers ensures our commitment to including the voice of the wider community, and direct engagement with Kent Police at Board level ensures we keep safety and security at the heart of what we do. Effective governance of the BID is essential for clear decision-making and the ability for businesses to have their ideas become reality. The Canterbury BID Board meets regularly to ensure best practices and best value in all that we do. Board minutes, operations reports and annual accounts are published in full on the BID website.

The Board takes responsibility for the strategic and financial management of the BID. Alongside the Board there are a variety of working groups and forums that feed into the Board. It is the responsibility of the Board of Directors to ensure good management of the BID and to ensure accountability and transparency within its governance arrangements.



Membership of the BID Board at the time of submitting this proposal:

Clare Millett, Chair – The Westgate Hall Paul Turner, Vice Chair and Finance Chair – The Marlowe Theatre Blake McCaskill, Marketing and Events Chair – Republic Events Rachel Sanders, Strategic Committee Chair – BoConcept Claire Bogan - Fenwick Simone Davies – University of Kent Rev Andrew Dodds – Canterbury Cathedral Karl Elliott – Clague Architects Dan Grimwood – The Refectory Kitchen	Bill Hicks – Canterbury City Council Marco Keir – Canterbury Christ Church University David Lewis – Café des Amis / Café du Soleil David Lilford – Lilford Gallery & Lilford Framing Lee May – Brachers Jon Mills – The Foundry Brew Pub Mark Stuart - Whitefriars CI Daniel Carter, Observer – Kent Police Hilary Brian, Observer – Canterbury Society David Kemsley, Observer – Alliance of Canterbury Residents’ Groups
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The BID Team

The professional and passionate team have a wealth of expertise and are responsible for the day-to-day management and delivery of the projects and services outlined in this proposal. The management team will be a combination of salaried and contracted resources depending on the needs of the business during the term of the BID.

Keeping Businesses Informed

An important part of the BID is to provide the business community with the intelligence needed to stay ahead. We will continue to produce regular city performance statistics. We make it our business to meet regularly with businesses in one-to-one meetings with the Board, Team and Ambassadors, through working groups and forums and free networking. This ensures we constantly listen to the views of the business views so we can reflect them in our work.

Each year, we produce a transparent and detailed Annual Report to illustrate what has been achieved and what has still to be accomplished and our annual accounts are published in full. This provides tangible progress reporting and return on investment for every business to see.

We will continue to host and update the BID website and this coming year we will be introducing sector breakfasts and lunchtime networking. We look forward to serving the Canterbury city centre business community in the years ahead.

We will keep you updated through:

- Email newsletters and updates
- Board meeting minutes and operations reports published on the BID website
- Annual reports and meetings
- One-to-one business meetings
- BID Ambassador visits and reports
- Website and social media
- Networking events

Industry Partners

We recognise the benefit of keeping up to date with industry knowledge and best practice through a variety of industry partners including:



Canterbury BID Rules

For the purposes of the BID business plan, the ballot is referred to as a 'renewal ballot'; however, the BID proposer will be asking for a ballot to be held to consider "BID proposals" (as defined in Section 49 of the Local Government Act 2003), rather than renewal proposals (as defined in the 2004 Regulation (as amended)). This is because the proposals put forward by the BID proposer for 2024-2029 are new. Thus, those entitled to vote in the forthcoming ballot will be the non-domestic ratepayer (as at the time of the Notice of Ballot on the 9 May 2024) of those hereditaments which will be liable for the BID levy.

Canterbury Connected CIC, trading as Canterbury BID, is a Community Interest Public company, registered with Companies House, and will be responsible for overseeing the delivery of the BID proposal.

Provided that the BID is meeting the objectives set in this business proposal, and subject to full consultation with the BID Board, it shall have the ability to vary service delivery and expenditure allocation according to the changing demands of levy payers. However, any change to the BID ballot or the levy rate would require an alteration ballot.

The BID will enter into the following agreements with Canterbury City Council:

1. **An operating agreement** will define the contractual arrangements for the collection and enforcement of the BID levy collection, which will be carried out by the Council who are the billing authority, on the BID's behalf. This contractual relationship is in line with the requirements of the BID legislation.
2. **A service level agreement** will define additional services that the Council would like the BID to provide on their behalf in return for a financial contribution. The services provided will be of benefit to the BID area.

Statutory services must continue to be provided by the relevant authorities; however, both statutory and discretionary service levels are always subject to resource constraints and the BID will work with the providers to minimise the impact of such pressures. Baseline statements have also been formed with Canterbury City Council, Kent County Council and Kent Police. These are set out in Appendix 4 of this proposal document.

As part of our normal course of business, the BID will be entering into legally-binding contracts which may last over several years. In order to ensure value for money for significant purchases, research will be carried out on the goods or services in question and a relevant specification drawn up. Written quotes will be obtained, or the contract put out for tender. The BID has developed a Procurement Policy and has a tender process in place for a third BID term.

Levy Rules

The following rules must be read in conjunction with the Business Improvement Districts (England) Regulations 2004 and Part 4 of the Local Government Act 2003. The term of the BID will be five years from 13 October 2024 to 12 October 2029.

1. Hereditaments subject to the BID levy

1.1 All Non-Domestic ratepayers will be subject to an annual BID Levy in respect of a hereditament if, on the 13 October in the year of the collection of the levy, the hereditament is in the defined Canterbury BID area and they are listed on the National Non-Domestic rates list, as provided by Canterbury City Council.

1.2. All new hereditaments entering the Rating List after 13 October 2024 will be levied at the rate detailed below in rule 2 at the start of each chargeable year.

2. The BID levy

The annual BID levy will be calculated as rateable value (RV) x BID multiplier and will be fixed as of 13 October 2024 based on the 2023 Rating List (subject to inflationary adjustments in rule 2.5):

2.1. 1.8% of RV on all hereditaments.

2.2 Non-retail charities will receive 80% relief on the BID levy.

2.3 Non-income generating premises classified with the following Special Category Codes will be exempt from the BID levy: Public conveniences (224G), Communication stations (066G), Local Authority Schools (159G) and NHS Surgeries & Health Centres (436G).

2.4 A threshold of £5,000 rateable value will be applied, exempting any business hereditament within the defined BID area falling below this rateable value.

2.5 The BID levy may increase by an annual discretionary inflationary factor of up to 5%. The board will decide whether to apply the inflation factor and at what level each year.

2.6 VAT will not be charged on the BID levy.

2.7 The BID will not take into account any changes in the national ratings revaluation during its five-year term.

2.8 The BID levy will not be affected by small business rates relief or any other discretionary relief grant.

3. Collection of the BID levy

3.1 The levy will be charged annually in advance for each chargeable period from October to September, starting on 13 October 2024 utilising the prevailing values on the 2023 Rating List.

3.2 The levy is an annual charge payable in advance as a single payment and no refunds will be made on the BID levy.

3.3 Any adjustments to the rateable values will only be applied to the BID levy at the fixed date of the subsequent chargeable year but will remain on the 2023 Rating List for the term of the BID.

3.4 The levy will be on a Chargeable Day basis and due as a single annual payment on 13 October. If a hereditament changes tenant during the course of a year no refund will be paid to the departing tenant who will have to seek an accommodation or otherwise with the new tenant.

3.5 Where a property is subject to change of use from business to residential then the levy will cease in the year after which the change takes place. No refund or part levy will be payable in this instance.

3.6 The levy will be payable in one instalment and is payable within 14 days. Collection and enforcement of the BID levy will be similar to those applied to business rates.

4. Persons / Organisations Liable for the BID levy

4.1 Liability for the BID Levy will be the responsibility of the ratepayer of the hereditament on 13 October in the year of the collection of the levy.

4.2 In the case of vacant properties, the registered business ratepayer, who may be the property owner, will be liable to pay the full BID levy and will be entitled to vote in the BID ballot.

The Ballot

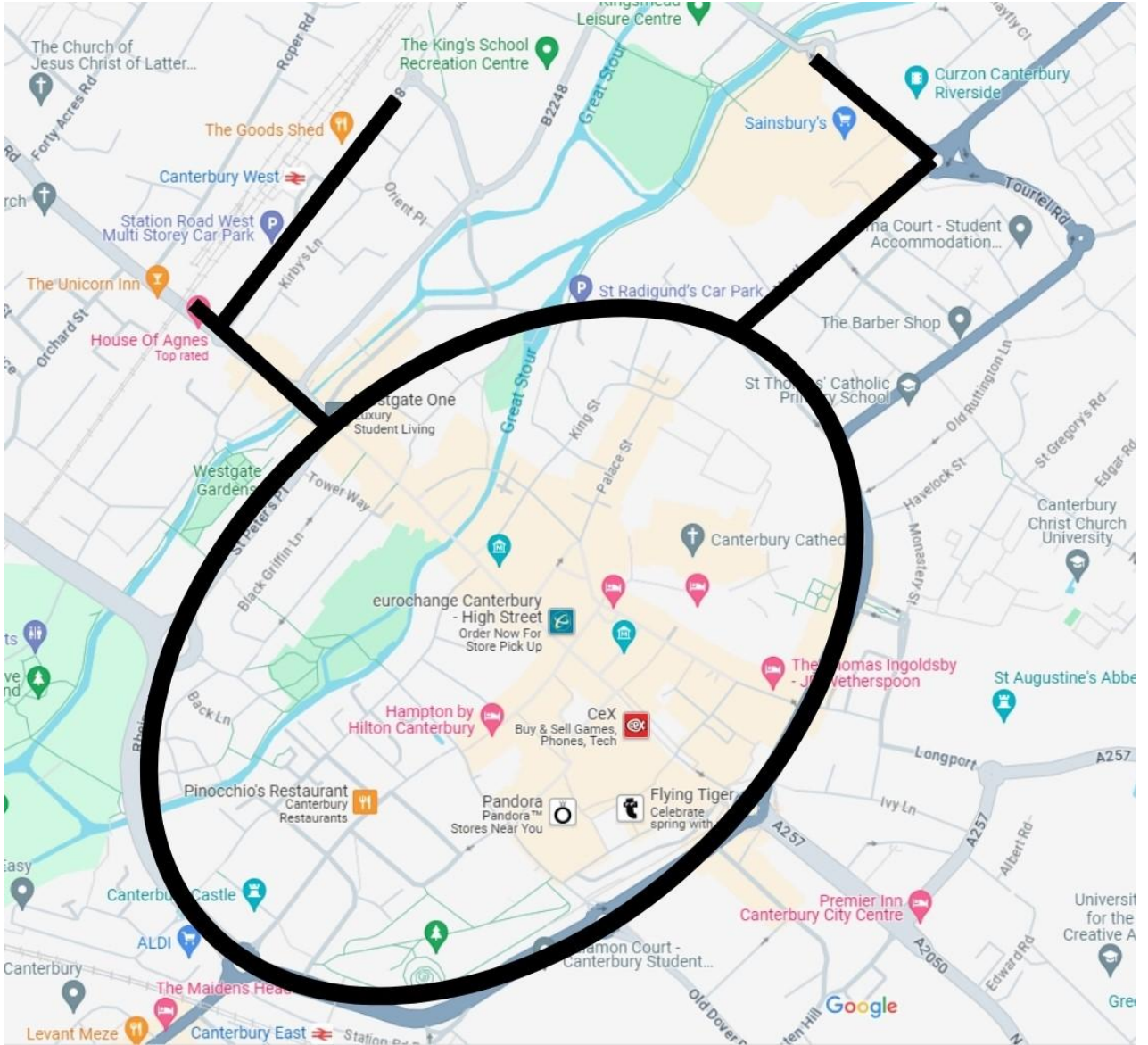
The BID legislation of 2004 sets out the rules and regulations under which the BID ballot must be carried out and the framework under which the BID must operate. Below is a summary of the timeline and the procedures:

- The Secretary of State and Canterbury City Council (the billing authority) were notified of the ballot on 24 January 2024.
- The ballot will be conducted by Canterbury City Council Electoral Service Department.
- The Notice of Ballot and Publication of Business Plan will be sent to all businesses on 9 May 2024.
- The last day for issue of ballot papers is 6 June 2024. Canterbury City Council will be responsible for sending ballot papers to all hereditaments entitled to vote in the BID ballot a ballot paper.
- Each hereditament subject to the BID levy will be entitled to one vote in respect of the proposal in a 35-day postal ballot, which will commence on 6 June 2024 and close at 5pm on 11 July 2024. Ballot papers received after 5pm on 11 July 2024 will not be counted.
- In order for the proposal to be successful at ballot the result will need to meet, as a minimum, two independent criteria: (a) of those ballots returned by the close, those voting in favour must exceed those voting against, and (b) of those ballot papers returned by the close, the total rateable value of those properties or hereditament which vote in favour, must exceed the total of those voting against.
- If successful at ballot, the second term of the BID will commence in October 2024 and will continue for a period of five years to September 2029.
- The result of the ballot will be announced on Friday 12 July 2024.

The BID Area

The Business Improvement District for Canterbury covers the heart of the city centre and contains the main retail, office and leisure areas. The BID area was defined as a result of detailed consultation with representatives of each of the key business sectors to gain an understanding of the extent and strength of support for inclusion within the area. From this it was then possible to construct an outline of the area, the result of which is shown below. In addition to the current BID area, the proposal is to extend the BID area to include all of Northgate, the Riverside and Station Road West. The following streets are included, either in whole or in part:

Abbots Place	Kingsmead Road (between the	Stour Street
Adelaide Place	A28 Sturry Road roundabout and	Sun Street
All Saints Lane	The Riverside roundabout)	Sun Yard
Back Lane	Knott's Lane	Tannery Square
Beer Cart Lane	Lavender Mews	Tannery Way
Best Lane	Link Lane	Temple Mews
Black Griffin Lane	Longmarket	The Borough
Blackfriars Street	Marlowe Arcade	The Friars
Burgate	Marlowe Avenue	The Parade
Burgate Lane	Mercery Lane	The Precincts
Butchery Lane	Mill Lane	The Rope Walk
Butter Market	Northgate	Tower Way
Canterbury Lane	Old Watling Street	Turnagain Lane
Castle Row	Orange Street	Water Lane
Castle Street	Palace Street	Watling Street
Church Lane	Pound Lane	Westgate Hall Road
City Wall Avenue	Rose Lane	Whitefriars Arcade
Clearwater Mews	Rosemary Lane	Whitefriars Street
Cobden Place	Station Road West	Whitehorse Lane
Creine Mill Lane	St Alphege Lane	Worthgate Place
Dane John	St Dunstan's Street (5-27 & 67-	
Dane John Mews	95)	
Drying Shed Lane	St Edmund's Road	
Duck Lane	St George's Lane	
Gas Street	St George's Street	
Gravel Walk	St John's Lane	
Guildhall Street	St Margaret's Street	
Hawks Lane	St Mary's Street	
High Street	St Peter's Grove	
Hospital Lane	St Peter's Lane	
Iron Bar Lane	St Peter's Street	
Jewry Lane	St Radigund's Place	
King Street	St Radigund's Street	



Proposed Budget 2024-2029

The BID will deliver projects and activities for the BID area for a five-year period from October 2024 until September 2029, funded by the levy and additional sources of income, including voluntary contributions from businesses outside the city centre, sponsorship, grants and commercial income (estimated based on the last ten years and current economic climate). For each year of the BID, the budget is approved in advance by the BID board in line with this Proposal.

BID 3 Budget						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income	£692,791	£711,725	£731,202	£751,239	£771,851	£3,658,808
Expenditure						
Promote	£224,600	£239,292	£244,078	£248,959	£253,939	£1,210,868
Support	£175,193	£184,146	£190,889	£191,404	£202,237	£943,869
Improve	£185,191	£186,253	£189,978	£193,777	£197,367	£952,566
Management & Overheads	£89,913	£90,583	£92,235	£93,971	£95,691	£462,392
Levy Collection	£17,613	£11,200	£11,424	£11,652	£11,886	£63,775
Total Expenditure	£692,509	£711,474	£728,604	£739,764	£761,119	£3,633,471

Appendices

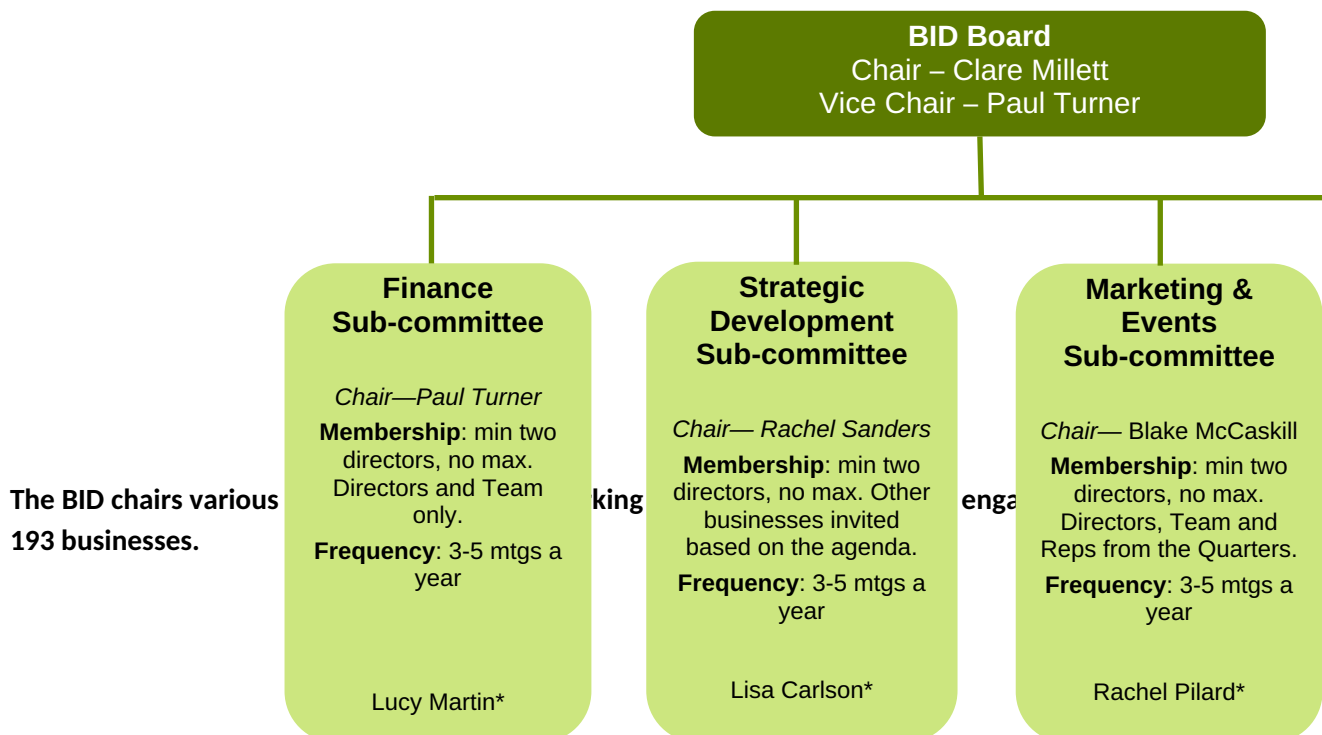
Appendix 1: Consultation and Engagement 2019 to 2024

2019-2024	<p>Annual AGM/Conference open to all levy payers, 70+ attendance at each in June each year</p>
	<p>BID Ambassador feedback from data collected on business visits and street issues reporting, all logged on our database for analysis.</p>
	<p>Weekly business newsletters to over 800 recipients, average open rate 50-60%</p>
	<p>Annual report every October posted and emailed to all levy payers, and published on the BID website</p>
	<p>Monthly networking showcasing different businesses each month, attended by over 2,798 people over the past 5 years, offering 121 engagement.</p>
	<p>BID team meetings and engagement with businesses over the past 4 and a half years, all logged in our database to track engagement and return on investment</p>
	<p>Canterbury City Council Members were kept informed of the BID activities through regular Operational Reports and more recently through informal coffee meetings, as well as various collaborative projects such as Safety & Security Roundtable, Plastic Free Canterbury, Canterbury Climate Action Partnership and Bloom / RiverFest projects.</p>
2019 and 2021	<p>Customer Feedback Survey On biennial basis Canterbury BID commission Latimer Appleby to conduct on street surveys across the city centre in order to understand and quantify behaviours and satisfaction ratings. Reports are available on the BID website.</p>
2021-2023	<p>Visit Kent Resident Surveys As part of the EXPERIENCE programme Visit Kent is carrying out twice yearly Kent Resident Surveys, to gather valuable insights into their perceptions of seasonal tourism, as well as the impact tourism on local communities. By doing this, key trends and parallels can be identified to create an ongoing picture of how tourism activity can impact upon residents' views towards the sector, as well as highlighting the benefits and challenges it can bring to local communities. We have taken these surveys into account.</p>
2022	<p>Mid-term survey: In August 2022, the BID commissioned Canterbury City Council to undertake an independent survey on their behalf, in order to ascertain views on the BID and the activities it provides. The survey was sent to all businesses and organisations in the BID area between Monday 12 September and Monday 21 November 2022 with a response rate of 12%.</p>
2023	<p>BID 3 Consultation survey Over five weeks, from 27 September to 1 November, Canterbury BID conducted an online survey to inform the development of the business plan for BID 3 (with the option for a printed version). The survey was designed to provide hard facts and figures, to help us understand what businesses and organisations in the city need to succeed going forward, and to ensure that our work continues to help improve the trading environment and the general look and feel of the city.</p>
	<p>Other workshops and engagement sessions</p> <ul style="list-style-type: none"> ● 28 November 2023 & 29 February 2024: End Strategic Group ● 25 October 2023 & 21 February 2024: Accommodation Sector Group ● 27 November 2023 and 17 January 2024: ENTE Marketing Group

	<ul style="list-style-type: none"> • 2 October 2023 and 16 February 2024: BID Board – Councillor Briefings • 30 January 2024: Whitefriars AGM • 24 April: Breakfast with Brachers networking (with a BID focus) • March-April 2024: Riverside, Northgate and Station Road West engagement sessions • Monthly BID networking • Daily business visits (Ambassadors)
	<p>Levelling Up Baseline Surveys Canterbury City Council conducted baseline survey with businesses, residents and tourists which we have accounted for in this proposal.</p>
2024	<p>BID 3 Consultation Survey for nationals We sent a similar consultation survey as the one above to the head offices of national brands to understand their priorities. Safe & secure was number one.</p>
	<p>Expanded areas We have had individual conversations with businesses in the expanded areas (Station Road West, Northgate and the Riverside) and will be holding follow-up group sessions in April to continue involving the new areas in the ongoing planning for BID 3.</p>

Appendix 2: Partnership and Influence – Working Groups and Forums

The BID is managed by a small team and a voluntary board of directors, plus observers from resident / civic associations and Kent Police. There are four standing sub-committees of the BID Board:



1. Visit Canterbury
2. Safety & Security Roundtable
3. Canterbury in Bloom
4. Purple Flag
5. ENTE Sector Group
6. Accommodation Sector Group
7. Canterbury Culture
8. Medieval Pageant
9. West End Quarter
10. Investor Forum (2021-22)

The BID also participates in other groups and committees to support collaborate working in Canterbury. These are the groups attended by the BID Team, Ambassadors and Board:

Local

1. Canterbury Forum
2. Canterbury Riverside Group
3. Canterbury Tales of England
4. Canterbury Climate Action Partnership
5. Community Safety Partnership
6. Higher Education and Further Education Strategic and Community Groups
7. Kent Business Crime Advisory Group
8. Litter Roundtable (met until 2019)
9. Night Time Economy Action Plan – met during the pandemic
10. Plastic Free Canterbury
11. Safety Tasking Group
12. Tactical Co-ordinating Group
13. TCG Strategic – met during the pandemic
14. Zero Tolerance

National

1. Association of Town and City Management: Lisa Carlson is the Chair
2. All Party Parliamentary Group for Town and Centres
3. High Street Task Force Sector Leaders Group

Appendix 3: Endorsements from the Business Community

As a Business Improvement District, our mission is to work towards making Canterbury a more vibrant, connected, successful and profitable place in which to do business.

New Business Welcome

National Perspective

Canterbury BID is a really great example of a Business Improvement District. For me BIDs are about digging into the detail of a place, as well as being visionary, brave and bold with opportunities and challenges, and I think Canterbury does that really well. Dr Julie Grail, Managing Director, The BIDs Business

Welcoming new businesses

*The BID was **instrumental in getting us embedded into the community** straight away. They were the first people to offer us support, marketing, a friendly face and helped put us on the map. Their support was really crucial for us to get settled in and bedded down.* Lorenzo Salos, Owner, Clarendon Fine Art

Networking

*I come to BID networking events because you meet such interesting people including other independents working in the city, and you never know where conversations lead and what **opportunities that can bring** for you.* Anna Carpenter, Owner, Café No.35

It's really useful for a small independent restaurant like mine to have the chance to network with all the businesses members, owners, and council leaders in Canterbury and showcase what we do. Freddie Hewett, Owner, Stag Coffee

As a law firm, we see Canterbury BID as really important in joining up the dots, bringing together like-minded people, not necessarily from the same sector, but who all want the best for Canterbury. The BID team bring energy and dynamism – it's the sort of thing the rubs off on other people Rupert Butler, Barrister and Head of Legal Practice, Leverets Group

Visit Canterbury / Working collaboratively

*It's been invaluable working with the BID, particularly since taking over Visit Canterbury. We have one **organisation that really understands the needs of the city**, the interests of tourists and can enable the Cathedral and all the businesses of the city to come together to increase marketing impact. We can be coordinated in our activity and get involved with promotion that really does drive people to come here.* Nathan Crouch, Head of Marketing, Canterbury Cathedral

Delivering training that makes an impact

*I grew up in Canterbury and since becoming a manager at The Shakespeare I've found working with BID and the Purple Flag / Best Bar None projects essential. Being able to have Best Bar None Training **ensures all of my staff feel confident**, knowing they are equipped to deal with any situation. Our customers are feeling safe and we are equipped and will look after them. I would recommend any business to go forward and do the training, it is really beneficial.* Megan Philips, Deputy Manager, The Shakespeare

Helping to create a cultural destination

*The BID is multifaceted and does so much for the city, not just supporting events, but networking, street cleaning, Christmas lights, hanging flower baskets and promoting Canterbury as a key destination. A lot of our customers come from outside of Canterbury so having Canterbury BID and Visit Canterbury promoting **and supporting various cultural events** throughout the year helps place Canterbury as a great cultural destination.* Amanda McKean, Acting Director, Canterbury Festival

Campaigns for the city

*It is so important for businesses like mine to have a marketing voice through MyCanterbury and Visit Canterbury. We are all small, independent businesses and we don't have the clout that the BID has (they are advertising on buses, at train stations, on the radio and in print) and **it's an enormous thunderclap** for all those small businesses that would never be able to do that on their own. Kate Thompsett, Owner, Happy and Glorious*

Impactful engagement to increase security

*As with any business within Canterbury safety is important both during the day and evening for staff and customers. Recently we took our concerns to the BID and they **facilitated conversations with Kent Police** who took immediate action - we have subsequently seen an immediate decrease in theft, our team feels safer and it gives a nice experience for our customers coming to shop. Claire Bogan, Store Manager, Fenwick*

Helping the city prosper

*The three universities in Canterbury really want a city that is thriving, dynamic and is a place that people want to go live, work and study. **Canterbury BID is doing vital work** for the city, ensuring that it brings together the business voice and creating an environment that can enable businesses to develop and prosper. Marco Keir, Director of Marketing and Communications, Canterbury Christ Church University*

Collaboration to be award winning

*Kent Police are incredibly proud to be part of the community that has now been delivering **Purple Flag** in Canterbury for 12 years. Most recently **Best Bar None** accreditations were rolled out for hospitality businesses and a large part of its success has been working collaboratively with Canterbury BID, who have helped deliver training as well as assessments. The project has enabled us to deliver some really outstanding work, for which we have gained awards nationally. John Woodward – Kent Police – Community Safety Unit in Canterbury*

Without the BID

*As a business you get a lot of positive support through Canterbury BID – it's a team allocated to help your businesses. If we didn't have BID, there is no replacement. I've worked in other towns where there is no BID and while there is some support, there is no funding behind it. **Without BID you lose a lot of positive influence.** Freddie Hewett, Owner, Stag Coffee*

Appendix 4: Baseline Statements

Authority:	Canterbury City Council
<p>Canterbury City Council is the district level local authority for the purposes of the Local Government Act 2003 and is responsible for providing Services within the Business Improvement District (BID) Area. Standard Services means the existing services provided by the City Council within the BID Area as set out in these Baseline Statements.</p> <p>The BID Company is responsible for the management and operation of the BID and for achieving the objectives and aspirations set out in the BID Proposal.</p> <p>A BID generates revenue that is ring-fenced for the area in which it is collected, to be spent on projects for the benefit of businesses that pay the BID levy. All services provided by the BID will be additional to those provided by The Council. Additionality is ensured through the production of these Baseline Statements which set out the standard level of statutory service that is already provided for the BID area. This ensures that the BID levy only funds services and projects over and above this level.</p> <p>The purpose of this document is to set out for the avoidance of doubt the Services provided by Canterbury City Council within the BID Area; the benchmark levels against which the provision of the Standard Services will be measured so as to ensure that whenever the BID Company wishes to provide any Complementary Services these services are not services which the Council should be providing pursuant to its existing statutory duties; and the mechanism for the continued monitoring and review of the Standard Services.</p> <p>It is fully understood by both parties that specific spending commitments can only be agreed annually, therefore these statements will be reviewed annually to ensure the BID Company is providing activity which is in addition to Council-funded services, and that the BID Company is informed about Council services that impact the trading environment in the city. If the Council intends to change the services listed below significantly or permanently, the Council shall consult with the BID Company no less than 6 weeks prior to that change.</p>	

Service	Business support and development	Statutory or Discretionary	Discretionary
Primary contact	Leo Whitlock		
Position	Head of Policy and Communications		
Email	leo.whitlock@canterbury.gov.uk		
Telephone			
Head of Service	Peter Davies		
Position	Director of Strategy and Improvement		
Email	peter.davies@canterbury.gov.uk		
Telephone	01227 862 054		
Overview of activity	<p>Offering business support and advice, maintaining, and generating economic intelligence as well as acting as an advocate for the economy and strategic partner for businesses in the district. Areas of work include:</p> <ul style="list-style-type: none"> - Signposting to business support information - Delivery of small-scale business support and networking events - Signposting to access finance - Operating an online commercial property register - Promote and attract commercial investment. - Support and promote initiatives and activities that facilitate the provision of physical infrastructure. - Support business development as well as employment, skills, and inclusion initiatives. - Acting in an advocacy role to raise the profile of the local economy wherever and whenever this will advantage the Council's strategic aims for the local economy 		
Key performance Indicators	<ul style="list-style-type: none"> - Client enquiries (by type) - Jobs created/supported (economic impact) - External funding/value of support levered into Council and wider district. - Demand – the Team monitors and measures expressed demand for commercial property and take up of new build floor space. - Case studies (on specific enquiries, projects etc.) showing inputs, outputs, and outcomes. - Wide range of economic intelligence (e.g. demography, businesses, employment/unemployment, skills etc.) – these provide insights into the general health of the local economy. It also assists understanding of how jobs created/supported (economic impact) through our activities are leading to longer term economic improvements for the district 		
Resource	0.5 FTE		

Service	CCTV control room	Statutory or Discretionary	Discretionary
Primary contact	David Harte		
Position	Central Control and Lifeline Manager		
Email	david.harte@canterbury.gov.uk		
Telephone	01227 862 573		
Service Director	Marie Royle		
Position	Service Director People		
Email	marie.royle@canterbury.gov.uk		
Telephone			
Overview of activity	<p>CCTV network - over 65 cameras in and around the Canterbury BID area monitored 24/7 from the control room located in the city centre. We have the ability to share images with Kent Police to support their tactical response.</p> <p>Holder of Police Airwaves Radio allowing quick secure communication with Kent Police to assist and support incident response.</p> <p>Key member of District Watch, a radio network enabling collaboration between retail and licensed premises to share information on incidents or crime, seeking support to deal with a problem, and passing on information and intelligence.</p>		
Key performance Indicators	<ul style="list-style-type: none"> - Customer's call response time (within 60 seconds) - Management performance report - Daily and monthly CCMU briefing reports 		
Timing of activity	<ul style="list-style-type: none"> - CCTV operators work a twelve-hour shift commencing at 0600 hrs or 1800 hrs - CCTV Control Room Supervisor and Control Room Manager CCTV Control Room Supervisor also covers shifts when needed - Pool of trained casual staff to backfill periods of leave as required - CCTV monitored 24 hours a day, 365 days a year 		
Resource	<p>1 Control Room Manager (FT) 1 CCTV control room supervisor (FT) 8 CCTV Operators (9.08FTE)</p>		
Response time	<p>The council's Central Control Unit is staffed 24/7 by at least 2 members of staff. They will constantly respond to presenting issues, balancing their relative risks, whilst liaising with stakeholders including the police and District Watch members to assist, such as through monitoring CCTV and sharing of information.</p>		

Service	Security Bollards	Statutory or Discretionary	Discretionary
Primary contact	David Harte		
Position	Central Control and Lifeline Manager		
Email	david.harte@canterbury.gov.uk		
Telephone			
Service Director	Marie Royle		
Position	Service Director People		
Email	marie.royle@canterbury.gov.uk		
Telephone			
Overview of activity	<p>CCC automated security bollards are used to protect pedestrians in the city centre, by mitigating criminal or terrorist vehicle-borne threats. They have been in place since 2020.</p> <p>The Traffic Regulation Order (TRO) upon which access permission is based, means that whilst there is a pedestrian zone in place at all times, there is a distinct core time of 10.30am-4pm. The period outside of 10.30am-4pm allows vehicle access for loading/unloading, as well as Blue Badge holders.</p> <p>The bollards are situated at key points including St Peter's St, Guildhall St, Sun St, Best Lane, Hawks Lane, St Margaret's St, Rose Lane, Burgate and The Friars.</p>		
Key performance Indicators	<ul style="list-style-type: none"> - No bollards in operation - Incidents recorded 		
Timing of activity	The bollards operate 24/7 unless there are maintenance requirements or faults		
Resource	Dedicated bollards staff of 3 (2.76 FTE) with additional support from the central control unit.		

Service	Community Safety	Statutory or Discretionary	Statutory
Primary contact	Lacy Dixon		
Position	Senior Specialist Enforcement and Community Safety Manager (Community Safety, Licensing Enforcement, Civil Enforcement & Environmental Crime)		
Email	lacy.dixon@canterbury.gov.uk		
Telephone			
Service Director	Marie Royle		
Position	Service Director People		
Email	marie.royle@canterbury.gov.uk		
Telephone			

Overview of activity	<p>Canterbury Community Safety Partnership (CCSP) is made up of representatives from local organisations known as 'responsible authorities' who work together to help protect our district from crime and make people feel safer. The council is the lead for this partnership. CCSP work with organisations such as:</p> <ul style="list-style-type: none"> - Kent Police - Kent Fire and Rescue Service - the NHS - Kent County Council - Canterbury Business Improvement District - local universities - street pastors - domestic violence and rape support organisations - housing support organisations - local businesses <p>Every year, CCSP is responsible for completing a strategic assessment. The assessment looks at crime patterns and trends, anti-social behaviour, drug and alcohol misuse, and reoffending. The data is then used to write a CSP action plan that sets out our priorities for the district and how we'll achieve them.</p> <p>The action plan brings organisations together to understand local concerns and implement support to tackle issues, restore communities and support residents.</p> <p>We review the plan every year to make sure our priorities are relevant and that they help keep the district a safe place. Priorities include:</p> <ul style="list-style-type: none"> - Disrupting serious and organised crime - Safeguarding vulnerable people - Supporting young people - Night time economy and violence - Disrupting Anti Social Behaviour <p>The partnership maximises funding opportunities and recent funding has provided for example additional CCTV cameras in the city and at UKC, safe refuge points in the city, safer mapped routes, support for street pastors, and rolling out of the Best Bar None scheme across licenced premises, as well as a number of training sessions for partners.</p> <p>The partnership has a number of sub groups such as the Neighbourhood Tasking Group, working with partner agencies to work with the community to resolve community issues, such as ASB, graffiti, nuisance, etc. Coordinate tasking group to address the need of the community. And the council's Community Safety Officer coordinates local community projects in response to priorities.</p> <p>The partnership and plan are agile. And as emerging risks are identified such as retail crime, the partnership works hard with key strategic stakeholders to coordinate a response.</p>
Key performance Indicators	<ul style="list-style-type: none"> - Successful delivery of CCSP Priorities Action Plan with all milestones achieved - Regular reporting and monitoring of local crime statistics

Timing of activity	<ul style="list-style-type: none"> - Community Safety Partnership meets four times a year - Thematic group meetings bu monthly - Neighbourhood Tasking Group meets fortnightly - Vulnerable Persons Panel meets monthly - Contextual safeguarding meeting meets bi weekly - Serious Organised Crime Panel meets monthly - Higher and Further Education Group (Strategic and operations group) meet quarterly
Resource	<ul style="list-style-type: none"> 1 FTE Community Safety Officer in the specialist 1 FTE Community Safety Officer in Locality 1 FTE Community Safety Manager

Service	Cultural, Leisure and External	Statutory or Discretionary	Discretionary
Primary contact	Michelle Moubarak		
Position	Head of Culture, Leisure and External Development		
Email	Michelle.moubarak@canterbury.gov.uk		
Telephone			
Service Director	Bill Hicks		
Position	Service Director Place		
Email	william.hicks@canterbury.gov.uk		
Telephone			
Overview of activity	<ul style="list-style-type: none"> - Developing local, regional and national partnerships with key stakeholders - Grant funding available to local artists for projects (Innovation Grants) - Act as lead partner in larger Arts Council funding opportunities - Support the development of CICs - Strategic direction and delivery of: Beaney Museum, Roman Museum and oversight of the Westgate Towers, including Collections management, Exhibition and Events Programming, Audience Development, Learning and Engagement, Marketing, and Commercial Services - The museum's service is commissioned to deliver Visitor Services on behalf of the tourism team - Overseeing management and facilitation of public art - Development of Cultural Strategy with local partners - Supporting local community groups through grants, advice and guidance - Specialist policy development to promote social cohesion through working with culture, leisure and community partners. 		
Key performance Indicators	<ul style="list-style-type: none"> - Increased number of cultural activities in the area - Successful funding bids and match funding for cultural projects - Evaluation of projects - Annual survey/ questionnaire - Number of visitors - Annual turnover - Number of children and young people engaged - Proportion of UK visitors from lower socio-economic groups 		
Resource	6.5 FTE curatorial staff as well as 2 in marketing team and 10 FTE Visitor Services		

Service	Emergency Planning and Safety Advisory Group	Statutory or Discretionary	Statutory (Civil Contingencies Act 2004)
Primary contact	TBC		
Position	Emergency Planning Officer		
Email			
Telephone			
Service Director	Peter Davies		
Position	Director of Strategy and Improvement		
Email	peter.davies@canterbury.gov.uk		
Telephone	01227 862 054		
Overview of activity	<ul style="list-style-type: none"> - Chair the district Safety Advisory Group for high risk or large-scale events in the district - Write and maintain the Major Emergency Plan and functional plans including the City Centre Evacuation Plan - Maintain and recruit staff to the Emergency Contacts list to respond during a major emergency that requires local authority involvement - Manage Business Continuity within the Council - Promote and give Business Continuity advice to businesses - Work with parishes around the district to give advice and guidance for emergency planning - Maintain the Council's Emergency Centre - Work with community groups to promote and establish resilience - Work with partner agencies to ensure the district is safe and has contingency plans in place for incidents 		
Key performance Indicators	<ul style="list-style-type: none"> - Ensuring claim back from Government schemes to ensure further service delivery - Number of trained emergency staff - Business Continuity plans reviewed annually - Debriefs within reasonable time (1 month of incident) - Guidance for residents through website and materials - Exercising of staff to keep awareness up 		
Timing of activity	Monday to Friday with availability out of hours for emergencies		
Resource	1.0 FTE		

Service	Enforcement /Locality contracts input GMAW and Waste- Operational delivery - Lora McCourt Enforcement Policy and management of contracted enforcement delivery - Lacy Dixon	Statutory or Discretionary	Policy statutory, enforcement discretionary
Primary contact	Lora McCourt		
Position	Locality Manager		
Email	lora.mccourt@canterbury.gov.uk		
Telephone			
Service Director	Marie Royle		
Position	Service Director People		
Email	marie.royle@canterbury.gov.uk		
Telephone			
Overview of activity	<p>Deals with enforcement and monitoring of council services provided by external contractors to ensure that the statutory services of refuse and recycling collections, street scene services are delivered to the required standard. It is the first contact point for the public on many street scene activities</p> <ul style="list-style-type: none"> - Street cleansing - Public conveniences <p>Enforcement to ensure compliance include:</p> <ul style="list-style-type: none"> - Trade waste – duty of care on waste disposal (right days & time) - Domestic waste – duty of care on waste disposal (right days & time) - Untaxed Cars – report to DVLA - Abandoned vehicles - Abandoned bikes – attach notice and order removal after 14 days - Fly posting – facilitate removal by Canenco (large/on high speed road) Otherwise remove as part of daily activities - Flytipping investigations and enforcement - Removal of graffiti - Enforcement of Public Space Protection Orders (PSPO) 		
Key performance Indicators	<ul style="list-style-type: none"> - Number of complaints - Number of incidents - Number of fixed penalties - Number of cases 		
Timing of activity	8am – 5pm 5 days a week		
Resource	4 SSEO's (FT)		
Response time	<ul style="list-style-type: none"> - Trade waste - Identifying circumstances where a commercial company has not exercised Duty of Care when transferring controlled waste. SLA with the service 4-6 weeks. - Domestic waste - identifying circumstances where a person/s from a domestic property have not exercised Duty of Care when transferring controlled waste. SLA with the service 2 Weeks. - Untaxed Cars - We don't enforce untaxed vehicles however the initial response to reports of an abandoned vehicle is within 2 days as per the SLA with the service. 		

	<ul style="list-style-type: none"> - Abandoned vehicles - initial response to reports of an abandoned vehicle is within 2 days as per the SLA with the service. - Flytipping - Initial response to reports of flytipping. SLA with serve 1-2 days - Abandoned bikes - Dealt with as potential fly tipping
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Service	Locality Enforcement - Abandoned Cars	Statutory or Discretionary	Statutory
Primary contact	Lora McCourt		
Position	Locality Manager		
Email	lora.mccourt@canterbury.gov.uk		
Telephone			
Service Director	Marie Royle		
Position	Service Director People		
Email	marie.royle@canterbury.gov.uk		
Telephone			
Overview of activity	Contract with 'Reclamme' to remove abandoned cars on demand.		
Key performance Indicators	<ul style="list-style-type: none"> - Number of incidents - Number of incidents dealt with within set time frame 		
Timing of activity	5 days a week		
Resource	'Reclamme' contacted to remove cars as demand arises.	Response time	Cars are removed within 7 -15 days.

Service	Enforcement - Canterbury City PSPO 2024	Statutory or Discretionary	Statutory
Primary contact	Lacy Dixon		
Position	Senior Specialist Enforcement and Community Safety Manager (Community Safety, Licensing Enforcement, Civil Enforcement & Environmental Crime)		
Email	lacy.dixon@canterbury.gov.uk		
Telephone			
Service Director	Marie Royle		
Position	Service Director People		
Email	marie.royle@canterbury.gov.uk		
Telephone			
Overview of activity	<p>The Canterbury City PSPO 2024 covers Barton, Northgate, St Stephen's, Westgate and Wincheap wards, this includes the main city centre areas.</p> <p>It includes restrictions of the following activities:</p> <ul style="list-style-type: none"> - Someone drinking in public areas causing alarm harassment or distress - Shouting, swearing or causing other alarm, distress or harassment to others - 		

	<p>whether in the area or living nearby</p> <ul style="list-style-type: none"> - Persistent begging - Urinating or defecating in any public place - Graffitiing, fly posting and affixing notices, pictures or signs to property without the owner's permission - The anti-social behaviour of delivery riders <ul style="list-style-type: none"> • Aggressive driving/riding • Dangerous manoeuvres • Excessive noise • Danger to other road users (including pedestrians) - Enforced through external contractor NES, council officers and the Police. - Fixed Penalty Notices Issued for breaches. - Education inputs ad hoc as a preventative measure - 		
Key performance Indicators	<ul style="list-style-type: none"> - Number of Fixed Penalty Notices issued - Number of warnings issued - Number of educational inputs 		
Timing of activity	Year round - 7 days per week		
Resource	NES, council officers and the Police	Response time	PSPO currently under review

Service	Enforcement - Dog Control Public Space Protection Order (PSPO)	Statutory or Discretionary	Statutory
Primary contact	Lacy Dixon		
Position	Senior Specialist Enforcement and Community Safety Manager (Community Safety, Licensing Enforcement, Civil Enforcement & Environmental Crime)		
Email	lacy.dixon@canterbury.gov.uk		
Telephone			
Service Director	Marie Royle		
Position	Service Director People		
Email	marie.royle@canterbury.gov.uk		
Telephone			
Overview of activity	<p>The Dog Control PSPO covers a number of areas in the city centre and ensures that dog owners clean up any fouling, do not take dogs into excluded areas, and keep dogs on leads in restricted areas.</p> <ul style="list-style-type: none"> - Can be enforced through external contractor NES, council officers and the Police - Fixed Penalty Notices (FPNs) issued for breaches - Education inputs ad hoc as a preventative measure - Cleansing carried out by Canenco 		

Key performance Indicators	<ul style="list-style-type: none"> - Number of FPNs issued - Number of warnings issued - Number of educational inputs 		
Timing of activity	Year round - 7 days per week		
Resource	External contractor NES, council officers and the Police	Response time	PSPO currently under review

Service	Locality Environmental Enforcement – Fly Tipping	Statutory or Discretionary	Statutory
Primary contact	Lora McCourt		
Position	Locality Manager		
Email	lora.mccourt@canterbury.gov.uk		
Telephone			
Service Director	Marie Royle		
Position	Service Director People		
Email	marie.royle@canterbury.gov.uk		
Telephone			
Overview of activity	Locality team investigates fly tipping cases and undertakes enforcement action. Contract with Canenco to remove fly tipping on demand. Not a major problem in Canterbury city centre.		
Key performance Indicators	<ul style="list-style-type: none"> - Waste data from Canenco - Number of complaints - Number of prosecutions 		
Timing of activity	Year round - Monday to Friday		
Resource	4.6 FTE	Response time	TBC

Service	Locality - Tackling Graffiti	Statutory or Discretionary	Discretionary
Primary contact	Lora McCourt		
Position	Locality Manager		
Email	lora.mccourt@canterbury.gov.uk		
Telephone			
Service Director	Marie Royle		
Position	Service Director People		
Email	marie.royle@canterbury.gov.uk		
Telephone			
Overview of activity	Locality teams investigate reports of graffiti and proactively identifies and removes it. Canenco supports the removal (see also Graffiti removal Canenco contract section). In		

	addition, where there are identified hotspots then the team works with partners to design out the issues.
Key performance Indicators	<ul style="list-style-type: none"> - Number of reports received - Number of removals completed - Number of reports to Police that result in prosecution - Number of design out projects completed
Timing of activity	Year round - Monday to Friday
Resources	2 FTE

Service	Locality Parking Enforcement Locality Parking Facilities	Statutory or Discretionary	Discretionary
Primary contact	Lora McCourt		
Position	Locality Manager		
Email	lora.mccourt@canterbury.gov.uk		
Telephone			
Service Director	Marie Royle		
Position	Service Director People		
Email	marie.royle@@canterbury.gov.uk		
Telephone			
Overview of activity	<ul style="list-style-type: none"> - On and off street parking enforcement - Targeted operations for education and engagement - Targeted operations at hotspots - Liaison with Transportation to provide improvements to car parks, facilities, the local environment and personal safety 		
Key performance Indicators	<ul style="list-style-type: none"> - Number of tickets issued - Income - Number of education and engagement operations - Number of targeted operations 		
Timing of activity	Daily patrols 7 days/week including bank holidays.		
Resources	24/7 8 Parking and Transport Officers CCTV car park monitoring is provided by Canterbury City Council	Response Time	TBC

Service	Locality - Rough Sleeper Initiative	Statutory or Discretionary	Discretionary
Primary contact	Lora McCourt		
Position	Locality Manager		
Email	lora.mccourt@canterbury.gov.uk		
Telephone			
Service Director	Marie Royle		
Position	Service Director People		

Email	marie.royle@canterbury.gov.uk
Telephone	
Overview of activity	<p>Locality rough sleeping team works on an outreach basis to provide local and tailored rough sleeping services to give those in need the best chance of a safe and sustainable life off the streets. It is externally funded by the government.</p> <p>The team's work is not limited simply to finding people a roof over their head, they also support people to access services and help they need for example substance misuse services, mental health services, to enter education or training, or find jobs.</p> <p>People should report a rough sleeper or concerns via StreetLink</p>
Key performance Indicators	<ul style="list-style-type: none"> - Number of rough sleepers engaged - Number of rough sleepers supported to access other services - Number of rough sleepers moved off the streets
Timing of activity	Year round
Resources	9 FTE
Response Time	Report of a rough sleeper initial response will be within 2 working days.

Service	SWEP - Severe Weather Emergency Protocol	Statutory or Discretionary	Discretionary
Primary contact	Kylie Gillham		
Position	Policy and Programme Officer - Housing and Community		
Email	kylie.gillham@canterbury.gov.uk		
Telephone			
Service Director	Marie Royle		
Position	Service Director People		
Email	marie.royle@canterbury.gov.uk		
Telephone			
Overview of activity	<p>The Severe Weather Emergency Protocol is a humanitarian response to periods of severe weather conditions.</p> <p>There is no single definition of severe weather and as such we take a flexible approach when considering its implementation. This includes, but is not limited to, periods when the 'feels like' temperature is forecast to drop below zero degrees centigrade for three or more consecutive days.</p> <p>Anyone who is identified as sleeping rough within the Canterbury district, and who agrees to receiving assistance, is eligible to access our SWEP housing provision when it is activated.</p> <p>We do, of course, take a proactive approach by speaking to any clients who may require support under SWEP. To access SWEP during activation periods contact us on 0808 196 8140 during working hours or our out of hours number 01227 781879 between 5pm and 8am.</p> <p>It is important to note that even when SWEP is in place, we cannot forcefully</p>		

	intervene to provide an individual with support. Many people refuse help and this is their right. People should report a rough sleeper or any concerns via StreetLink
Key performance Indicators	<ul style="list-style-type: none"> - Number of placements made during SWEP - Number of SWEP activation periods and length of time per year
Timing of activity	Year round when needed
Resources	Existing resources

Service	Environmental Health	Statutory or Discretionary	Statutory
Primary contact	Tricia Jordan		
Position	Environmental Protection Manager		
Email	tricia.jordan@canterbury.gov.uk		
Telephone			
Head of Service	Simon Thomas		
Position	Heading of Planning and Health		
Email	simon.thomas@canterbury.gov.uk		
Telephone	01227 862 057		
Overview of activity	<ul style="list-style-type: none"> - Statutory Nuisance (noise, smoke, drainage complaints) - Food Safety (food premises inspections, investigation of food complaints, investigation of food poisoning allegations) - Health & Safety (investigation of accidents and premises inspections) - Public Health Matters (public health burials, infectious diseases) - Food sampling (shellfish, sea water samples, food samples) - Water safety (private water supplies) - Animal Licensing (Zoos, dangerous wild animals, pet shop, dog breeders, animal borders, performing animals, horse riding establishments) - Air Quality (AQ management plan, AQ management areas, monitoring and reporting) 		
Key performance Indicators	<ul style="list-style-type: none"> - Number of food premises scoring 3,4 or 5 out of five - AQ data capture - AQ NOX measured - Food inspections completed in time - Scheduled food inspections completed within 28 days - New Food premises inspected within target - Local Authority Enforcement Management (LAEM) monitoring - % requests for service received digitally - EP requests for service completed with target - EP requests for services 1st response within target - Income generated from food hygiene courses 		
Timing of activity	Monday to Friday with call out available for emergencies.		
Resource	9 FTE	Response time	Noise complaints 5 days Smoke ASAP

			Drainage ASAP Food Safety ASAP from receipt
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Service	Events	Statutory or Discretionary	Discretionary
Primary contact	Michelle Moubarak		
Position	Head of Culture, Leisure and External Development		
Email	michelle.moubarak@canterbury.gov.uk		
Telephone			
Service Director	Bill Hicks		
Position	Service Director Place		
Email	william.hicks@canterbury.gov.uk		
Telephone			
Overview of activity	<ul style="list-style-type: none"> - Operate a fair and transparent application process for use of public open space - Liaison with multi agency events group, and other internal/external agencies - Work closely with the community to develop skills in event management and develop a range of local community events - Develop opportunities for commercial events - Oversee use of public open space with aims to provide a safe, cultural environment 		
Key performance Indicators	<ul style="list-style-type: none"> - Attendance at events - Increased number of activities taking place in the district - Project evaluation - Ongoing high profile for cultural events - Income generated from commercial events - Economic impact generated from events 		
Resource	1 FTE		

Service	Graffiti removal Canenco Contract	Statutory or Discretionary	Discretionary
Primary contact	Sarah Randall		
Position	Lead Contracts manager		
Email	sarah.randall@canterbury.gov.uk		
Head of Service	Tricia Marshall		
	Director of Corporate Services and Head of Paid Services		
Email	tricia.marshall@canterbury.gov.uk		
Telephone	01227 862 057		

Overview of activity	Facilitate graffiti removal. Also make graffiti wipes available to local groups for graffiti removal. Canterbury City Council will remove graffiti from domestic dwellings free of charge up to four times a year. If the graffiti is on a business premises, it will be removed for free twice a year providing an online request form is completed. Each removal is a maximum of 5 sqm or up to two hours cleaning/painting.		
Key performance Indicators	<ul style="list-style-type: none"> - Number of complaints - Inspections of maintenance standards 		
Timing of activity	Year round - Monday to Friday		
Resource	Contractor resource	Response time	<ul style="list-style-type: none"> - remove offensive graffiti within 24 hours - remove non-offensive graffiti within four working days

Service	Grounds Maintenance	Statutory or Discretionary	Discretionary
Primary contact	Sarah Randall		
Position	Lead Contracts Manager		
Email	sarah.randall@canterbury.gov.uk		
Telephone			
Head of Service	Tricia Marshall		
Position	Director of Corporate Services and Head of Paid Services		
Email	tricia.marshall@canterbury.gov.uk		
Telephone	01227 862 057		
Overview of activity	Grounds maintenance of CCC parks, open spaces (including play areas, allotments, sports pitches and tennis courts) and Housing Revenue Account land estate. Tree maintenance on CCC land.		
Key performance Indicators	<ul style="list-style-type: none"> - Number of complaints - Inspections of maintenance standards 		
Timing of activity	Year round - Monday to Friday		

Service	Licensing	Statutory or Discretionary	Statutory
Primary contact	Anton Waldon		
Position	Licensing Manager		
Email	anton.walden@canterbury.gov.uk		
Telephone			
Service Director	Bill Hicks		
Position	Service Director Place		
Email	william.hicks@canterbury.gov.uk		

Telephone			
Overview of activity	<ul style="list-style-type: none"> - Processing applications and issue of licences for taxis, licensed premises, street trading, commercial river craft, gambling, table and chair licences and scrap metal - Conducting hearings - Enforcement of licences and permits - Licensing inspection visits 		
Key performance Indicators	<ul style="list-style-type: none"> - No of complaints - No of hearings (Licensing Enforcement related) - No of licences revoked - Positive review outcome (high compliance premises) 		
Timing of activity	7 days/week. Enforcement works also carried on during out of office hours		
Resource	2 FTE Officers 1 Manager (PT)	Response time	TBC

Service	Environment - Open Spaces	Statutory or Discretionary	Discretionary
Primary contact	Martin Hall		
Position	Senior Environment Manager		
Email	martin.hall@canterbury.gov.uk		
Telephone			
Head of Service	Richard Moore		
Position	Head of Transport and Environment		
Email	richard.moore@canterbury.gov.uk		
Telephone			
Overview of activity	<ul style="list-style-type: none"> - Regeneration of parks and green open spaces and community engagement in the management of the open spaces and countryside - Provision of play areas 		
Key performance indicators	<ul style="list-style-type: none"> - % of local residents surveyed reporting improvements to areas of local open space - % of local residents surveyed reporting improved play facilities - % of people who have got together with other people to improve things in the local area or given unpaid help to groups or organisations 		
Resource	2 FTE		

Service	Property & regeneration	Statutory or Discretionary	Discretionary
Primary contact	Richard Hall		
Position	Head of Property & Regeneration		
Email	Richard.Hall@canterbury.gov.uk		
Telephone	07802 721025		
Service Director	Bill Hicks		
Position	Service Director of Place		
Email	william.hicks@canterbury.gov.uk		
Telephone			
Overview of activity	<p>Property: Property asset management. Overall strategic management of the corporate general fund portfolio. Responsible for financial and commercial activities relating to the estate portfolio including day-to-day management eg. general landlord and tenant activities, disposals, acquisitions and investments, valuations, negotiations etc. Includes: Whitefriars Shopping Centre, The Riverside and Wincheap Industrial Estate</p> <p>Regeneration: Design, development and delivery of transformational physical regeneration projects. Identification and utilisation of council land and property assets to deliver land and property based infrastructure projects and developments that bring improvements to the district. Enabling, facilitating and delivering housing of all types and tenures, across all sectors and for people of all levels of prosperity, including estate regeneration.</p>		
Key performance Indicators	General Fund property vacancy/void rates Property income to council Arrears Number of users of Whitefriars Number of users of The Riverside		
Resource	7.8 FTE		

Service	Public toilets	Statutory or Discretionary	Discretionary
Primary contact	Sarah Randall		
Position	Lead Contracts Manager		
Email	sarah.randall@canterbury.gov.uk		
Telephone			
Head of Service	Tricia Marshall		
Position	Director of Corporate Services and Head of Paid Services		
Email	tricia.marshall@canterbury.gov.uk		
Telephone	01227 862 255		
Overview of activity	Problems with any of the city council's public toilets		

Key performance Indicators	Number of complaints		
Timing of activity	Seven days a week		
Resource	Contractor resource	Response time	Response times related to work required

Service	Street Cleaning	Statutory or Discretionary	Statutory
Primary contact	Sarah Randall		
Position	Lead Contracts Manager		
Email	sarah.randall@canterbury.gov.uk		
Telephone			
Head of Service	Tricia Marshall		
Position	Director of Corporate Services and Head of Paid Services		
Email	tricia.marshall@canterbury.gov.uk		
Telephone	01227 862 057		
Overview of activity	<p>Contract with Canenco for litter picking and collection, street sweeping and bin emptying.</p> <p>Street cleaning (sweeping and litter picking) is a seven day service excluding Christmas day. The time/shifts vary on the locations and seasonality. They are permitted to work between 5.30am and 10pm in the summer and the hours are shorter in the winter. The idea being the team moves with demand depending on resources and need.</p> <p>The main city centre roads are swept daily. Bins are emptied several times a day. Again this changes with the seasons and need.</p>		
Key performance indicators	Number of complaints		
Timing of activity	Year round - 7 days a week		
Resource	Contractor resource	Response time	Needles / Full litter bins - 2 hours. Build up of Litter/dog poo - 2 to 24 hours depending on location

Service	Transportation – Bus	Statutory or Discretionary	Discretionary
Primary contact	Richard Moore		

Position	Head of Transport and Environment
Email	richard.moore@canterbury.gov.uk
Telephone	
Service Director	Bill Hicks
Position	Service Director Place
Email	william.hicks@canterbury.gov.uk
Telephone	
Overview of activity	<ul style="list-style-type: none"> - Joint production of the Transport Strategy with Kent County Council and implementation of actions - Role within the Quality Bus Partnership which includes implementing roadside infrastructure improvements and promotion etc - Providing transportation advice and input through the Local Plan - Respond to planning applications ensuring that parking and sustainable transport aspects are given due consideration - Deliver transport improvements using S106 Transport Contributions, external funding and through the capital programme - Staff travel plan - Maintenance and provision of bus shelters. CCC owns 85 bus shelters and has an agreement with Adshel for 40 more - Public realm improvements around public transport hubs
Key performance indicators	<ul style="list-style-type: none"> - Targets for Buses running to timetable Bus patronage - No. of new/upgraded bus shelters Complaints/Compliments - No. of buses with min Euro 4 engines - Number of vehicle movements in city - Journey time monitoring
Resource	2 FTE

Service	Transportation - Car Parking	Statutory or Discretionary	Provide of off-street parking - Statutory Level of provision - Discretionary.
Primary contact	Colin Perris		
Position	Parking Facilities Officer		
Email	colin.perris@canterbury.gov.uk		
Telephone			
Head of service	Richard Moore		
Position	Head of Transport and Environment		
Email	richard.moore@canterbury.gov.uk		
Telephone			
Overview of activity	Joint responsibility with Kent County Council for the District's Transport Strategy <ul style="list-style-type: none"> - Traffic management through enforcement of parking restrictions - Responsibility for the Canterbury Parking Strategy and implementation of actions - City centre open car parks, including 3 multi storey car parks 		

	<ul style="list-style-type: none"> - Three Park & Ride sites - One dedicated central disabled car park - Management of on street bays and signs - Provision and management of a range of permits and discount schemes - Liaison with CCC Enforcement staff - 24/7 CCTV coverage on most sites - Resident on street parking - Pay and display on street parking - Administration of parking permits, cards and mobile phone options - Preparation of annual On and Off Street orders (including tariffs), publicity and consultation
Key performance indicators	<ul style="list-style-type: none"> - Revenue - Complaints/compliments - Number of vehicle movements in city - Journey time monitoring - Number of Parking Acts
Timing of activity	<ul style="list-style-type: none"> - Open 24/7 - Main car park charging times from 7am to 9pm (free outside these times) - Daily cash collection, reconciliation and banking - Monthly site inspections with reporting to Transportation with details of safety issues - Annual Capital Improvement programme - Management of Parking Orders including annual public consultation procedures - Management of web site and emergency notifications
Resource	0.6 FTE plus resource within Case and Locality teams

Service	Transportation – Coach Park	Statutory or Discretionary	Discretionary.
Primary contact	Colin Perris		
Position	Parking Facilities Officer		
Email	colin.perris@canterbury.gov.uk		
Telephone			
Head of service	Richard Moore		
Position	Head of Transport and Environment		
Email	richard.moore@canterbury.gov.uk		
Telephone			
Overview of activity	<ul style="list-style-type: none"> - Dedicated site with 44 coach bays and 10 motorhome spaces close to city centre - Welcome Centre - Drop off spaces in St Georges Lane - Overflow coach parking at new Dover Road Park and Ride 		

Key performance indicators	<ul style="list-style-type: none"> - Number of Parking Acts - Revenue - Complaints/compliments
Timing of activity	<ul style="list-style-type: none"> - Open 24/7 - Daily cash collection, reconciliation, and banking - Daily cleaning and site inspection
Resource	No dedicated resource

Service	Transportation – Park & Ride	Statutory or Discretionary	Discretionary
Primary contact	Colin Perris		
Position	Parking Facilities		
Email	colin.perris@canterbury.gov.uk		
Telephone			
Head of service	Richard Moore		
Position	Head of Transport and Environment		
Email	richard.moore@canterbury.gov.uk		
Telephone			
Overview of activity	<p>Joint responsibility with Kent County Council for the District's Transport Strategy</p> <ul style="list-style-type: none"> - Traffic management through enforcement of parking restrictions - Responsibility for the Canterbury Parking Strategy and implementation of actions - Providing transportation advice and input through the Local Plan - Respond to planning applications ensuring that parking and sustainable transport aspects are given due consideration - Deliver transport improvements using S106 Transport Contributions, external funding and through the capital programme - Staff travel plan - Canterbury City Council managed service from 3 sites - 600 to 730 car spaces per site including disabled and parent/toddler bays - Contracted bus fleet providing 3 vehicles per route running to an 8 minute service at peak times - Average 1million return passengers per annum - Motorhome parking available with grey water drop/ fresh water pipes, wide bays and extended turning circle - Sites used for a variety of community uses including parent drop off parking to local schools 		

Key performance indicators	<ul style="list-style-type: none"> - Number of parking acts - Number of passengers - Frequency of timetable - Complaints/compliments - Number of vehicle movements in city - Journey time monitoring
Timing of activity	<ul style="list-style-type: none"> - 7am to 7:30pm Monday to Saturday from all sites - 10am to 6pm Sundays from 2 sites - Seasonal and event extensions and additions - Closed Christmas Day and New Year's Day - Daily cash collection, reconciliation and banking - Daily site inspections and cleaning - Priority winter maintenance plan - Management of web site and emergency notifications
Resource	<p>2.75FTE.</p> <ul style="list-style-type: none"> - Other services contracted - Terminal buildings at each site with toilet facilities (including disabled) and baby changing area - ANPR with barriers and payment kiosks additionally offering online registrations - CCTV (24/7) - Assistance intercoms - Remote control of equipment

Service	Transportation – Pedestrians	Statutory or Discretionary	Discretionary
Primary contact	Richard Moore		
Position	Head of Transport and Environment		
Email	richard.moore@canterbury.gov.uk		
Telephone			
Service Director	Bill Hicks		
Position	Service Director Place		
Email	william.hicks@canterbury.gov.uk		
Telephone			

Overview of activity	<p>Joint responsibility with Kent County Council for the District's Transport Strategy</p> <ul style="list-style-type: none"> - Providing transportation advice and input through the Local Plan - Respond to planning applications ensuring that parking and sustainable transport aspects are given due consideration - Deliver transport improvements using S106 Transport Contributions, external funding and through the capital programme - Staff travel plan - Delivery of walking improvements and promotional initiatives - Delivery of transport and public realm improvements through the capital programme - Responsibility for pedestrian 'finger post' directional signage - Responsibility for seats and benches - Pavement parking bans - Enhanced maintenance of pedestrianised areas
Key performance indicators	<ul style="list-style-type: none"> - City centre footfall figures - Travel Plan monitoring
Resource	1 FTE

Service	Environment and Open Spaces	Statutory or Discretionary	Primarily discretionary
Primary contact	Martin Hall		
Position	Senior Environment Manager		
Email	martin.hall@canterbury.gov.uk		
Telephone			
Head of service	Richard Moore		
Position	Head of Transport and Environment		
Email	richard.moore@canterbury.gov.uk		
Telephone			
Overview of activity	<ul style="list-style-type: none"> - Regeneration of parks and open spaces and community engagement in the management of the open spaces and countryside. - Provision of play areas 		
Key performance indicators	<ul style="list-style-type: none"> - % of local residents surveyed reporting improvements to areas of local open space - % of local residents surveyed reporting improved play facilities - % of people who have got together with other people to improve things in the local area or given unpaid help to groups or organisations 		

Resource	2.8 FTE
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Service	Transportation	Statutory or Discretionary	Discretionary
Primary contact	Ruth Goudie		
Position	Senior Transportation Manager		
Email	ruth.goudie@canterbury.gov.uk		
Telephone			
Head of service	Richard Moore		
Position	Head of Transport and Environment		
Email	richard.moore@canterbury.gov.uk		
Telephone			
Overview of activity	<ul style="list-style-type: none"> - Joint production of the Transport Strategy with KCC and implementation of actions - Promotion of sustainable transport initiatives for walking and cycling - Role within the Quality Bus Partnership which includes implementing roadside infrastructure improvements and promotion etc - Providing transportation advice and input through the Local Plan - Respond to planning applications ensuring that parking and sustainable transport aspects are given due consideration - Deliver transport improvements using S106 Transport contributions, external funding and through the capital programme - Staff travel plan - Maintenance and provision of bus shelters. CCC owns 85 bus shelters and has an agreement with Adshel for 40 more - Public realm improvements around public transport hubs 		
Key performance indicators	<ul style="list-style-type: none"> - Targets for Buses running to timetable Bus patronage - No. of new/upgraded bus shelters Complaints/Compliments - No. of buses with min Euro 4 engines - Number of vehicle movements in city - Journey time monitoring 		
Resource	2.2 FTE		

Service	Tourism and the visitor economy	Statutory or Discretionary	Discretionary
Primary contact	Leo Whitlock		
Position	Head of Policy and Communications		
Email	leo.whitlock@canterbury.gov.uk		
Telephone			
Head of Service	Peter Davies		
Position	Director of Strategy and Improvement		
Email	peter.davies@canterbury.gov.uk		
Telephone	01227 862 054		

Overview of activity	Visit Canterbury Consortium, Visitor Information provision, projects and development, navigation and signage.
Key performance indicators	
Resource	0.5 FTE

Service	WI-FI	Statutory or Discretionary	Discretionary
Primary contact	David Harte		
Position	Central Control and Lifeline Manager		
Email	david.harte@canterbury.gov.uk		
Telephone			
Service Director	Marie Royle		
Position	Service Director of People		
Email	marie.royle@canterbury.gov.uk		
Telephone			
Overview of activity	The Council has a contract with a provider supplying public Wifi within Canterbury city centre. There are currently 29 WiFi access points across the city.		
Key performance indicators	<ul style="list-style-type: none"> - Total number of visitors by year, month, week day and hour - New visitors versus repeat visitors by year, month, week, and day - For repeat visitors - how often they login in - Dwell time (average connection time) by day, week and month - Usage by location (connecting and disconnecting) ranked from top to bottom - Customer journey - to identify key routes around the city - Basic demographic information (age / gender) - Where the user originates from within Kent, UK or abroad 		
Resource	The public WiFi system sits on the CCTV system. If there is an issue with either, the same resource would report them and liaise with the provider to resolve the problem.		

Kent County Council

Service	Kent County Council Highways & Transportation
Head of Service	Simon Jones
Telephone	03000 41 81 81
Email	simon.jones@kent.gov.uk
Baseline Activity	Highway Maintenance

Notes of Service	Overview: Kent County Council Highways & Transportation (KCC H&T) are the responsible authority for the entire public highway in the Bid area and surrounding parts of Canterbury. Highways England manages the A2 which bypasses Canterbury running from London to Dover. One of the statutory requirements of Kent County Council as Highway Authority is to manage the road network so as to ensure, as far as reasonably practical, the safe movement of not only traffic, but also pedestrians and other vulnerable road users. Highway schemes within Canterbury are developed based on safety criteria. Resurfacing and surface treatment works are prioritised on a county wide economical ranking basis. All KCC roads and footways within the BID area have safety inspections carried out at regular frequencies. All safety defects are repaired based on their urgency.
Statutory or Discretionary?	Statutory
Timing of activity	Kent County Council Highways & Transportation is committed to continue with the routine maintenance works to the highway. Highways Management ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Maintenance of Non-Illuminated Traffic Signs
Notes of Service	Non-illuminated traffic signs which may be regulatory, warning, direction signs or advice and information signs placed by the Highway Authority for highway purposes. Relevant Legislation Section 41 of the Highways Act 1980 imposes a duty on the Highway Authority (Kent County Council) to maintain those roads which are maintainable at public expense.
Statutory or Discretionary?	Statutory
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Structural Maintenance
Notes of Service	KCC H&T have the responsibility for maintenance of structures within the city which include subways. Currently KCC H&T are working with Canterbury City Council (CCC) to remove graffiti from the subways. In addition KCC H&T maintain structures on the highway network which includes the overbridge adjacent to Canterbury East station. The bridge is regularly inspected and maintenance carried out on a needs/priority basis. Whilst CCC is responsible for most of the soft estate maintenance within the BID area, KCC H&T carry out maintenance of highway verges and roundabouts.
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance	None

Indicators	
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Footways and Carriageways
Notes of Service	All footways and carriageways within the BID area have safety inspections carried out at regular frequencies and any safety defects are repaired within prescribed time scales.
Statutory or Discretionary?	Statutory
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Licensing for Tables & Chairs, 'A' boards and Skips
Notes of Service	KCC H&T are the licensing authority for tables & chairs, 'A' boards and skips on the highway within the BID area.
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Street lights, Illuminated Signs and Bollard Maintenance
Notes of Service	The majority of street lights and illuminated signs & bollards within the bid area are maintained by KCC H&T. All KCC maintained street lights are regularly inspected and faults repaired according to priority.
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Highways Winter Maintenance
Notes of Service	KCC H&T have a winter service plan for the City of Canterbury. The main roads around the centre are a primary salting route whilst the arteries through the BID area are secondary routes – treated during prolonged periods of ice and snow. During winter emergencies, the footways within the city centre are treated on a priority basis as detailed in the local plan.
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.

Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.
Baseline Activity	Drainage
Notes of Service	KCC H&T is responsible for the surface water drainage within the BID area. All road gully's are checked once a year, in addition any localised flooding is dealt with as a priority
Statutory or Discretionary?	Discretionary
Timing of activity	Ongoing for the life of the Business Improvement District
Staffing and equipment levels	Information not available.
Key Performance Indicators	None
Boundary area	Canterbury Business Improvement District area and throughout Kent.

Kent Police

Service	Kent Police
Head of Service	CH/INSP 46009826 Mark Weller
Telephone	07980 770444
Email	mark.weller@kent.pnn.police.uk
Baseline Activity	City Centre Policing
Notes of Service	<p>Working with our partners we will provide a first class service protecting and serving the people of Canterbury District and making it a safer place for people to live, work and visit.</p> <p>We will identify those who cause the greatest harm to the people who live, work and visit Canterbury District by lawfully, ethically and with integrity deterring, diverting, disrupting and detaining them; seeking the most appropriate 'brought to justice' outcomes for victims and offenders. We aim to achieve this by:</p> <ul style="list-style-type: none"> ● Local Policing Teams will work within the National Intelligence Model and Tasking and Co-ordinating Group processes to reduce incidents of theft, violence against the person, criminal damage and Anti-Social Behaviour (ASB). ● Community Safety Unit (CSU) will work as part of the Community Safety Partnership (CSP) to work with the community (including commercial) to resolve community issues such as Anti-social behaviour (ASB), graffiti, begging, drunkenness, vandalism etc. ● CSP Neighbourhood Tasking Group will deal with issues impacting on the wider safety of the community. ● Active involvement with District Watch to keep persistent offenders away from Canterbury retail premises. ● Active involvement with District Watch, in the night time economy, to keep persistent offenders away from Canterbury licensed premises. ● Active involvement with Canterbury City Centre Partnership to address the needs of the business community.
Statutory or Discretionary?	Statutory
Timing of activity	24 hours per day 365 days a year
Staffing and equipment levels	<ul style="list-style-type: none"> ● Canterbury City has 5 Local Policing Teams consisting of an Inspector, Sergeants and Police Constables who respond 24/7 365 days to calls for

	<p>service. These calls are prioritised via the Force Control Room (FCR) based at Maidstone.</p> <ul style="list-style-type: none"> ● Canterbury Community Safety Unit deals with crime and ASB calls and consists of an Inspector, Sergeants, Constables and Police Community Support Officers. This includes a team of officers dedicated to policing Canterbury town centre. ● Vulnerability Investigation Teams – Consists of Inspectors, Sergeants and Constables who investigate crimes committed against the most vulnerable in society. This includes sexual offending, adult and child protection and domestic abuse. ● Missing and Child exploitation Team – Consists of Sergeants, Constables and Police Community Support Officers who focus their efforts on working with missing children, reducing the instances of missing and safeguarding them from exploitation. ● Operation Raptor team – Consists of a detective Sergeant and Detective constables who focus on disrupting and detecting matters relating to county line activity. ● Tactical Operations support – Firearms officers, traffic and Police Dog Handlers can be bid for to support the district with appropriate activities, and these resources regularly patrol the Canterbury area.
Key Performance Indicators	N/A
Boundary area	Canterbury District

Authority:	Kent County Council [currently with KCC]
<p>Kent operates in a two-tier system, meaning there is Kent County Council, which is responsible for certain services across the whole county and 12 borough, city, and district councils, responsible for different services in the areas they cover. Kent County Council is responsible for providing Standard Services within the BID Area. Standard Services means the existing services provided by the Council within the BID Area as set out in these Baseline Statements.</p> <p>The BID Company is responsible for the management and operation of the BID and for achieving the objectives and aspirations set out in the BID Proposal.</p> <p>A BID generates revenue that is ring-fenced for the area in which it is collected, to be spent on projects for the benefit of businesses that pay the BID levy. All services provided by the BID will be additional to those provided by The Council. Additionality is ensured through the production of these Baseline Statements which set out the standard level of statutory service that is already provided for the BID area. This ensures that the BID levy only funds services and projects over and above this level.</p> <p>The purpose of this document is to set out for the avoidance of doubt the Standard Services provided by Kent County Council within the BID Area; the benchmark levels against which the provision of the Standard Services will be measured so as to ensure that whenever the BID Company wishes to provide any Complementary Services these services are not services which the Council should be providing pursuant to its existing statutory duties; and the mechanism for the continued monitoring and review of the Standard Services.</p> <p>In the event that the Council intends to change the Standard Services significantly and permanently the Council shall consult with the BID Company no less than 6 weeks prior to that change.</p>	

Service	Highway Maintenance	Statutory or Discretionary	Statutory
Primary contact			
Position			
Email			
Telephone			
Head of Service			
Position			
Email			
Telephone			
Overview of activity	<p>Kent County Council Highways & Transportation (KCC H&T) are the responsible authority for the entire public highway in the BID area and surrounding parts of Canterbury. Highways England manages the A2 which bypasses Canterbury running from London to Dover. One of the statutory requirements of Kent County Council as Highway Authority is to manage the road network to ensure, as far as reasonably practical, the safe movement of not only traffic, but also pedestrians and other vulnerable road users. Highway schemes within Canterbury are developed based on safety criteria. Resurfacing and surface treatment works are prioritised on a county wide economical ranking basis.</p>		
Key performance Indicators			
Timing of activity	All KCC roads and footways within the BID area have safety inspections carried out X times per year		

Resource	? FTE	Response time	All safety defects are repaired based on their urgency as follows:
Service	Maintenance of Non-Illuminated Traffic Signs	Statutory or Discretionary	Statutory
Primary contact			
Position			
Email			
Telephone			
Head of Service			
Position			
Email			
Telephone			
Overview of activity	Non-illuminated traffic signs which may be regulatory, warning, direction signs or advice and information signs placed by the Highway Authority for highway purposes. Relevant Legislation Section 41 of the Highways Act 1980 imposes a duty on the Highway Authority (Kent County Council) to maintain those roads which are maintainable at public expense.		
Key performance Indicators	TBC		
Timing of activity	All Non-Illuminated Traffic Signs within the BID area have safety inspections carried out X times per year		
Resource	? FTE	Response time	All defects are repaired based on their urgency as follows:

Service	Structural Maintenance	Statutory or Discretionary	Discretionary
Primary contact			
Position			
Email			
Telephone			
Head of Service			
Position			
Email			
Telephone			
Overview of activity	KCC H&T have the responsibility for maintenance of structures within the city which include subways. Currently KCC H&T are working with Canterbury City Council (CCC) to remove graffiti from the subways. In addition KCC H&T maintain structures on the highway network which includes the overbridge adjacent to Canterbury East station. Whilst CCC is responsible for most of the soft estate maintenance within the BID area, KCC H&T carry out maintenance of highway verges and roundabouts.		
Key performance Indicators	TBC		
Timing of activity	The subways within the BID area have safety inspections carried out X times per year and the footbridge adjacent to Canterbury East station X times per year.		

	All highway verges and roundabouts are inspected and maintained X times per year in X month.		
Resource	? FTE	Response time	All defects are repaired based on their urgency as follows:

Service	Footways and Carriageways	Statutory or Discretionary	Statutory
Primary contact			
Position			
Email			
Telephone			
Head of Service			
Position			
Email			
Telephone			
Overview of activity	All footways and carriageways within the BID area have safety inspections carried out at regular frequencies and any safety defects are repaired within prescribed time scales.		
Key performance Indicators	TBC		
Timing of activity	All footways and carriageways within the BID area have safety inspections carried out X times per year.		
Resource	? FTE	Response time	All defects are repaired based on their urgency as follows:

Service	Licensing for Tables & Chairs, 'A' boards and Skips	Statutory or Discretionary	Discretionary
Primary contact			
Position			
Email			
Telephone			
Head of Service			
Position			
Email			
Telephone			
Overview of activity	KCC H&T are the licensing authority for tables & chairs, 'A' boards and skips on the highway within the BID area. Canterbury City Council process the Tables & Chairs applications and issue the licenses.		
Key performance Indicators	TBC		
Timing of activity	Compliance inspections are carried out X times per year.		
Resource	? FTE	Response	All reported issues are responded to

		time	based on their urgency as follows:
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Service	Street lights, Illuminated Signs and Bollard Maintenance	Statutory or Discretionary	Discretionary
Primary contact			
Position			
Email			
Telephone			
Head of Service			
Position			
Email			
Telephone			
Overview of activity	Most streetlights and illuminated signs & bollards within the BID area are maintained by KCC H&T. All KCC maintained streetlights are regularly inspected and faults repaired according to priority.		
Key performance Indicators	TBC		
Timing of activity	Maintenance and safety safety inspections are carried out X times per year.		
Resource	? FTE	Response time	All defects are repaired based on their urgency as follows:

Service	Drainage	Statutory or Discretionary	Discretionary
Primary contact			
Position			
Email			
Telephone			
Head of Service			
Position			
Email			
Telephone			
Overview of activity	KCC H&T is responsible for the surface water drainage within the BID area.		
Key performance Indicators	TBC		
Timing of activity	All road gully's are checked once a year.		
Resource	? FTE	Response time	Any localised flooding is dealt with as a priority.

Authority:	Kent Police
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The core duty of the police service is to protect the public by detecting and preventing crime. The Chief Constable of Kent Police and the Police Crime Commissioner for Kent have a joint vision Kent and therefore Canterbury, to be a safe place for people to live, work and visit. Additionally, it is prescribed

that by protecting the public from harm and working jointly with the public and partners, then a first class policing service will be provided that is both visible and accessible. Such obligations therefore extend to the BID Area as set out in these Baseline Statements, while the aforementioned joint-partnership working will apply to the BID Company, Canterbury Connected CIC and its representatives.

The BID Company, Canterbury Connected CIC, is responsible for the management and operation of the BID and for achieving the objectives and aspirations set out in the BID Proposal and Business Plan.

The purpose of this document is to set out for the avoidance of doubt the obligations of Kent Police in their service delivery to those within the BID Area; the benchmark levels against which the provision of that service will be measured so as to ensure that whenever the BID Company wishes to provide any Complementary Services, these services are not services which the Police should be providing exclusively and pursuant to its existing statutory duties; and the mechanism for the continued monitoring and review of that service.

In the event that the Police proposes any change to its statutory obligation significantly and permanently then the Police shall consult with the BID Company no less than 6 weeks prior to that change.

Service	Kent Police	Statutory or Discretionary	Statutory
Primary contact	Sergeant John Woodward		
Position	Community Safety Unit		
Email	john.woodward@kent.police.uk		
Telephone	01227 868221		
Head of Service	Chief Inspector Daniel Carter		
Position	District Commander		
Email	Dan.Carter@kent.police.uk		
Overview of activity	<p>Working with our partners we will provide a first class service protecting and serving the people of Canterbury District and making it a safer place for people to live, work and visit.</p> <p>We will identify those who cause the greatest harm to the people who live, work and visit Canterbury District by lawfully, ethically and with integrity deterring, diverting, disrupting and detaining them; seeking the most appropriate 'brought to justice' outcomes for victims and offenders. We aim to achieve this by:</p> <p>Local Policing Teams will work within the National Intelligence Model and Tasking and Co-ordinating Group processes to reduce incidents of theft, violence against the person, criminal damage and Anti-Social Behavior (ASB).</p> <p>Community Safety Unit (CSU) will work as part of the Community Safety Partnership (CSP) to work with the community (including commercial) to resolve community issues such as Anti-social behavior (ASB), graffiti, begging, drunkenness, vandalism.</p> <p>CSP Neighbourhood Tasking Group will deal with issues impacting on the wider safety of the community.</p> <p>Active involvement with District Watch to keep persistent offenders away from Canterbury businesses.</p> <p>Active involvement with Best Bar None for licensed premises.</p> <p>Observer on the Canterbury BID Board and part of the Safety & Security Roundtable for the city.</p>		
Key performance Indicators	<p>Key Performance indicators are available on a number of key areas. They are Case Length, Stop & Search, Police Workforce Diversity, Police Financial reserves, and 999 performance. This data is required of the Police Crime Commissioner. A number of other areas of policing are subject to performance and published data is available to the public dependent on the</p>		

	relevant area. Local Police teams have access to crime data and trends, relevant to the Canterbury District and areas of BID operation. Where relevant, such data will be made available to assess areas of focus and targeted activity as well as problem solving and effectiveness monitoring.
Timing of activity	24 hours per day 365 days a year
Resource	<ul style="list-style-type: none"> ● Canterbury City has 5 Local Policing Teams consisting of an Inspector, Sergeants and Police Constables who respond 24/7 365 days to calls for service. These calls are prioritized via the Force Control Room (FCR) based at Maidstone. ● Canterbury Community Safety Unit deals with crime and ASB calls and consists of an Inspector, Sergeants, Constables and Police Community Support Officers. This includes a team of officers dedicated to policing Canterbury town center. ● Victim Based Crime Team, based at Canterbury Police Station, investigate those crimes where there is an identified victim and in most instances is triable either way and/or in a Magistrates court. ● Vulnerability Investigation Teams – Consists of Inspectors, Sergeants and Constables who investigate crimes committed against the most vulnerable in society. This includes sexual offending, adult and child protection and domestic abuse. ● Missing and Child exploitation Team – Consists of Sergeants, Constables and Police Community Support Officers who focus their efforts on working with missing children, reducing the instances of missing and safeguarding them from exploitation. ● Tactical Operations support – Firearms officers, traffic and Police Dog Handlers can be bid for to support the district with appropriate activities, and these resources regularly patrol the Canterbury area.
Response Time	Response times will vary depending on an assessment of; Threat, Harm, Risk, Investigative Opportunities, Vulnerability and Engagement. Responsibility for this task rests with the Kent Police Control Room and Dispatchers and will be conducted and reviewed using the National Decision Model principles and Kent Police Code of Ethics.

Cabinet
25 March 2024

Subject: Canterbury Environment Company Service Delivery Plan for 2024/25

Director and Head of Service:

Tricia Marshall, Director of Corporate Services

Officer:

Sarah Randall, Lead Contracts Manager

Cabinet Member:

Cllr Charlotte Cornell

Key or Non Key decision: Non Key

Decision Issues:

These matters are within the authority of the Cabinet.

Is any of the information exempt from publication:

This report is open to the public.

CCC ward(s): All wards

Summary and purpose of the report:

To outline the Service Delivery Plan submitted by Canenco for 2024/25 for Cabinet to consider adopting.

To Resolve:

That the Service Delivery Plan for Waste Collection & Street Cleansing and Grounds Maintenance & Associated Works for 2024/25 be approved.

Next stage in process:

The Canenco Board will review the comments of Cabinet and adopt the Service Delivery Plan in its final form.

1. Introduction

This report seeks approval of the Service Delivery Plan submitted by Canenco for 2024/25 covering the two contracts:

- Waste Collection & Street Cleansing
- Grounds Maintenance & Associated Works

2. Detail

Canterbury Environment Company (known as Canenco) submitted the Service Delivery

Plans for 2024/25 which has been reviewed and approved by Council officers. Under the Members Agreement, the Council, as the Guarantor of the company, is required to approve the delivery plan annually by the end of March.

The Cabinet Committee considered the Plan at its meeting on 20 February 2025 and recommended approval.

The Service Delivery Plan for 2024/25 is attached in Appendix 1.

This plan covers the Household Waste Collection Services, the Street Cleansing Services, and the wide ranging services covered in the Grounds Maintenance and Associated Works contract to be delivered in 2024/25.

3. Relevant Council policy, strategies or budgetary documents

The Corporate Plan 2021 - 2024 - To deliver better waste collection services for all residents

4. Consultation planned or undertaken

The Cabinet Committee has been consulted and recommended approval.

5. Options available with reasons for suitability

The agreement with Canenco requires them to produce an annual Service Delivery Plan.

The Service Delivery Plan for 2024/25 has been reviewed by officers and the option to approve it is recommended.

The Cabinet could refuse to approve the Service Delivery Plan and/or request amendments be considered by Canenco.

6. Reasons for supporting option recommended, with risk assessment

The Service Delivery Plan for 2024/25 meets the contractual requirements and ensures the Council's statutory obligations particularly on household waste collections and burial services are met.

7. Implications

(a) Financial

The budget to deliver the Service Delivery Plan is included in the Budget report going to Full Council on 22 February 2024.

(b) Legal

This report complies with the legal requirements of the Members Agreement.

(c) Equalities

None

(d) Environmental including carbon emissions and biodiversity

Canenco is working to reduce their carbon emissions and this is taken into account when reviewing and changing services. The company is using electric vehicles where possible. Climate change and biodiversity is considered when progressing projects especially for the Grounds Maintenance & Associated Works contract. Promoting recycling and reducing waste and contamination are key areas of work supporting Goal 6 of the Government's Environmental Improvement Plan 2023. Handling all waste safely to protect the Environment is a key consideration in their operational practices.

Contact Officer: Sarah Randall, Lead Contracts Manager

Background documents and appendices

Appendix 1 - Canenco's Service Delivery Plan for 2024/25

Additional document(s) containing information exempt from publication:

No

Canterbury Environment Company

Canterbury City Council

Waste Collection & Street Cleansing Contract
and Grounds Maintenance & Associated Works
Contract

Service Delivery Plan

2024 – 2025

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1. Introduction

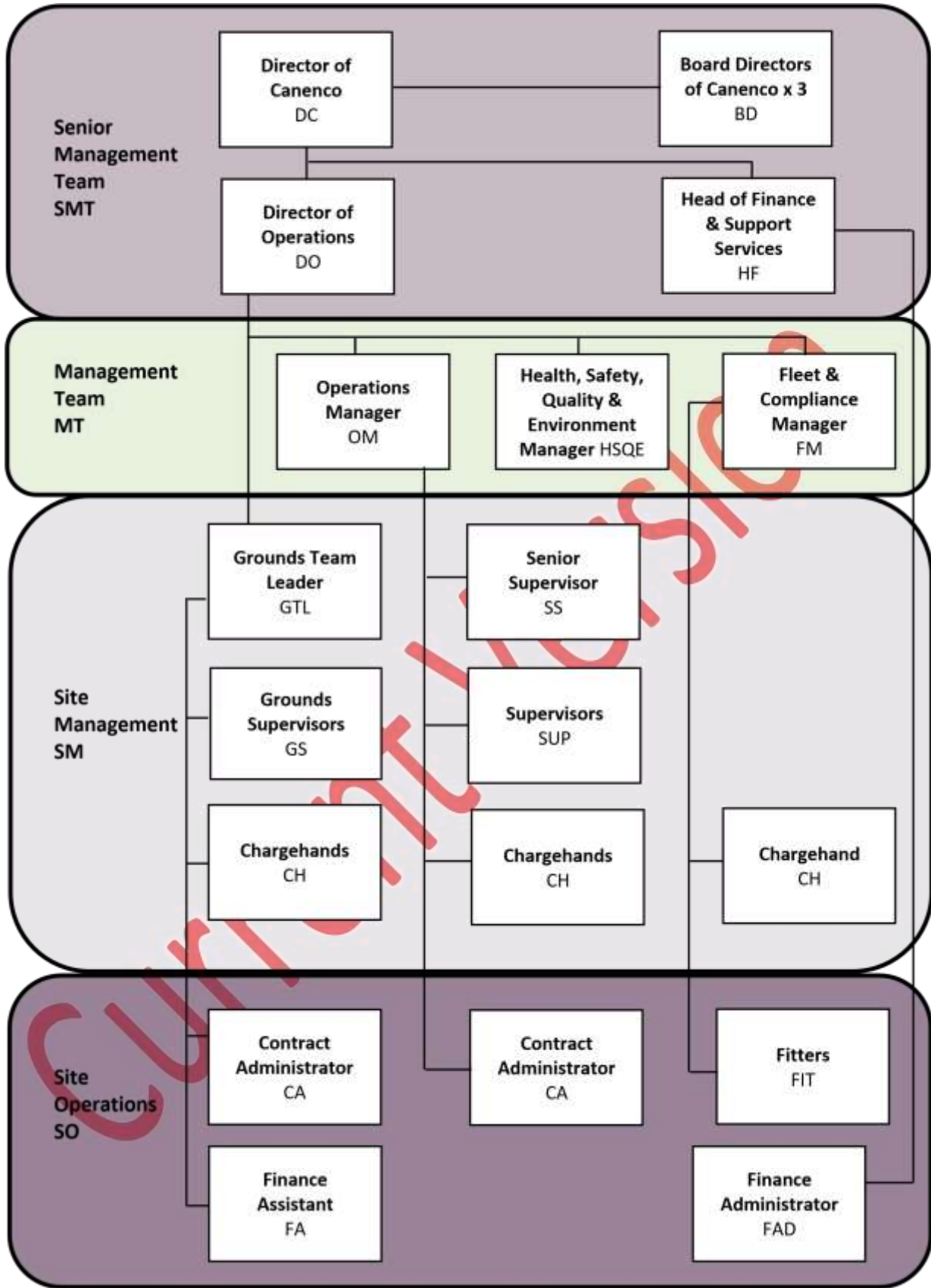
Canterbury Environment Company Limited (Canenco) is a Local Authority Trading Company wholly owned by Canterbury City Council (CCC) which exists to provide a range of environmental services on behalf of the Council to the residents and visitors of the Canterbury administrative area.

CCC awarded a contract to provide Waste Collection & Street Cleansing (W&C) on 1st February 2021 and Grounds Maintenance and Associated Works (GMAW) on the 1st of December 2021.

This Service Delivery Plan, (SDP) or Business Plan is produced annually and outlines how Canenco will deliver the above contracts and specifications, in the year from April 2024 to March 2025. The SDP is a required as part of Members Agreement and this report includes both the W&C & GMAW Contracts.

The SDP is based on the draft budget proposal for the next financial year, April 2024 to March 2025, which is currently awaiting final approval. The SDP does not include Contract performance data, this is reported separately on a six-monthly report of the contract performance to the Scrutiny Sub Committee by CCC’s Contracts Lead Officer, as required.

Below is the current Organisational Structure, no planned changes are envisaged for 2024 – 2025.



2. Overview of the year to date

The report is prepared in December 2023, so being three quarters of the way through the current contract year. 2023 was dominated by the 9 weeks of Industrial Action by members of the GMB Union, which started on Wednesday 5th July, and a return to normal working on Monday 11th September 2023.

Throughout this period Canenco continued to provide domestic refuse, garden waste and street cleansing and grounds services, with minimal disruption to residents. Food and Dry Recycling services were suspended, food waste was allowed to be mixed with refuse to help residents. Normal collections across all services returned to normal service levels within 2 – 4 weeks. During the period, the Council website was restricted and missed bin reporting was not available. The colleagues that remained at work endured a lot of disruption as access to the depots was impeded by the picket line. Many were working on unfamiliar rounds and thus property and round knowledge presented challenges with Assisted Collections and general familiarity of the collection rounds.

Throughout the year we have continued to review and amend our processes and procedures as part of the ongoing commitment to the ISO Standards that Canenco were certified with in 2022. These were ISO 9001 Quality Management, 14001 Environmental, 45001 Occupational Health & Safety. The ISO standards are applicable to both contracts.

To summarise, despite the considerable time and effort of the Industrial Action we have managed considerable progress and achievements through the year. These were reported in detail at the Cabinet Committee in November 2023, but some key points from the report are summarised below.

- Accident Frequency Rate (AFR) improved on the previous year and the target set, with an out turn of an AFR rate of 10.2. As no previous data is available from the previous contractor, and we look to improve year on year.
- Occupational Health Checks are undertaken by an external provider. All tasks are assessed and based on risk of an employee's exposure to various hazards, such as noise and vibration. The assessments are used to assess the frequency and intervals of the checks, and this is for the health and protection of the employee. The aim is to deliver pro-active monitoring and identify an issue before the employee is aware.
- Fleet Compliance, there were no issues reported.
- Fly tip removals April to Dec 2023 - 3261 reported.
- High speed roads & layby cleansing completed as scheduled.
- GMAW – saved over 40k on waste disposal costs.

Staffing, Training and Digital are detailed in the report below.

3. Operations

3.1 Collections

The continued focus and priority for 2024 and 2025 is on improving and reducing missed collections, missed Assisted Collections, and improving customer service.

The collection crews average less than 2 missed collections a day, a crew will collect up to 1000 properties per day. As a percentage success rate this is high, but recognising for those properties missed and if regularly, this causes a lot of frustration and causes unnecessary contact.

The focus will be in the following areas:

- Consistent crews and retention
- Customer service training
- Supervision
- Development of the Bartec 'Collective' in-cab software
- CCC Website integration.

Through 2023, demand for Assisted Collections continues to increase. Requests are made through the Councils website, and these are averaging 5 new requests per week. These are audited every 2 years by CCC, but we do not see in the trend that this will change in the coming year.

During the week and working day we experience several reported incidents, these range from:

- Planned roadworks & repairs
- Emergency works, gas, or water
- Cars blocking the road or parked on corners
- Parked vans – online deliveries & building trades.

We are notified of major works, but with emergency works, this is not always possible. The impact is also to the streets or roads that are accessed from where the works are undertaken. These are reported through the 'in-cab' device, but the resident is not notified automatically from the system to advise them. The crews do attempt to return, and when drivers of blocking vehicles have been requested to move, this on occasions has been met with verbal abuse.

We are looking to introduce an information card that is left behind the windscreen of vehicles that are blocking access. This is pictorial and shows an image of a fire engine and an RCV, with the words 'if this (fire engine) can't get past, neither can we (RCV)'. This has been used successfully in other districts and highlights the challenge faced and helps to educate the inconsiderate.

Containers: the age of the wheeled bins and boxes is resulting in a huge demand for replacement containers. All containers, including wheeled bins do have a life, depending on usage, and newer

bins are thinner which can reduce their life. Wheeled bins would typically last 8 – 10 years, boxes, and food caddy's 3 – 5 years. There are many bins in operation that are 12 years and older, there is no plan or budget for a phased replacement.

The condition of the bin impacts on our ability to lift the bins. Damage can result in an accident, lost time and we have an outstanding claim from an employee for injury, which could cost several thousands of pounds to settle.

Reported bin losses by the crews into the vehicle average 1 per day, 252 containers per annum.

The Council's policy is that residents own and are responsible for their containers, including replacement. Whilst saving cost, does this drive the wrong behaviours and present a barrier to recycling when a new or replacement bin is required? This has been helped with the reduced red bin selling price at less than cost, throughout 2023, but based on the comments seen on Social Media, residents either do not understand or know this or how to request a replacement container. It is evident when observing the crews, and areas pre-collection and from crew feedback that many households do not present 2 recycling containers or participate in food recycling. The result of this is that a valuable recycling resource is being sent for incineration.

Through November and December 2023, a revised recycling leaflet was sent by CCC to every household as part of a wide range of measures from CCC to reduce recycling contamination and improve the overall quality of recycling material generated. The Canenco crews applied stickers to the bins, reaffirming what can be placed in them. The last part of the contamination project is that from January and February 2024, the Canenco recycling crews will restart using the contaminated bin hangers. These are applied to the bins by the crews where the wrong items have been placed in the wrong container and helps to remind and inform residents.

These have been used before for many years throughout the district and were applied by the previous contractor prior to 2021. We have used them, however, under the previous administration these were put on hold. Their use is not a new initiative, but a refocus led by CCC as part of the Recycling Contamination project, and bin hangers like this are commonly used across other local authorities in the UK.

The check our recycling crews undertake is a 'lid lift,' this is a visual check only. The key things we will be looking for will be paper and card, black bags or sacks in recycling blue containers and polystyrene in with cardboard, normally TV or other appliance packaging. The crews will not be rummaging through containers.

This is all part of the Councils contamination project to improve recycling, supported with funding from KCC. Contamination results in poorer recycling performance, whole vehicle loads being rejected at the sorting facilities and higher costs to KCC.

From April 2024, and on the round optimisation work already completed in 2023 on the Garden waste and food recycling rounds, we will be evolving the domestic refuse and recycling rounds.

The rounds have had some small adjustments since we started in 2021, but with the recent building developments and property growth the rounds have become inefficient in time and distance covered. This work will help improve the quality and efficiency of the service and improve local environment and improve air quality.

We are planning no day changes for residents, and if any are required these will be minimal and residents communicated with accordingly. Assisted Collections will be a focus where there are any crew changes. The use of the in-cab tablet is helpful to minimise any impact being linked to Collective and property data base.

We will develop a communal property bin round. Historically different crews have serviced the communal bin areas, this is confusing and knowledge of access keys and codes is challenging. With a dedicated crew this will allow ownership and better communication and the common issues of overflowing bins, contaminated recycling, waste around containers and the feedback to resident groups and housing groups should be better, however at many locations we do not know who is responsible for these areas.

3.2 Street Cleansing

A small and dedicated team undertakes the cleansing of the district. The district has some differences to other or neighbouring authorities. Canterbury has its universities and student population, its Cathedral and the premium shopping generates welcome visitors. The coastal areas of Herne Bay, Whitstable and Tankerton also have seasonal demands. Our resources flex and respond to these demands, which combined with the weather can impact greatly.

We are continually reviewing our working patterns and resourcing to build on the work of recent years to work smarter and increase our outputs with the same or similar resources. Unplanned absence can be a challenge, but the team adapt on and through the day.

Increasing reported anti-social behaviours do impact on our crews, who can often be seen as a target, particularly either early morning in Canterbury from 5am, when the night life is still highly active and evenings during the summer on the coast. In 2023 a barrow operative was attacked and beaten in broad daylight, for just working.

The Electric sweeper, pavement vacuum equipment and gum removal wands have had a considerable impact this year on cleansing but also as part of the ongoing commitment to reduce emissions and improve air quality.

During 2023 CCC were successful in securing 25k funding for chewing gum removal in Canterbury City Centre. This was remarkably successful and CCC are looking at future funding opportunities to build on the success of last year. Chewing gum is very unsightly and very labour intensive to remove.

Litter and dog bins traditionally have been separate bins, but all new replacements are replaced as combined bins that accept both waste types. This helps increase capacity and is more convenient. In the period from January to December 2023, 88 bins were reported damaged, these have been repaired, replaced, or awaiting installation.

Graffiti removal has been extremely successful through 2023, the turnaround time for removal and works completed has been significantly reduced, the 2 operatives attract regular comments and praise for the work done. During this year, the CCC's own graffiti team are now sharing our depot for parking and cleaning material storage, which is working well.

The cleansing of High-Speed roads was undertaken with planned and booked road closures. Bookings have been secured for Spring 2024 but will be several weeks later than last year as the road space had already been allocated when we tried to book.

Progress has been made with the laybys, particularly on the A2 with regular cleansing, and the clearance of Ropersole. These are monitored closely.

We supported several events across the district, include Pride. This will continue through 2024, but our involvement with Pride has not yet been confirmed.

Various local groups and individuals undertake community litter picks, throughout the year. These are organised and co-ordinated through CCC, we arrange the collection of any waste collected.

3.3 GMAW

This is the most seasonally impacted service we operate, and the work undertaken is a mixture of planned and reactive works. Climate change and seasonal variances has made slight changes to when and how we work. For example, we see the grass cutting period is getting longer, migratory, and nesting bird's patterns also influence when and where we work.

In the autumn of 2023, we have invested in new equipment to replace our ageing gang mower for the Sports pitches and recreational areas, for the season in 2024. This will bring increased reliability to the elderly gang mower it replaces and will give us the ability to take control of some areas that previously have been undertaken by a sub-contractor. This is an output of collaborating with officers and reviewing what we do and how we do it, to reduce or maintain costs but also provide us with greater flexibility and control.

The winter period is underway as we write, this traditionally is a period of the winter works program of cutting back and hard pruning in preparation for the Spring and Summer. We also undertake any planned plant and vehicle maintenance during this time to maximise uptime, improve reliability, and minimise any downtime. Despite a dormant growing season in the winter, this is a busy time for us as it is all about preparation for the coming Spring and Summer that will blossom in a matter of weeks.

In Spring 2024, we are planning to have introduced our first electric, battery-operated, hand-held plant equipment - hedge cutters and strimmer's. We are currently evaluating some of these products, assessing their suitability and battery life. Recent demonstration of an Electric stand-on mower was completed in October, with positive results, and depending on availability and lead times we hope have one or two operational from the Spring of 2024, as part of the ongoing equipment replacement program.

Most of our mowers are not due for replacement until the season 2025 – 2026, due to their age, life expectancy and financial depreciation.

The current models are not suitable or capable for cutting longer grass and this needs to be remembered when we are considering reducing the frequency of cuts to manage costs and budgets, but also one of the considerations for No Mow May.

The minor works team continue to support the district with repairs to CCC property and CCC projects and emergency and call out work for gritting in winter and flood relief and sluice gate control. The December and Christmas periods were busy this year.

We have been consulted on the proposed LUF projects and initial designs and fed back some observations and suggestions regarding suitability of plants, proposed bedding, and other areas to contribute to their suitability, practical maintenance, and general usage and longevity. It is envisaged this will continue as these exciting projects transits from the drawing board to reality.

The lease at the Fordwich depot expires in December 2024 and we are now looking at alternatives and market availability.

4. Staffing

Considerable resource has been taken up this year with the management of the workforce. There is a strong and stable core of the workforce, and we employ at the seasonal peak 220 staff across both contracts. From April to December, we have had 16 starters and 31 leavers, and this includes the seasonal staff that join us to supplement the increased activities across cleansing and grounds activities in the summer months.

Agency workers are used, which is normal in this sector and type of operation. They are used to support during periods of absence, including long term, planned or unplanned and allow us to also to support any peaks in seasonal demand. From April to November, we have 1000 days of agency staff, across all services.

In the coming year, we are working and building upon staff engagement and reviewing staff recruitment, retention, how and where we advertise, interview and induct our new colleagues to deliver the service and the expected high levels of customer service. Retention of staff and retaining knowledge and valued team members is important and recruitment is costly in terms of resources.

Our HR policies are reviewed regularly and if any legislative changes are required, then these are reflected accordingly.

We strive for the balance of retention and managing wrong or inappropriate behaviours. We are well supported with HR advice and HR support, and we will continue to build on and address reducing absence and improving capability through next year.

We hold regular staff consultative meetings, and all staff are encouraged to participate, and these are attended by the local union representative. These function as a two-way process to hear concerns and suggestions from the workforce and disseminate news and future changes to the workforce. For the period April to December 2023, we have held 12 meetings across both depots. During the period of Industrial action meetings were not held at Cotton Road.

It is important to continually invest in our staff, training and development are part of this.

Training starts with the induction of new employees, and this includes all agency staff too. This not only outlines what the job entails, Health & Safety requirements and responsibilities, but also expectations around their behaviours and interaction with the public.

Ongoing training is provided by Toolbox Talks or refresher training where there is specific requirement for example to operating machinery or equipment, and where training has an expiry date.

Toolbox Talks, cover a wide range of topics and are planned annually with key or seasonal topics, but capacity to address identified issues that are identified and need prompt action.

We have several external providers who support us and work alongside the Canenco team, depending on the topic and specific needs. We will be building upon the current training plan for the year ahead and key topics are being planned. Below are some examples of the training we have undertaken across the operational teams:

- IoSH Working Safely – H&S awareness
- Driver CPC training – required as part of HGV licence
- Plant – new or refresher training
- Emergency First Aid at Work (1 day)
- Trailer Training (GMAW)
- Strimmer & Brush Cutter (GMAW).

Last year we undertook 34 specific Toolbox talks to all operational staff.

Through 2023 we have undertaken Personal and Development training to build skills and competency investing in our chargehands and Supervisors. This will continue through 2024 in a similar vein to 2023 collaborating with key partners. Below are some examples of the training we have undertaken for the Chargehands, Supervisors and Management:

- Driver training & Playground Inspection from RoSPA
- Mental health first aider training with St Johns Ambulance
- First Aid (3 day)
- Fire Warden
- O Licence awareness
- Small Engine Maintenance – GMAW workshop.

We are working on a similar program for 2024, with details yet to be finalised.

Internal adverts are circulated, to allow for progression and development, and within our team, the Team Leader for GMAW, 2 x Supervisors, 1 x Chargehand and 1 x Plant engineer have all come from internal promotions. We are keen to 'grow our own' and see people develop and take new opportunities.

To date this year, we have had one successful driving test pass this year, and HGV training was taken up by two employees, and they are currently in training.

We have two apprentices working in our workshop, and they are now into their second year and attend college regularly as part of their apprenticeship. They will be with us through the coming year, and we are looking at other opportunities.

Through 2023 we have been establishing a working relationship with Canterbury College, which could impact positively into the future for the GMAW contract. The aim is to provide practical work experience or project work, with their horticulture students. This is quite embryonic, but we are looking to develop this in future years and hope we can contribute positively to the learning experience but also demonstrate genuine employment and careers, locally.

5. Fleet Procurement, Management & Maintenance

5.1 Fleet Procurement

We are working on a vehicle tender to replace 20 vans that were inherited from Serco in December 2021. These are now in need of urgent replacement, reliability and maintenance costs have increased dramatically over the last year.

It is envisaged that the new vehicles will be with us in the third quarter of 2024, due to lead and build times. These include specialist low floor vehicles for our mowers to be moved from site to site reducing the need to use trailers, and vehicles for our horticultural teams and cleansing crews.

Electric powered vehicles have been considered, but currently are not a practical or viable option for us as we do not have the charging infrastructure at our depot locations. The Fordwich depot is leased and expires in December 2024.

The gang mower that is used for the sports pitches and other open spaces, mentioned above, will be delivered prior to the new cutting season. This is a change to a rotary cut from a cylinder gang mower and will provide greater flexibility and significantly reduced maintenance costs and allow us to service areas that are cut by a third party.

We have purchased four second hand supervisor vans, which are currently hired, and this will reduce our hire costs, and provide a saving. These will be maintained and managed by our own workshop.

The handheld plant such as strimmer's and hedge cutters are on a rolling replacement program, they have a limited life of 2 – 3 years, due to their usage. We replace a small number each year. During the winter period of 2023 we are trialling and evaluating some battery-operated models. The professional range of this type of equipment is evolving, and our usage is far greater than domestic garden equipment. There are other benefits, such as reduced vibration and noise for the operative, and air quality, with no petrol fumes generated.

The battery-operated stand on mowers is an exciting development and is a good example of where we have collaborated with the supplier and evaluation with our colleagues and with CCC. The performance and battery life meet our needs, and we are looking to introduce these initially within our cemeteries and evaluate across other areas.

We continue to review the market and new products and where we can evaluate for our use in discussion with CCC.

5.2 Fleet Management

Canenco maintain and operate its fleet under a 'goods vehicle operator license' in accordance with the requirements of the 'Driver and Vehicle Standards Agency' (DVSA) who administer the licencing scheme on behalf of the 'Traffic Commissioners.'

Canenco manage its fleet operations in accordance with the stated requirements of its 'goods vehicle operator license' including the scheduling and timetabling of all routine safety inspections, servicing, and MOT testing. All HGVs are inspected every 6 weeks, and the drivers undertake daily defect checking, any reported issues are then dealt with.

Canenco employs 4 Transport managers who are responsible for managing the Operating Licence and this continues to be a key focus to manage and ensure compliance.

5.3 Fleet Maintenance

The fleet of vehicles are owned by CCC and provided to Canenco for the provision of the contract. Canenco are responsible for all vehicle running costs associated with these and all plant. This includes maintaining the vehicles in accordance with the manufacturers specifications and recommendations to ensure that they remain legally compliant, roadworthy, and in a condition that is commensurate with their age and service deployment.

The budgeted maintenance costs for the HGV's this year have increased, this is as expected increasing due primarily to the manufacturer warranty periods expiring and age. This was anticipated and normal for the industry trends.

There has been a significant one-off repair cost in 2023 following the battery fire in a recycling collection vehicle. Significant social media was undertaken prior to and after this event, including a striking livery for a few vehicles highlighting the dangers. The cause is the widespread use of lithium batteries in small toys and vapes and is a problem across the country.

3. Systems & Digital

6.1 Collections

The Collections services are managed through Software called Collective provided by Bartec. The system was specified and procured by CCC in 2020 and is linked to their website. This gives the resident access to view their collections dates and report issues, against their property that can be directly passed through to ourselves.

The Call Centre have access and visibility of scheduled work, collection history, reported crew issues such as when a bin has not been presented at the time of collection, all by individual property, this includes if the property is an Assisted Collection.

All Collections services including scheduled collections, bin deliveries, bulky goods collections are presented to the crew via a tablet. This allows the crew to report any issues, such as where bins are not presented for collection, side waste, broken or damaged containers.

The crews report on average over 1000 properties each day where containers are not presented for collection.

During this year we have been undertaking a data cleanse and to date more than 2000 individual property records have been updated where features or collection schedules were missing from the system. This stems from the initial data transference and set up in 2021 and the quality of data provided by the previous contractor.

The system requires continual development to meet the needs of both residents and us. The pace of development and resources of both Canenco and CCC mean that the system is not as developed or integrated fully as it could be or as hoped at this stage.

In early 2024, there is a planned scoping meeting to review and identify the development of Collective and the key integration projects with CCC's website and other systems. This is a key priority for us, we operate several work arounds, these create duplication, potential for errors and impact on our efficiency, but also improve the service to the residents.

Key considerations are:

- Communication – blocked access notification to residents by property or street

- Purple sack delivery schedules (planned May 2024)
- Bin deliveries – visibility where more than one bin is required at the same address
- Missed Bin reporting, crew reported issues communicated to the resident on why their bin has not been collected
- Sharps collection requests.

Alongside this we continually work on training on the system, not just for the crews, but the back office too. This is a coordinated approach with the areas highlighted above. This an ongoing process and is part of our Induction program with all new employees.

Collective has many benefits and functionality that we do not use, with features that could enhance the residents experience, but these do need to be introduced in a planned way and will be an outcome of the scoping meeting.

6.2 Street Cleansing

The Collective software does not incorporate our cleansing activity, this was never incorporated by CCC in the original project requirement. We manage this part of the service via traditional manual based systems.

Residents can report through CCC's website various issues such as overflowing litter or dog bins or damaged litter bins, fly tips and other cleansing issues.

We have visibility and access to the website/CXM and a dashboard that identifies the reported issues by date, with hotspot maps, with data of the reported, cleared and outstanding jobs.

These act in isolation, and whilst provides useful insight, unlike with Collections this is not connected to the crews via an in-cab device. Currently, all responsive works or planned routine scheduled sweeping and cleansing are paper based.

The current reporting through the website is not easy and around 20% of reported cases by residents are reported incorrectly.

Our crews will clear fly tips proactively, before they get reported, many are not reported as the process to do so is very time consuming, and could be undertaken via tablet at the location, providing accurate data.

This has been identified as a key area for the project scoping for next year, with some budget allocation to commence the project.

6.3 GMAW

CCC have all assets such as bins, benches and identified areas of responsibility such as shrub beds, amenity grass or highway verges (KCC) recorded on a mapping system. This system was updated or changed during 2023.

Canenco inherited the use of the Confirm system, as this is used to manage all the Grounds operational day to day activities but is also used by other departments such as Engineering for planning, approving work and cost allocation. The mapping system links to Confirm, so our crews can see each individually each recorded plot or asset and when and what work is required.

Confirm is not supported corporately by CCC's Digital team, and in the second half of this year, all links to the mapping functionality were broken and have not been reinstated. This has created significant operational issues, extended our working time particularly the inspecting and recording of council assets such as benches.

Whilst discussions are being held, the above issue at time of writing is unresolved, progress to resolve has been slow, and as the Confirm system is used throughout the Council this is not something we can fix in isolation but has been raised but is a challenge of resources and priorities.

The current system requires updating and further tablets and development and integration with our operational processes is needed, as operational effectiveness and efficiency is being compromised. Funding for this work is included as part of the growth bids for next year, see below.

7. Clinical Waste Collection

The collection of clinical waste is undertaken by a dedicated clinical waste service using a 3.5t box van. All Clinical Waste shall be collected strictly in accordance with the "Safe Collection of Clinical Waste" and "The Duty of Care – A Code of Practice."

The service is provided on request and covers the collection of infectious waste, sharps waste, cytotoxic waste and offensive waste from within the CCC Administrative Area.

The service is being reviewed, to reduce the overall disposal costs which are a KCC cost. This would see non-infectious waste being collected as part of refuse collection. If this were adopted, larger containers would be provided for the mixing of the waste types, and where large volumes produced, a separate collection would remain. This would generate a saving and is included as part of the growth bids for next year, see below.

One of the highest areas of contact with the call centre is for clinical collections, this could be avoided if processes and forms were modified via the CCC website. One area we have discussed with CCC Digital, but not progressed, is the ability to request a Sharps collection or exchange via SMS text message. This would not only make this more convenient for residents, but this would also make the collection of the containers more efficient.

8. ISO & Compliance

The retention and recertification of the three ISO Standards is a priority. The internal audit has just been completed at the time of writing the SDP. This, although an internal audit, is completed

outside of the organisation. The aim is to undertake this prior to our certification audit by NQA who, are the certification body. This occurs annually in the Spring of each year.

Through the year we work through the standards and review and update any required key policies and procedures within the Management System. In April, we review our Company objectives and measure our performance against them and set new objectives for the following year. These are separate to the contract performance requirements of the Contract Specification, these are reported separately through the performance report, by CCC contracts.

A Management Review is undertaken twice a year to review the various elements of the Management System, with key commercial and performance data produced which is reviewed and challenged. Any actions from previous meetings or review are closed out and this covers all three ISO standards of Quality, Environmental and Occupational Health and Safety.

As we manage and monitor the ISO Standards through the year, non-conformances may be raised, by ourselves where we have identified what we have done or do, does not align with the process, or something be light on detail as the standards require. These can also be identified at formal audits, both Internal and External. As these are identified or raised, we work through them and they are closed out, and reviewed.

One of the corner stones for ISO Certification is legal compliance and this is managed very closely across all our activities, from fleet management, environmental performance, and Health & Safety matters.

We have one matter that was notifiable to the HSE regarding Hand and Arm Vibration. Following communication and the evidence we provided, the HSE have concluded their investigation and were satisfied with the management and measures we have taken regarding Hand and Arm Vibration (HAVs). We continue a robust management and control with this and increasing our awareness and management of noise exposure as part of our Occupational Health program and employee wellbeing.

9. The Year Ahead - Looking to the Future

We have highlighted above key areas that we will be focused on in the coming year, and these are summarised in the following themes:

- Continual improvement of the service we deliver, reducing missed Assisted Collections for example, getting it right first time
- Training and development, investment in our people, improving skills and resilience
- Evolution and retaining our ISO certification
- Working smarter, generating efficiencies to provide more and better from the same resources
- Develop our digital capability across Streets and Grounds

- Improve a coordinated and fully integrated service and digital capability through CCC's website to deliver high quality services.

During the budget process of 2023 for the financial 2024 – 2025, we submitted several growth bids for consideration and approval. The bids are submitted following discussion with CCC Contracts team, considering gaps in the service or resource provision, CCC's priorities, strategy, and direction.

Growth Bid submissions

- Compact Road & Precinct sweeper, we are currently operating 1 less sweeper than the previous contract. This is evident in many out of town or high residential areas where sweeping frequency has been reduced or on demand. Cost £58,800 (Capital £33,412)
- Car Parks shrub & vegetation maintenance, (GMAW) this was removed as part of the contract under the previous contractor. The aim is to reintroduce a dedicated team to control and manage the car parks. Cost £63,225
- Additional Grass Cutting Team (GMAW) in recent years the housing development and additional areas added to the specification, has impacted on our ability to meet the existing schedules and contract requirements. Cost £47,253
- Confirm System (GMAW) as highlighted above support and development for our operational needs. This would be separate to CCC corporate support, cost £37,890
- Green Fuel: Hydro Generated Vegetable Oil or HVO. This is a drop in fuel to replace existing mineral diesel for all LGV's. The cost is the additional cost of this fuel. This required no modification to the vehicles and would reduce the carbon footprint significantly across the operation. This would require a bulk storage tank that has been costed in for the 6-month period commencing October 2024. This would be a significant step to the Carbon Neutral Commitment by the Council by 2030. Cost £72,071
- Memorial Park Pond Clearance. This has not been undertaken for several years, cost £30,000
- Clinical Waste, highlighted above this would generate a saving of £1,400.
- Coastal recycling sites, development of 6 permanent and 5 seasonal facilities to make available attractive and dedicated recycling points at high footfall areas. Cost £74,321
- Horticulture Apprentice Scheme, (GMAW) 2 apprentices to join the GMAW team supported with college learning and work experience
- Fordwich depot move, the existing lease expires in December 2024, therefore we need to find a new location. (GMAW) Fordwich was a temporary fix and is not suitable for the long term. The costs are included, moving IT, Civils or drainage needed, professional fees and any dilapidation costs. Cost £56,500.

The bids totalled an additional £468k funding, and at the time of writing approval and confirmation of these bids is awaited. When approved, these areas will be developed and or

adopted as part of the day-to-day operations, but we are conscious of the pressure on budgets and overall finances.

The total cost of the growth bids broken down over the two contracts, Waste Collection & Street Cleansing and Grounds Maintenance and Associated Works are.

- Waste Collection & Street Cleansing £203,808
- Grounds Maintenance and Associated Works (GMAW) £264,747

End of Report

Cabinet

25 March 2024

Subject: Treasury Management Strategy, Investment Strategy and Capital Strategy for 2024/25

Director and Head of Service:

Nicci Mills, Service Director Finance and Procurement and s151 officer
Rob May, Head of Finance

Cabinet Member:

Councillor Mike Sole, Cabinet Member for Finance

Key or Non Key decision:

Key

Decision Issues:

These matters are within the authority of the Council

Is any of the information exempt from publication:

This report is open to the public.

CCC ward(s):

All

Summary and purpose of the report:

To advise the council on the Strategies to be adopted for Treasury Management, Capital and Investments for 2024/25 including approval of the Prudential Borrowing Limits for 2024/25 – 2026/27 and the policy on Minimum Revenue Provision.

To recommend to Council:

- a) that the attached Treasury Management Strategy including the Minimum Revenue Provision policy for 2024/25 be approved.**
- b) that the attached Capital Strategy for 2024/25 be approved.**
- c) that the attached Investment strategy for 2024/25 be approved.**

Next stage in the process:

Consideration by Council on the 25 April 2024

Disclaimer:

This report is intended for use solely in connection with Canterbury City Council's treasury management function and should not be used by other parties in connection with other investment or borrowing decisions.

Supporting information

1. Introduction

This report sets out the council's proposed Treasury Management Strategy, Investment Strategy and Capital Strategy. In previous years the information for treasury management and investments have been combined in a single strategy, however in December 2017, CIPFA issued revised Prudential and Treasury Management Codes. All local authorities are required to prepare an additional report, a Capital Strategy report, which is intended to provide the following:

- A high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- An overview of how the associated risk is managed
- The implications for future financial sustainability

The aim of this report is to ensure that all elected councillors fully understand the overall strategy, governance procedures and risk appetite entailed by this Strategy.

2. Background

2.1 Treasury Management Strategy

The council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in suitable counterparties or instruments commensurate with the council's risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the council's capital plans. These capital plans provide a guide to the borrowing need of the council, essentially the longer term cash flow planning to ensure that the council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet council risk or cost objectives. Details of the capital programme will accompany this report to council following approval by Cabinet on 25 March.

Treasury management is defined by CIPFA as:

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with

those activities; and the pursuit of optimum performance consistent with those risks “

2.1a CIPFA Requirements

The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised December 2017) was adopted following approval from council for 2018/19.

The code identifies three key principles regarding the treasury management function:

KEY PRINCIPLE 1

Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.

KEY PRINCIPLE 2

Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and portfolio liquidity when investing treasury management funds.

KEY PRINCIPLE 3

They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury management policies and practices should reflect this.

It is CIPFA's view that throughout the public services the priority for treasury management is to protect capital rather than to maximise return. The avoidance of all risk is neither appropriate nor possible. However, a balance must be struck with a keen responsibility for public money.

CIPFA recommends that all public service organisations adopt the following four clauses:

1. This organisation will create and maintain a treasury management policy statement, stating the policies and objectives of the council's treasury management activities.
2. Receipt by full council of reports on its treasury management policies, practices and activities, including, the annual strategy and plan in advance of the year, a mid-year review and an annual report after its close.
3. This organisation delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Audit committee, and for the execution and administration of treasury management decisions to the Deputy Chief Executive, who will act in accordance with the organisation's policy statement and CIPFA's Standard of

Professional Practice on Treasury Management.

4. This organisation nominates Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

2.1b Reporting requirements

As stated above as the third requirement of the code, the council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Treasury Management Strategy

- the capital plans (including prudential indicators);
- a Minimum Revenue Provision Policy (MRP) (how residual capital expenditure is charged to revenue over time);
- the Treasury Management Strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

A Mid Year Treasury Management Report – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether the treasury strategy is meeting the strategy or whether any policies require revision.

An Annual Treasury Report – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Treasury Management budget forecasts will form part of the revenue budget monitoring reports and so the treasury management budget position will be monitored throughout the year. Also monthly treasury management statements showing the borrowing and investments position are prepared and reviewed by officers.

2.2 Capital Strategy

The council is required to produce a Capital Strategy that gives a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of council services.

The strategy includes the capital programme for 2024/25 to 2026/27 and provides details on the expenditure that the council incurs for service and regeneration purposes which the strategy classifies as investment for service purposes. The purpose of the strategy is to ensure that there is a clear understanding of the financial implications of the council's investment holdings for both treasury management and service delivery purposes.

Details of the prudential indicators are also included in the capital strategy.

2.3 Investment Strategy

This strategy focuses on the investments that are made with the aim of supporting public services (service investments) and to earn investment income (commercial investments).

The investments made using our surplus cash holdings are dealt with within the treasury management strategy.

3 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to councillors responsible for scrutiny. Training for the Audit Committee will be arranged as required. The training needs of treasury management officers are periodically reviewed.

4 Treasury Management Consultants

The council uses Arlingclose as its external treasury management advisors.

The council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review

5. Relevant Council Policy/Strategies/Budgetary Documents

Treasury management strategy, Capital Strategy, Investment Strategy, Commercial Property Management Strategy and Revenue and Capital medium term financial plans.

6. Options available with reasons for suitability

To recommend for approval or otherwise the Treasury Management Strategy, Capital Strategy and Investment Strategy which include Prudential Indicators, Capital Financing Requirement and Policy on Minimum Revenue Provision.

8. Reasons for supporting recommended option

The council should have treasury management, capital and investment strategies agreed prior to the start of the financial year and so it is recommended that this strategy is approved to ensure that we are complying with best practice.

9. Implications

- (a) Financial Implications - included in the body of the report
- (b) Legal Implications - none.
- (c) Equalities - none.

10. Conclusions

Cabinet are asked to recommend to Council approval of the Treasury Management Strategy, the Capital Strategy and the Investment Strategy, the affordable borrowing limits and the Prudential Indicators, including the Capital Financing Requirement and the Minimum Revenue Policy for 2024/25 as set out in the attached strategies.

Contact Officer: Nicci Mills

Job Title Head of Finance and Procurement

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Appendices

App 1 - Treasury Management Strategy and MRP statement

App 2 - Capital Strategy

App 3 - Non-Treasury Investment Strategy

Canterbury City Council

Treasury Management Strategy Statement 2024/25

Introduction

Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has borrowed substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2021 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

External Context

Economic background: The impact on the UK from higher interest rates and inflation, a weakening economic outlook, an uncertain political climate due to an upcoming general election, together with war in Ukraine and the Middle East, will be major influences on the Authority's treasury management strategy for 2024/25.

The Bank of England (BoE) increased Bank Rate to 5.25% in August 2023, before maintaining this level in September and then again in November. Members of the BoE's Monetary Policy Committee voted 6-3 in favour of keeping Bank Rate at 5.25%. The three dissenters wanted to increase rates by another 0.25%.

The November quarterly Monetary Policy Report (MPR) forecast a prolonged period of weak Gross Domestic Product (GDP) growth with the potential for a mild contraction due to ongoing weak economic activity. The outlook for CPI inflation was deemed to be highly uncertain, with near-term risks to CPI falling to the 2% target coming from potential energy price increases, strong domestic wage growth and persistence in price-setting.

Office for National Statistics (ONS) figures showed CPI inflation was 6.7% in September 2023, unchanged from the previous month but above the 6.6% expected. Core CPI inflation fell to 6.1% from 6.2%, in line with predictions. Looking ahead, using the interest rate path implied by financial markets the BoE expects CPI inflation to continue falling, declining to around 4% by the end of calendar 2023 but taking until early 2025 to reach the 2% target and then falling below target during the second half 2025 and into 2026.

ONS figures showed the UK economy grew by 0.2% between April and June 2023. The BoE forecasts GDP will likely stagnate in Q3 but increase modestly by 0.1% in Q4, a deterioration in the outlook compared to the August MPR. The BoE forecasts that higher interest rates will constrain GDP growth, which will remain weak over the entire forecast horizon.

The labour market appears to be loosening, but only very slowly. The unemployment rate rose slightly to 4.2% between June and August 2023, from 4.0% in the previous 3-month period, but the lack of consistency in the data between the two periods made comparisons difficult. Earnings growth remained strong, with regular pay (excluding bonuses) up 7.8% over the period and total pay (including bonuses) up 8.1%. Adjusted for inflation, regular pay was 1.1% and total pay 1.3%. Looking forward, the MPR showed the unemployment rate is expected to be around 4.25% in the second half of calendar 2023, but then rising steadily over the forecast horizon to around 5% in late 2025/early 2026.

Having increased its key interest rate to a target range of 5.25-5.50% in August 2023, the US Federal Reserve paused in September and November, maintaining the Fed Funds rate target at this level. It is likely this level represents the peak in US rates, but central bank policymakers emphasised that any additional tightening would be dependent on the cumulative impact of rate rises to date, together with inflation and developments in the economy and financial markets.

US GDP grew at an annualised rate of 4.9% between July and September 2023, ahead of expectations for a 4.3% expansion and the 2.1% reading for Q2. But as the impact from higher rates is felt in the coming months, a weakening of economic activity is likely. Annual CPI inflation remained at 3.7% in September after increasing from 3% and 3.2% consecutively in June and July.

Eurozone inflation has declined steadily since the start of 2023, falling to an annual rate of 2.9% in October 2023. Economic growth has been weak, and GDP was shown to have contracted by 0.1% in the three months to September 2023. In line with other central banks, the European Central Bank has been increasing rates, taking its deposit facility, fixed rate tender, and marginal lending rates to 3.75%, 4.25% and 4.50% respectively.

Credit outlook:

Credit Default Swap (CDS) prices were volatile during 2023, spiking in March on the back of banking sector contagion concerns following the major events of Silicon Valley Bank becoming insolvent and the takeover of Credit Suisse by UBS. After then falling back in Q2 of calendar 2023, in the second half of the year, higher interest rates and inflation, the ongoing war in Ukraine, and now the Middle East, have led to CDS prices increasing steadily.

On an annual basis, CDS price volatility has so far been lower in 2023 compared to 2022, but this year has seen more of a divergence in prices between ringfenced (retail) and non-ringfenced (investment) banking entities once again.

Moody's revised its outlook on the UK sovereign to stable from negative to reflect its view of restored political predictability following the volatility after the 2022 mini-budget. Moody's also

affirmed the Aa3 rating in recognition of the UK's economic resilience and strong institutional framework.

Following its rating action on the UK sovereign, Moody's revised the outlook on five UK banks to stable from negative and then followed this by the same action on five rated local authorities. However, within the same update the long-term ratings of those five local authorities were downgraded.

There remain competing tensions in the banking sector, on one side from higher interest rates boosting net income and profitability against another of a weakening economic outlook and likely recessions that increase the possibility of a deterioration in the quality of banks' assets.

However, the institutions on our adviser Arlingclose's counterparty list remain well-capitalised and their counterparty advice on both recommended institutions and maximum duration remain under constant review and will continue to reflect economic conditions and the credit outlook.

Interest rate forecast (November 2023):

Although UK inflation and wage growth remain elevated, the Authority's treasury management adviser Arlingclose forecasts that Bank Rate has peaked at 5.25%. The Bank of England's Monetary Policy Committee will cut rates in the medium term to stimulate the UK economy but will be reluctant to do so until it is sure there will be no lingering second-round effects. Arlingclose sees rate cuts from Q3 2024 to a low of around 3% by early-mid 2026.

Arlingclose expects long-term gilt yields to eventually fall from current levels (amid continued volatility) reflecting the lower medium-term path for Bank Rate. However, yields will remain relatively higher than in the past, due to quantitative tightening and significant bond supply. As ever, there will undoubtedly be short-term volatility due to economic and political uncertainty and events.

Like the BoE, the Federal Reserve and other central banks see persistently high policy rates through 2023 and 2024 as key to dampening domestic inflationary pressure. Bond markets will need to absorb significant new supply, particularly from the US government.

A more detailed economic and interest rate forecast provided by Arlingclose is in Appendix A.

For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate/yield of 5%, and that new long-term loans will be borrowed at an average rate of 5%.

Local Context

On 31st December 2023, the Authority held £176m of borrowing and £16m of treasury investments. This is set out in further detail at **Appendix B**. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	2022/23 Actual	2023/24 Forecast	2024/25 budget	2025/26 estimated budget	2026/27 estimated budget
	£'m	£'m	£'m	£'m	£'m
General Fund	8.91	24.59	8.24	2.97	2.97
Housing Revenue Account (HRA)	7.79	6.93	7.01	7.00	7.00
Total Expenditure	16.70	31.52	15.25	9.97	9.97
Capital Receipts	8.63	2.36	6.70	10.20	1.20
Grants & Contributions	0.00	0.00	0.00	0.00	0.00
Reserves & Revenue	4.39	4.74	4.20	4.20	4.20
Borrowing	3.68	24.42	4.35	(4.43)	4.57
Leasing and PFI	0.00	0.00	0.00	0.00	0.00
Total Financing	16.70	31.52	15.25	9.97	9.97

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while balance sheet resources are the underlying sums available for investment. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

The Authority has an increasing CFR due to the capital programme, but minimal investments and will therefore be required to borrow up to £29m over the forecast period.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation during 2024/25.

Borrowing Strategy

The Authority currently holds £176 million of loans, a decrease of £5 million on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the Authority expects to borrow up to £4.35m in 2024/25. The Authority may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing.

Objectives: The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.

Strategy: Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2024/25 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

The Authority has previously raised all of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity in order to retain its access to PWLB loans.

Alternatively, the Authority may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Authority may borrow further short-term loans to cover unplanned cash flow shortages.

Sources of borrowing: The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- UK Infrastructure Bank Ltd
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except KCC Pension Scheme)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

Municipal Bonds Agency: UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

Short-term and variable rate loans: These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section below).

Debt rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk. The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

Treasury Investment Strategy

The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Authority's treasury investment balance has ranged between £11 and £30 million, and similar levels are expected to be maintained in the forthcoming year.

Objectives: The CIPFA Code requires the Authority to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested. The Authority aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing.

Strategy: As demonstrated by the liability benchmark above, the Authority expects to be a long-term borrower and new treasury investments will therefore be made primarily to manage day-to-day cash flows using short-term low risk instruments. The existing portfolio of strategic pooled funds will be maintained to diversify risk into different sectors and boost investment income.

The CIPFA Code does not permit local authorities to both borrow and invest long-term for cash flow management. But the Authority may make long-term investments for treasury risk management purposes, including to manage interest rate risk by investing sums borrowed in

advance for the capital programme for up to three years; to manage inflation risk by investing usable reserves in instruments whose value rises with inflation; and to manage price risk by adding diversification to the strategic pooled fund portfolio.

ESG policy: Environmental, social and governance (ESG) considerations are increasingly a factor in global investors' decision making, but the framework for evaluating investment opportunities is still developing and therefore the Authority's ESG policy does not currently include ESG scoring or other real-time ESG criteria at an individual investment level. When investing in banks and funds, the Authority will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code.

Business models: Under the IFRS 9 standard, the accounting for certain investments depends on the Authority's "business model" for managing them. The Authority aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved counterparties: The Authority may invest its surplus funds with any of the counterparty types in table 3 below, subject to the limits shown.

Table 3: Treasury investment counterparties and limits

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	25 years	£10m	Unlimited
Secured investments *	25 years	£10m	Unlimited
Banks (unsecured) *	13 months	£10m	Unlimited
Building societies (unsecured) *	13 months	£5m	£25m
Registered providers (unsecured) *	5 years	£2.5m	£2.5m
Money market funds *	n/a	£10m	Unlimited
Strategic pooled funds	n/a	£10m	£50m
Real estate investment trusts	n/a	£10m	£50m
Other investments *	5 years	£10m	£20m

This table must be read in conjunction with the notes below

* **Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made

solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

For entities without published credit ratings, investments may be made either (a) where external advice indicates the entity to be of similar credit quality; or (b) to a maximum of £10m per counterparty as part of a diversified pool e.g. via a peer-to-peer platform.

Government: Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

Secured investments: Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

Banks and building societies (unsecured): Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

Registered providers (unsecured): Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

Money market funds: Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

Strategic pooled funds: Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Real estate investment trusts: Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

Other investments: This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk.

Operational bank accounts: The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £1,000,000 per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

Risk assessment and credit ratings: Credit ratings are obtained and monitored by the Authority's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments: The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Authority's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

Investment limits: The Authority's revenue reserves available to cover investment losses are forecast to be £9 million on 31st March 2024 and £8 million on 31st March 2025. The maximum that will be lent to any one organisation (other than the UK Government) will be £10 million. A group of entities under the same ownership will be treated as a single organisation for limit purposes.

Limits are also placed on fund managers, investments in brokers' nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Additional investment limits

	Cash limit
Any group of pooled funds under the same management	£10m per manager
Negotiable instruments held in a broker's nominee account	£20m per broker
Foreign countries	£5m per country

Liquidity management: The Authority uses a cash flow model to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority's medium-term financial plan and cash flow forecast.

The Authority will spread its liquid cash over at least four providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

Treasury Management Prudential Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

Security: The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit rating	A

Liquidity: The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

Liquidity risk indicator	Target
Total cash available within 3 months	£5m

Interest rate exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£385,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£39,000

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at new market rates.

Maturity structure of borrowing: This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	50%	0%
12 months and within 24 months	25%	0%
24 months and within 5 years	25%	0%
5 years and within 10 years	25%	0%
10 years and above	50%	5%
20 years and within 30 years	50%	5%
30 years and within 40 years	60%	10%
40 years and above	15%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Long-term treasury management investments: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management investments will be:

Price risk indicator	2024/25	2025/26	2026/27	No fixed date
Limit on principal invested beyond year end	£5m	£5m	£5m	£5m

Long-term investments with no fixed maturity date include strategic pooled funds and real estate investment trusts but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

Related Matters

The CIPFA Code requires the Authority to include the following in its treasury management strategy.

Financial derivatives: Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.

In line with the CIPFA Code, the Authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

Housing Revenue Account: On 1st April 2012, the Authority notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the Authority's average interest rate on treasury investments excluding strategic pooled funds, adjusted for credit risk.

Markets in Financial Instruments Directive: The Authority has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Authority's treasury management activities, the Chief Financial Officer believes this to be the most appropriate status

Financial Implications

The budget for investment income in 2024/25 is £125,000, based on the assumption that cash balances will be kept at a minimum to finance capital investment. The budget for debt interest paid in 2024/25 is £4.99 million, based on an average debt portfolio of £174 million at an average interest rate of 2.75%. If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

Where investment income exceeds budget, e.g. from higher risk investments including pooled funds, or debt interest paid falls below budget, e.g. from cheap short-term borrowing, then 50% of the revenue savings will be transferred to a treasury management reserve to cover the risk of capital losses or higher interest rates payable in future years.

Other Options Considered

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The S151 Officer believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Appendix A – Arlingclose Economic & Interest Rate Forecast – November 2023

Underlying assumptions:

- UK inflation and wage growth remain elevated but, following a no-change MPC decision in November, Bank Rate appears to have peaked in this rate cycle. Near-term rate cuts are unlikely, although downside risks will increase as the UK economy likely slides into recession and inflation falls more quickly.
- The much-repeated message from the MPC is that monetary policy will remain tight as inflation is expected to moderate to target slowly. In the Bank's forecast, wage and services inflation, in particular, will keep CPI above the 2% target until 2026.
- The UK economy has so far been relatively resilient, but recent data indicates a further deceleration in business and household activity growth as higher interest rates start to bite. Global demand will remain soft, offering little assistance in offsetting weakening domestic demand. A recession remains a likely outcome.
- Employment demand is easing, although the tight labour market has resulted in higher nominal wage growth. Anecdotal evidence suggests slowing recruitment and pay growth, and we expect unemployment to rise further. As unemployment rises and interest rates remain high, consumer sentiment will deteriorate. Household spending will therefore be weak. Higher interest rates will also weigh on business investment and spending.
- Inflation will fall over the next 12 months. The path to the target will not be smooth, with higher energy prices and base effects interrupting the downtrend at times. The MPC's attention will remain on underlying inflation measures and wage data. We believe policy rates will remain at the peak for another 10 months, or until the MPC is comfortable the risk of further 'second-round' effects has diminished.
- Maintaining monetary policy in restrictive territory for so long, when the economy is already struggling, will require significant policy loosening in the future to boost activity.
- Global bond yields will remain volatile, particularly with the focus on US economic data and its monetary and fiscal policy. Like the BoE, the Federal Reserve and other central banks see persistently high policy rates through 2023 and 2024 as key to dampening domestic inflationary pressure. Bond markets will need to absorb significant new supply, particularly from the US government.
- There is a heightened risk of geo-political events causing substantial volatility in yields.

Forecast:

- The MPC held Bank Rate at 5.25% in November. We believe this is the peak for Bank Rate.
- The MPC will cut rates in the medium term to stimulate the UK economy but will be reluctant to do so until it is sure there will be no lingering second-round effects. We see rate cuts from Q3 2024 to a low of around 3% by early-mid 2026.
- The immediate risks around Bank Rate remain on the upside, but these diminish over the next few quarters and shift to the downside before balancing out, due to the weakening UK economy and dampening effects on inflation.
- Arlingclose expects long-term gilt yields to eventually fall from current levels (amid continued volatility) reflecting the lower medium-term path for Bank Rate. However, yields will remain relatively higher than in the past, due to quantitative tightening and significant bond supply.

	Current	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26
Official Bank Rate													
Upside risk	0.00	0.25	0.50	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	1.00	1.00
Central Case	5.25	5.25	5.25	5.25	5.00	4.75	4.25	4.00	3.75	3.50	3.25	3.00	3.00
Downside risk	0.00	0.00	-0.25	-0.50	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
3-month money market rate													
Upside risk	0.00	0.25	0.50	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	1.00	1.00
Central Case	5.40	5.40	5.40	5.30	5.15	4.80	4.30	4.10	3.80	3.50	3.25	3.05	3.05
Downside risk	0.00	0.00	-0.25	-0.50	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
5yr gilt yield													
Upside risk	0.00	0.50	0.70	0.70	0.85	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	4.28	4.35	4.30	4.25	4.10	4.00	3.75	3.50	3.40	3.30	3.30	3.30	3.35
Downside risk	0.00	-0.55	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
10yr gilt yield													
Upside risk	0.00	0.50	0.70	0.70	0.80	0.90	1.00	1.10	1.20	1.20	1.20	1.20	1.20
Central Case	4.32	4.40	4.35	4.30	4.25	4.15	4.00	3.80	3.75	3.65	3.60	3.65	3.70
Downside risk	0.00	-0.55	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
20yr gilt yield													
Upside risk	0.00	0.50	0.70	0.70	0.80	0.90	1.00	1.10	1.20	1.20	1.20	1.20	1.20
Central Case	4.78	4.70	4.65	4.55	4.45	4.35	4.25	4.25	4.25	4.25	4.25	4.25	4.25
Downside risk	0.00	-0.55	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
50yr gilt yield													
Upside risk	0.00	0.50	0.70	0.70	0.80	0.90	1.00	1.10	1.20	1.20	1.20	1.20	1.20
Central Case	4.38	4.30	4.25	4.20	4.15	4.15	4.10	4.10	4.10	4.10	4.10	4.10	4.10
Downside risk	0.00	-0.55	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00

PWLB Standard Rate = Gilt yield + 1.00%
 PWLB Certainty Rate = Gilt yield + 0.80%
 PWLB HRA Rate = Gilt yield + 0.40%
 UK Infrastructure Bank Rate = Gilt yield + 0.40%

Appendix B – Existing Investment & Debt Portfolio Position

	31 December Actual portfolio £m	31/12/2023 Average rate %
External borrowing:		
Public works Loan Board (PWLB)	155.80	2.76%
Local Authorities	22.00	0.36%
Total external borrowing	177.80	2.71%
Total Other Long Term Liabilities	0.00	0.00%
Total gross external debt	177.80	
Treasury investments		
Banks & Buildings Societies (unsecured)	0.00	0.00%
Money Market Funds	15.76	0.75%
Total treasury investments	15.76	
Net debt	162.04	
Non-treasury investments		
Soft loans	2.64	4.48%
Share in subsidiaries	0.00	0.00%
Property Unit Trust	91.19	6.03%
Loans to subsidiaries	0.22	2.50%
Total Non Treasury Investments	94.05	13.01%

Appendix C

Annual Minimum Revenue Provision Statement 2024/25

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The *Local Government Act 2003* requires the Authority to have regard to the former Ministry of Housing, Communities and Local Government's *Guidance on Minimum Revenue Provision* (the MHCLG Guidance) most recently issued in 2018.

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance.

- For capital expenditure incurred before 1st April 2008, MRP will be determined as 4% of the capital financing requirement in respect of that expenditure.
- For unsupported capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset in equal instalments or as the principal repayment on an annuity equal to the average relevant PWLB rate for the year of expenditure, starting in the year after the asset becomes operational. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods where the recommendations of the guidance would not be appropriate, where this is a shorter life than specified in the guidance this decision is delegated to the appropriate officer.
- For assets acquired by leases or the Private Finance Initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
- Where former operating leases have been brought onto the balance sheet due to the adoption of the *IFRS 16 Leases* accounting standard, and the asset values have been adjusted for accruals, prepayments, premiums and/or incentives, then the annual MRP charges will be adjusted so that the total charge to revenue remains unaffected by the new standard.
- For capital expenditure loans to third parties, the Authority will make nil MRP unless (a) the loan is an investment for commercial purposes and no repayment was received in year or (b) an expected credit loss was recognised or increased in-year, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead. In years where there is no principal repayment on loans that are

investments for commercial purposes, MRP will be charged in accordance with the MRP policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational. Sufficient MRP will be charged to ensure that the outstanding capital financing requirement (CFR) on the loan is no higher than the principal amount outstanding less the expected credit loss. This option was proposed by the government in its recent MRP consultation and in the Authority's view is consistent with the current regulations.

- No MRP will be charged in respect of assets held within the Housing Revenue Account but depreciation on those assets will be charged instead in line with regulations.

Capital expenditure incurred during 2024/25 will not be subject to a MRP charge until 2025/26 or later.

Based on the Authority's latest estimate of its capital financing requirement (CFR) on 31st March 2023, the budget for MRP has been set as follows:

	31.03.2024 Estimated CFR £m	2024/25 Estimated MRP £
Capital expenditure before 01.04.2008	10.13	0.42
Unsupported capital expenditure after 31.03.2008	187.04	9.44
Loans to other bodies repaid in instalments	0.00	0.13
Total General Fund	197.17	9.99
Assets in the Housing Revenue Account	23.03	1.02
HRA subsidy reform payment	40.90	5.40
Total Housing Revenue Account	63.93	6.42
Total	261.10	16.41

Prudential Indicators 2024/25

The Local Government Act 2003 requires the Authority to have regard to the Chartered Institute of Public Finance and Accountancy's *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

Details of the prudential indicators can be found in the Capital Management Strategy that is published alongside this Treasury Management Strategy Statement.

Capital Strategy 2024/25

Introduction

This capital strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.

Decisions made this year on capital and treasury management will have financial consequences for the Authority for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

Capital Expenditure and Financing

Capital expenditure is where the Authority spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.

In 2024/25, the Authority is planning capital expenditure of £16.84m as summarised below:

	2022/23 actual	2023/24 forecast	2024/25 budget	2025/26 estimated budget
General Fund services	8.91	24.59	8.24	2.97
Council housing (HRA)	7.79	6.93	8.60	7.00
TOTAL	16.70	31.51	16.84	9.97

The 2024/25 General Fund capital projects include completion of major projects, the accommodation relocation and building Improvements.

Core principles to the Capital Programme

Capital investment decisions reflect the aspirations and priorities included within the Council plan and supporting strategies.

Schemes to be added to the capital programme will be put forward through the annual Finance sub committee process and prioritised according to availability of resources and specific scheme funding. Opportunities that arise outside of the budget setting period will be added to the programme if approved by Council. Opportunities will have been subject to appropriate feasibility studies and due diligence in the reporting process.

The cost of financing capital schemes, net of revenue benefits, are profiled over the individual timeframe to deliver each scheme and incorporated into the medium term financial strategy.

Commissioning and procuring for capital schemes will comply with the requirements set out in the Council's constitution, financial regulations and contract standing orders.

The current economic climate and inflation increases are impacting the capital programme for 2022/23 and 2023/24 leading to potential higher costs incurred on existing projects.

Governance: Directors and Heads of Service bid annually to include projects in the Authority's capital programme. Bids are collated by the finance team who calculate the financing cost (which can be nil if the project is fully externally financed). Finance Sub appraises all bids based on a comparison of strategic priorities against financing costs and makes recommendations to Cabinet. The final capital programme is then presented to and approved by Full Council in February each year.

- For full details of the Authority's capital programme, including the project appraisals undertaken, see: Cabinet Agenda 8 February 2024
- All capital expenditure must be financed, either from external sources (government grants, capital receipts and other contributions), the Authority's own resources (revenue and reserves) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing in £ millions

	2022/23 actual	2023/24 forecast	2024/25 budget	2025/26 estimated budget	2026/27 estimated budget
External sources	8.63	2.36	6.75	10.20	2.00
Own resources	4.39	4.74	4.20	4.20	4.20
Debt	3.68	24.41	5.89	-4.43	3.77
TOTAL	16.70	31.51	16.84	9.97	9.97

Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

Table 3: Replacement of prior years' debt finance in £ millions

	2022/23 Actual	2023/24 Forecast	2024/25 budget	2025/26 budget	2026/27 budget
MRP	14.50	15.20	15.89	17.02	17.02
Capital receipts	0.00	0.00	8.32	0.00	0.00
TOTAL	14.50	15.20	24.21	17.02	17.02

The Authority's full minimum revenue provision statement is included in the Treasury Management Strategy, Appendix 1 to this report.

The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to decrease by £14m during 2024/25. Based on the above figures for expenditure and financing, the Authority's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	22/23 Actual	23/24 Forecast	24/25 budget	25/26 budget	26/27 budget
General Fund services	190.52	181.30	163.20	153.05	153.05
Council housing (HRA)	65.26	61.93	58.47	52.22	52.22
TOTAL CFR	255.78	243.23	221.67	205.27	205.27

Asset management: To ensure that capital assets continue to be of long-term use, the Authority has an asset management strategy in place. There is also a major project ongoing concerning the future of the Council's main office. Feasibility studies are commissioned whenever decision making is required on the best use of land.

Asset disposals: When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt.

Repayments of capital grants, loans and investments also generate capital receipts. The Authority plans to receive £19.3m from the sale of assets in the coming financial years. As detailed in Table 3 above it is planned £8.3m of this will be used to repay the short term borrowing required to support regeneration initiatives across the district.

Treasury Management

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Authority's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive

credit balances or overdrafts in the bank current account. The Authority is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

Due to decisions taken in the past, the Authority currently has £177m borrowing at an average interest rate of 4.39% and £21m treasury investments at an average rate of 4.85%.

Borrowing strategy: The Authority's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Authority therefore seeks to strike a balance between cheaper short-term loans and long-term fixed rate loans where the future cost is known but higher.

The Authority does not borrow to invest for the primary purpose of financial return and therefore retains full access to the Public Works Loans Board.

Projected levels of the Authority's total outstanding debt (which comprises borrowing, PFI liabilities, leases and transferred debt) are shown below, compared with the capital financing requirement (see above).

Table 5: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions

	31.3.2023 actual	31.3.2024 Forecast	31.3.2025 budget	31.3.2026 budget	31.3.2027 budget
Debt (incl. PFI & leases)	177.86	174.34	163.59	152.60	141.37
Capital Financing Requirement	255.78	264.10	250.53	234.13	234.13

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Authority expects to comply with this in the medium term.

Affordable borrowing limit: The Authority is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

Table 6: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

Authorised Limit	2023/24 limit	2024/25 limit	2025/26 limit	2026/27 limit
Borrowing	227.19	218.68	204.85	204.85
HRA Settlement	43.56	38.19	32.68	32.68
Subtotal Borrowing	270.75	256.87	237.53	237.53
PFI and Leases	0.00	0.00	0.00	0.00
Total External Debt	270.75	256.87	237.53	237.53
Operational Boundary				
Existing Borrowing	266.75	253.25	236.92	236.92
Additional Borrowing	4.00	3.62	0.62	0.62
PFI and Leases	0.00	0.00	0.00	0.00
Total External Debt	270.75	256.87	237.53	237.53

Treasury investment strategy:

Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Authority's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Authority may request its money back at short notice.

Risk management:

The effective management and control of risk are prime objectives of the Authority's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

Governance:

Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Chief Financial Officer and the finance team, who must act in line

with the treasury management strategy approved by council. Half yearly reports on treasury management activity are presented to Council. The audit committee is responsible for scrutinising treasury management decisions.

Investments for Service Purposes

The Authority makes investments to assist local public services, including making loans to local community and amateur sports organisations.

Governance:

Decisions on service investments are made by the relevant service manager in consultation with the Director of Finance and must meet the criteria and limits laid down by the Council. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme. The S151 Officer is responsible for ensuring that adequate due diligence is carried out before investment is made.

Regeneration and Commercial Activities

With central government financial support for local public services declining, the Authority has the ability to invest in some commercial property mainly for financial gain. However, the Council has no plans to do so in the future. The Council has historical property holdings that generate income but they are mainly held for regeneration or strategic purposes. The council has more recently acquired strategic properties within the district for the purpose of supporting economic regeneration. The council's investment property holdings are currently valued at £2.34m providing a net return after all costs of 10.7%.

The authority holds £82m of investments in the Whitefriars Development Unit Trust. This property was purchased for long term regeneration purposes. Therefore, the property is included in Council's balance sheet as land and building assets rather than as an investment. The rental income levels have stabilised at a positive level given the current market conditions which is expected to be maintained during 2024/25.

From the date of the purchase of the first half of Whitefriars, any income above budget has been put in an earmarked reserve in order to smooth any income shortfalls over the lease renewal period. As at March 2023 the reserve balance stood at £1.5m

It is anticipated that part of the reserve balance will be required in this current year to cover income shortfalls.

The Council's Commercial Property Management Strategy sets out the strategy for managing its commercial property portfolio and an accelerated decision making process to allow swift purchase decisions to be made for properties that meet specific criteria.

Further details on regeneration and commercial activities and limits on their use are in the investment strategy.

Liabilities

In addition to debt of £177m detailed above, the Authority is committed to making future payments to cover its pension fund deficit (valued at £10.3m).

Governance: Decisions on incurring new discretionary liabilities are taken in consultation with the Head of Finance. The risk of liabilities crystallising and requiring payment is monitored by Finance and reported as part of the budget monitoring report to Cabinet. New liabilities that fall outside of the budget framework are reported to full council for approval/notification as appropriate.

Revenue Budget Implications

Capital expenditure for the council is financed through a variety of sources, typically

- Receipts from the sale of capital assets
- Capital grants
- External contributions such as S106 or Community Infrastructure Levy
- The use of reserves or from revenue budget contributions

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 7: Prudential Indicator: Proportion of financing costs to net revenue stream

	2022/23 actual	2023/24 forecast	2024/25 budget	2025/26 budget	2026/27 budget
GF Financing costs (£m)	11.49	12.06	12.16	12.19	12.19
Proportion of net revenue stream	65.39%	61.25%	59.83%	64.79%	63.07%
Proportion of income including rentals supported by financing	48.23%	47.37%	44.46%	47.22%	46.29%
	2021/22 actual	2022/23 forecast	2023/24 budget	2024/25 budget	2025/26 budget
HRA Financing costs (£m)	5.84	6.47	6.20	6.74	6.87
Proportion of net revenue stream	22.60%	22.89%	20.46%	22.01%	22.23%

Further details on the revenue implications of capital expenditure are included within the 203/24 revenue budget.

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up

to 40 years into the future. The Chief Financial Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable because of the financial viability analysis that has been completed for the planned expenditure.

Knowledge and Skills

The Authority employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council pays for finance staff to study towards relevant professional qualifications including CIPFA, AAT and ACCA.

The council establishes project teams from all the professional disciplines from across the council as and when required. External professional advice is taken where required and will always be sought in consideration of any major property investment decision.

The Council currently employs Arlingclose Limited as treasury management advisers and utilises various other professional advisors as appropriate. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

Training and regular member briefings are offered to members to ensure they have up to date knowledge and expertise to understand and challenge capital and treasury decisions taken by the Head of Finance.

Non-Treasury Investment Strategy 2024/25

Introduction

The Authority invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

This investment strategy meets the requirements of statutory guidance issued by the government in January 2018 and focuses on the second and third of these categories.

The statutory guidance defines investments as “all of the financial assets of a local authority as well as other non-financial assets that the organisation holds primarily or partially to generate a profit; for example, investment property portfolios.” The Authority interprets this to exclude (a) trade receivables which meet the accounting definition of financial assets but are not investments in the everyday sense of the word and (b) property held partially to generate a profit but primarily for the provision of local public services. This aligns the Authority’s definition of an investment with that in the 2021 edition of the CIPFA Prudential Code, a more recent piece of statutory guidance.

Treasury Management Investments

The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £1m and £35m during the 2024/25 financial year.

Contribution:

The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.

Further details:

Full details of the Authority’s policies and its plan for 2024/25 for treasury management investments are covered in a separate document, the treasury management strategy.

Service Investments: Loans**Contribution:**

The Council lends money to support local public services and stimulate local economic growth. There is a policy in place to allow for lending to the Council's subsidiaries that provide services.

Security:

The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Authority decisions on service investments are made in consultation with the Head of Finance and must meet the criteria and limits agreed by the Council. Most loans and shares are capital expenditure and will therefore also be approved by Council as part of the capital programme. Loans are secured against the borrower's assets where available.

In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to break even after all costs and makes loans based on an acceptable level of risk to the Council.

Table 1: Loans for service purposes in £ millions

Borrower	Balance owing	Loss allowance	Net figure in accounts
Kent County Cricket Club	2,506	(196)	2,310
Active Life	0	0	0
Almshouse Charity of Wynn Ellis	118	0	118
Polo Farm	7	(7)	0
Herne Bay Football club	10	(0)	10
TOTAL	2,639	(203)	2,437

Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts are shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

Risk assessment:

The Authority assesses the risk of loss before entering into and whilst holding service loans by evaluating the application and the financial standing of the organisation, using external professional advice and credit rating agencies where applicable. Full due diligence is

completed for each loan that is awarded and repayments monitored through the council's regular budget monitoring process.

Requests for new loans are assessed on an individual basis and will be subject to full committee approval before being issued and so a limit on the loan exposure is not considered appropriate for this authority.

Service Investments: Shares

The Council does not currently hold any shares in companies.

Security:

One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered.

The Authority would assess the risk of loss before entering into and whilst holding shares by monitoring the financial position of the company and undertaking appropriate due diligence on the performance and viability of the company. This will be in conjunction with procuring external expert advice where required. Where they exist, credit ratings will be taken into account within the decision making process. Where the investment is to deliver alternative methods of service delivery the risk appetite will vary depending on the service outcomes.

Regular assessment of the company's financial and service delivery performance will be conducted as part of the authority's performance management process.

Non-specified Investments:

Shares are the only investment type that the Authority has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the Authority's upper limits on non-specified investments. The Authority has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

With central government financial support for local public services declining, the Council has the ability to invest in some commercial property mainly for financial gain. The Council has historical property holdings that generate income but they are mainly held for regeneration or strategic purposes. The council has more recently acquired strategic properties within the district for the purpose of supporting economic regeneration. The council's investment property holding (part of its long standing property holdings) is currently valued at £2.43m providing an annual rental return of around 5.75%. If the Council decided to purchase any investment properties in the future, under new restrictions, this would prevent the Council from borrowing from the PWLB for any purpose. Therefore, for this, if for no other reason, it is recommended that the Council does not purchase any property for commercial gain.

The authority holds £82m of investments in the Whitefriars Development Unit Trust. This property was purchased for long term regeneration purposes. Therefore, the property is included in the Council's balance sheet as land and building assets rather than as an investment asset. The rental income levels have stabilised at a positive level given the current market conditions which is expected to be maintained during 2023/24.

From the date of the purchase of the first half of Whitefriars, any income above budget has been put in an earmarked reserve in order to smooth any income shortfalls over the lease renewal period. As at March 2023 the reserve balance stood at £1,502,000.

It is anticipated that part of the reserve balance will be required in this current year to cover income shortfalls.

The Council's Commercial Property Management Strategy sets out the strategy for managing its commercial property portfolio and an accelerated decision making process to allow swift purchase decisions to be made for properties that meet specific criteria. A copy of this strategy can be found here [Commercial Property Management Strategy](#). As mentioned above however, any purchases largely for financial gain would prevent the Council borrowing from the PWLB for any other purpose.

Security:

In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

Where value in accounts is at or above purchase cost: a fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2023/24 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to *full Council* detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.

Risk assessment:

The Authority assesses the risk of loss before entering into and whilst holding property investments by evaluating the investment, using external professional advice and credit rating agencies where applicable. Full due diligence is completed for each investment and monitored through the council's regular budget monitoring process.

Liquidity:

Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Authority ring-fences income generated from the properties held for regeneration, holding surplus income generated above the income targets in a reserve to fund borrowing costs in future years, should the income target not be achieved.

Governance

Decisions on commercial investments are made by the Head of Finance in line with the criteria and limits approved by Full Council. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved by Council as part of the capital programme.

Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Authority and are included here for completeness.

The Authority has contractually committed to guaranteeing the pension liability for Civica, The Marlowe Trust and Active Life/Fusion. This is as part of the outsourcing deals that have been agreed.

The risk of the liability being realised is minimal as the services provided are likely to be returned to the council should the delivery partners be unable to meet their obligations. In this event the pensions liability will be subsumed within the council's overall liability and accounted for accordingly.

The Authority had committed to lending the subsidiary Canterbury Environment Company up to £1m for initial start up costs and cash flow. The company was set up in February 2021, a cash flow loan of £220,000 has been provided and repayments have started in 2023/24.

Borrowing in Advance of Need

Government guidance is that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed. The council follows this guidance and only borrows for cash flow purposes pertaining to the overall capital programme needs.

Capacity, Skills and Culture

Elected members and statutory officers: The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The council establishes project teams from all the professional disciplines from across the council as and when required. External professional advice is taken where required and will always be sought in consideration of any major property acquisition decision.

The Council currently employs Arlingclose Limited as treasury management advisers and utilise various other professional advisors as appropriate.

Training and regular member briefings are offered to members to ensure they have up to date knowledge and expertise to understand and challenge.

Commercial deals: Full due diligence is undertaken for all major regeneration schemes that the council decides to fund. This includes appropriate legal and other professional advice to ensure that the council complies with current guidance and that the scheme is in the best interests of the council. The finance team works with service managers to assess the viability for any projects. Finance staff attend regular training courses and have access to the prudential framework to ensure principles of the framework are adhered to.

Corporate governance: All major schemes are subject to the council's full decision making regime. In addition the medium term financial plan and the capital programme include full details of the planned expenditure as decisions are taken to proceed with projects.

Investment Indicators

The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.

Total risk exposure: The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down and guarantees the Authority has issued over third party loans.

Table 5: Total investment exposure in £millions

	31.03.2023 Actual	31.03.2024 Forecast	31.03.2025 Forecast
Total investment exposure			
Treasury management investments	15.31	10.00	10.00
Service investments: Loans	2.64	2.49	2.34
Commercial investments: Property	2.43	2.43	2.43
TOTAL INVESTMENTS	20.38	14.92	14.77
Commitments to lend	1.00	1.00	1.00
Guarantees issued on loans	0.00	0.00	0.00
TOTAL EXPOSURE	21.38	15.92	15.77

How investments are funded: Government guidance is that these indicators should include how investments are funded. Since the Authority does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with.

Rate of return received: The council expects to receive interest on the treasury management investments only. As the council is using cash surplus to finance capital expenditure the expected return for the next few financial years is minimal.

The acquisition of property to support the regeneration and economic development of the district is done on the basis that the initial cost to the council will be zero, when taking into account income received from the assets compared to the cost of financing those assets.

The current economic climate is significantly impacting the council's rental income assumptions for 2023/24 and reserves set aside to cover rental losses are expected to be used in this financial year.

Cabinet

25 March 2024

Subject: **Proposed Dog Control Public Space Protection Order (PSPO) 2024**

Director/Deputy Director: Suzi Wakeham, Director of People and Place / Marie Royle, Service Director for People

Cabinet Member: Cllr Connie Nolan

Key or non key decision: Key decision

Decision issues: These matters are within the authority of Full Council.

Is any of the information exempt from publication: This report is open to the public.

CCC ward(s): **ALL**

Summary: Public consultation has been carried out to inform the proposals in the PSPO. This will help address identified issues relating to dogs in public spaces in the Canterbury district..

This report includes the results of that exercise and outlines the requirements proposed to be included in the PSPO. This report seeks the view of Cabinet on these proposals as part of the formal decision making process.

The report also includes summary feedback from Overview and Scrutiny Committee in section 4, below. That committee recommended all points in option 1, with the exception of the inclusion of Long Rock. O&S were split in their views about the inclusion of Long Rock as reflected in the summary and the minutes of that meeting.

To recommend to Council:

Option 1.

1. The adoption of a new Dog Control PSPO 2024 as set out in Appendix D which includes requirements relating to :
 - Dog fouling
 - Dog on lead of no more than two metres as per locations listed in Schedule 1 of Appendix D
 - Direction given to place dog on lead

- Dog exclusion as per locations listed in Schedule 2 of Appendix D
- 2. To include the new site of Bridge Recreation Ground as a dog exclusion area (as set out in Schedule 2 of Appendix D)
- 3. To attach site maps to locations listed in Section 2 of this report, to ensure boundaries and areas that restrictions apply are clear.

- 4. To NOT include in the new order:
 - 4.1 Dog lead restrictions at the following sites:
 - a. Paths of the Riverside Walk
 - b. The public footpath within Whitstable Cemetery Whitstable
 - 4.2 Dog exclusion at the following sites:
 - Play area The Maltings, Enclosed, Littlebourne
 - Play area Black Griffin Lane, Canterbury
 - Sturry Road Community Park Garden Area, Northgate
 - 4.3 The requirement of a person in charge of a dog on land to which the order applies, to produce (if asked to do so by an officer) a suitable means to pick up, remove and appropriately dispose of dog faeces

Next stage in process:

Cabinet will make a recommendation to Full Council on 25 April 2024, as to whether to create a new Canterbury Dog Control PSPO 2024 and confirm an implementation date.

SUPPORTING INFORMATION

1. Introduction

Local Authorities were granted powers to introduce Public Space Protection Orders (PSPOs) through section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014.

A PSPO is intended to ensure that people can use and enjoy public spaces, living safely from anti-social behaviour.

An order will specify an area where activities are taking place that are detrimental to the quality of life of those in the area, and can impose conditions and restrictions on people using the specified area.

The Local Authority must be satisfied on reasonable grounds that the anti-social behaviour that has taken place has:

- had a detrimental effect on the quality of life of those in the locality, or
- it is likely that activities will take place and they will have a detrimental effect and
- the effect or likely effect of these activities is or is likely to be persistent and

- is or likely to be unreasonable.

Canterbury City Council first introduced PSPOs in the district on 11 December 2014.

The Statutory Guidance for Councils on PSPOs provides a useful mechanism to test the proposals and their potential impact, and the evidence base for introducing them. The guidance suggests the close or direct involvement of elected members will help to ensure openness and accountability which can be achieved where the decision is put to the Cabinet or Full Council.

The restrictions and requirements included in a PSPO may be comprehensive or targeted to specific behaviours by particular groups and/or at specified times. Orders can be enforced by a police officer, a police community support officer, designated council officers and employees of other delegated organisations.

Drafting the PSPO

The PSPO can be drafted based on the individual issues being faced in a particular public space. A single PSPO can also include multiple restrictions and requirements in one order. It can prohibit certain activities, such as the drinking of alcohol, as well as placing requirements on individuals carrying out certain activities, such as making sure that people walking their dogs keep them on a lead. However, the new PSPO can be used more flexibly to deal with local issues.

When deciding what to include, the council should consider scope. The PSPO is designed to make public spaces more welcoming to the majority of law-abiding people and communities and not simply restrict access. Restrictions or requirements can be targeted at specific people, designed to apply only at certain times or apply only in certain circumstances. In establishing which restrictions or requirements should be included, the council should ensure that the measures are necessary to prevent the detrimental effect on those in the locality or reduce the likelihood of the detrimental effect continuing, occurring or recurring.

When the final set of measures is agreed on, the PSPO should be published in accordance with regulations made by the Secretary of State and must: identify the activities having the detrimental effect; explain the potential sanctions available on breach; and specify the period for which the PSPO has effect.

2. Detail - Proposed Dog Control PSPO 2024

The proposed new Dog Control PSPO requirements have been drafted following consultation and evidence-gathering from the public and key stakeholders. Further details of this are contained later in the report in Section 4.

2.1 Exclusions from the proposed PSPO 2024

As a result of the consultation, the following activities and or locations (in the existing Canterbury Dog Control PSPO) are proposed to be **excluded** from the new PSPO. This is due to lack of evidence of impact on the community to justify their inclusion this time:

- **Removal of dog on a lead restrictions at the following sites:**
 - Paths of the Riverside Walk
 - The public footpath within Whitstable Cemetery Whitstable

- **Removal of dog exclusion at the following sites as there is no longer any play equipment in situ:**
 - Play area The Maltings, Enclosed, Littlebourne
 - Play area Black Griffin Lane, Canterbury
 - Sturry Road Community Park Garden Area, Northgate
- **Removal of the requirement of a person in charge of a dog on land to which the order applies, to produce (if asked to do so by an officer) a suitable means to pick up, remove and appropriately dispose of dog faeces**

2.2 Inclusions in the proposed PSPO 2024

The draft order can be found at Appendix D. Schedule 1 of Appendix D outlines the areas where dogs will be required to be on a 2 metre lead. Schedule 2 of Appendix D outlines the areas where dogs will be excluded from.

Bridge Recreation Ground

A new addition to the proposed Order is to include Bridge Recreation Ground as a dog exclusion area. There was sufficient consultation feedback to include this area, and as the recreation ground is used for family and community activities and there are other sites that dog walkers can use, we are recommending that this area is now included.

Area known locally as Long Rock

The area known locally as Long Rock falls within the existing Dog Control Order.

In addition there is a wider piece of work underway for the Long Rock SSSI which is being undertaken by the council's Environment Team. The management plan for Long Rock is scheduled for consideration by this committee as part of this meeting agenda. The PSPO and the management plan have been considered alongside each other to ensure they complement and add value to both the community and environment without being overly restrictive.

During previous consultation on maps for the Dog Control PSPO, and at a public meeting to discuss the ecological management of Long Rock, local residents suggested that the Dog Control PSPO covered areas that were not as sensitive. This feedback related to a large area of rough grassland running parallel to the campsite, and to the right of the Oyster Bay Trail.

We have listened to this feedback, and it was proposed that the Dog Control PSPO 2024 should be focussed on the site's most sensitive areas - namely the areas where wintering birds feed and roost. (See **Appendix G** for a map of the area known locally as Long Rock).

We believe this to be a balanced approach and has been reflected in this proposed Order. Those leading on the management plan believe this will be welcomed by users, and consultation feedback supported this too.

2.2 We will add location maps to the order and signage, this is to clarify the boundaries of certain locations to ensure the public is clear about where restrictions apply. Sites include:

- Westgate Gardens

- Toddlers Cove
- Reculver Towers Heritage Area
- Reculver Country Park picnic areas
- Sturry Green, Mill Road
- Promenade Herne Bay Pier to Lane End
- Promenade from Neptune Jetty westwards to Herne Bay Pier
- Area locally know as Long Rock
- Play area Toddlers Cove
- Dane John gardens
- Promenade level with Pier Ave West to The Street Tankerton
- Best Lane Gardens
- Memorial Park Bowling Green
- Martyrs Field
- Whitstable Castle Gardens Bowling Green
- Waltrop gardens central parade
- Tylers Hill Playing field
- The parade
- The green opposite manor Court Oxford rd
- St Pauls Church yard
- St Mary De Castro Gardens
- St Augustine's Abbey gardens
- St Georges
- Beach Herne Bay Pier to Lane End
- The village Green
- Promenade Herne Bay
- Greyfriars Gardens

2.3 The order will require that persons in charge of a dog within the restricted area of the PSPO must:

- remove any dog faeces deposited by their dog
- keep their dog on a lead of no more than two metres in length in areas listed in Schedule 1
- comply with a direction given to him by an authorised officer to put that dog on a lead because such restraint is necessary to prevent a) nuisance, or b) behaviour of the dog which is likely to cause annoyance or disturbance to any other person
- not take their dog onto, nor allow the dog to enter or remain on, the land listed in Schedule 2.

This Order does not apply to a person who:

a) is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948,

b) is deaf, in respect of a dog trained by Hearing Dogs for Deaf people (registered charity 293358), and upon which he relies for assistance,

c) has a disability which affects his mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise move everyday objects in respect of a dog upon which he relies for assistance, which dog has been trained by any of the following charities:

- i) Dogs for the Disabled (registered charity number 700454)
- ii) Support Dogs Limited (registered charity number 1088281)
- iii) Canine Partners for Independence (registered charity number 803680)

2.4 Duration of the proposed PSPO

The maximum duration of a PSPO is three years but they can last for shorter periods of time where appropriate.

At any point before expiry, and subject to consultation the council can extend a PSPO by up to three years if they consider that it is necessary to prevent the original behaviour from occurring or recurring.

Alternatively the council can also vary a PSPO where there is evidence that particular issues are no longer a problem, or where there are new emerging issues that are a priority. This can also include changing the area covered by the Order. Again, this would be subject to consultation.

As well as varying the PSPO, a council can also seek to discharge it at any time.

Subject to Full Council making its decision, it is proposed that the new Order would be implemented for a period of three years.

From the consultation, feedback has highlighted that new play areas created as part of new housing developments are not listed as part of this proposed PSPO. We will monitor any complaints of concerns and issues, and should these indicate a significant problem then we will consider using the variation process to include new areas as needed.

2.5 Enforcement

The council's Enforcement Policy follows the government's Four E's Guidance (Engage, Explain, Encourage and Enforce as a last resort).

Although PSPOs are made by the council in an area, enforcement is the responsibility of a wider group. Council officers will be able to enforce the restrictions and requirements, as will other groups designated by the Council and accredited under the community safety accreditation scheme, this includes third party contractors.

In addition, police officers and PCSOs will have the ability to enforce the order. It should be noted that there will be no extra resources to carry this out and public expectation should not be set too high as ability to enforce is dependent on current staffing levels.

Authorised officers will receive additional training to enable them to appropriately enforce the Order. The issue of FPNs will not be arbitrary and discretion will be used at all times. Care must be taken to ensure that any measures included in the PSPO are capable of being enforced.

As is current practice they will treat members of the public with respect and courtesy and will use their powers and authority lawfully and proportionately.

Officers will ensure that education and awareness of the PSPOs takes place at first. This will be by way of signage, the council's website, and on site engagement sessions across the district especially in locations where we receive complaints.

The signage has been developed to include maps with colour coordinated keys to assist in clarity. Appendix F offers an example of the draft signage which will be used. Our website will also have maps which clearly show where restrictions apply, so that the public can see the vast areas of land in our district that are unrestricted and where dogs can be taken freely.

The engagement sessions include handing out free dog fouling bags and information about the restrictions and where alternative locations are. We will also work in schools to raise awareness with children and young people to nudge behaviour change. All these sessions are delivered in partnership with our current third party contractor NES.

Visible patrols will also be carried out to remind the public about restrictions and focus on hotspots or persistent offenders. We offer advice and education during these patrols and would deal with any offences witnessed at the time.

It is recognised that the majority of dog owners or those in control of a dog, are responsible and considerate members of our communities. The order seeks to ensure that the minority who do not act responsibly, are accountable for any negative impact on the quality of life of those in the locality.

2.6 Breach of Order.

It is an offence for a person, without reasonable excuse, to do anything that the person is prohibited from doing by a PSPO or fail to comply with a requirement to which the person is subject under a PSPO. A person guilty of an offence is liable on summary conviction to a fine.

Depending on the behaviour in question and if provision has been made for this, the enforcing officer could decide that a Fixed Penalty Notice (FPN) would be the most appropriate sanction. The FPN can be issued by a police officer, PCSO, council officer or other person designated by the council.

If an FPN is unpaid, then the council may decide to prosecute individuals through the court process.

2.7 Appeals

Appeals against a new PSPO can be lodged by anyone who lives in, or regularly works in or visits the area, through the High Court within six weeks of issue. Further appeal can be made when a PSPO is varied by the local authority. There are two grounds, that the council did not have power to make the order, or one of the requirements (for instance, consultation) had not been complied with.

It is also possible for an individual being prosecuted for failing to pay a FPN to challenge the relevant part of the PSPO as part of their defence.

3. Relevant Council Policy/Strategies/Budgetary Documents

We want to make residents feel safer and happier about where they live, and make sure that Canterbury continues to be a great destination to visit. The use of PSPOs contributes significantly to this, and also to the Council's current Corporate Plan priority 'Using our enforcement powers to protect the district'.

4. Consultation planned or undertaken

Overview and Scrutiny feedback summary:

Concerns about Long Rock PSPO - dogs need to be able to walk off the lead for their health

Clarification that it's largely about wintering birds at Long Rock

A suggestion we could use existing coastal PSPO to tackle issues with dogs not under control

/ interfering with flora and fauna at Long Rock

Clarified that not fencing off the area covered by the PSPO

Split vote on Long Rock - 5 in favour, 4 against, 3 abstentions

No info about appealing FPNs on the website. Needs reviewing, is overly draconian and not user friendly.

Question about how we informed the public about the consultation

Need to make sure signs are clear and in the right places.

Need to educate and engage the public first, not issuing fines

There is no incentive for NES or our staff to issue FPNs

Question about making sure there are sufficient number of dog bins

Bridge recreation ground, needs to be clear it's the whole recreation ground.

Barham PC also asked by email for an amendment - reducing the exclusion of dogs from their recreation ground to allowing them on leads. Unfortunately this has come after the consultation closed and the reports drawn up. We have to consult specifically on that change. Propose to commit to doing further consultation to inform a possible variation to the PSPO at a later date.

Please see the minutes of the meeting of Overview and Scrutiny for further details.

Public consultation

There was previous consultation carried out prior to the existing PSPO requirements being agreed.

In relation to the proposed PSPO, the public and stakeholders were consulted between Monday 11 September 2023 and Monday 6 November 2023.

A total of 172 responses were received.

This consultation gauged the level of support for the requirements outlined, how these impacted on quality of life, as well as when and where these issues were taking place. All responses were analysed, and this was then considered alongside existing evidence. **A summary of the consultation is in Appendix A.**

Overall, the survey results show that there is general support for most of the activities proposed for the new Canterbury Dog Control PSPO.

The consultation summary report provides a range of information about when, where and how frequently the proposed activities have been witnessed by respondents.

Key stakeholders such as the Dogs Trust (4.4.5 in the consultation summary report), the Police Crime Commissioner, and Parish Councils were directly included in the consultation process, and fed back on their thoughts on the proposals.

To note that in some cases where a residents group, a representative society, or a Parish Council responds to our consultation, they are representing the wider view of their community or membership group.

The Dogs Trust were agreeable to children's play parks being restricted and fouling to be included in the Order, but asked for caution around beach restrictions. This Order proposes no change to current restrictions at the coast, where only 2% of our entire coastline in the district has restrictions. We feel that this low percentage coverage balances the needs of those without dogs, with those that wish to use the coast to exercise their dogs.

While respondents expressed that some activities had a more significant impact on their quality of life than others, these results have been considered in conjunction with other evidence on hotspots.

We have listened to feedback and as a result we have proposed to change or remove some areas from the Order as detailed in Section 2 of this report. This is in line with government guidance on PSPO creation.

The main findings from the consultation are:

- Of the three main areas consulted on, **dog fouling** was witnessed by the highest number of people. Over 77% of respondents said that they witnessed this, 93% of which witnessed it first hand. This highlights the continuing impact and evidence to support the activities inclusion in the new Order.
- The area witnessed by the lowest number of people is **dogs within exclusion zones**. Only 24% of respondents said that they witnessed this, 95% witnessing it first hand. This highlights compliance and acceptance of the restricted areas.
- The main location witnessed for all areas within the Order is Tankerton beach or promenade. There were also a number of comments that highlighted Bridge, Canterbury, Toddlers Cove and Whitstable, Long Rock. This feedback can further inform officers directed time for focussed operations to educate and engage with a last resort of enforcement for non compliance.
- Respondents gave a number of reasons why the three activities have a detrimental effect on their quality of life. The top comments include **physical inconvenience when walking (dog fouling), concern of children's safety (dogs fouling and exclusion zones), limit enjoyment of public spaces (dogs off lead)**.
- Respondents also cited reasons why the PSPO (or Schedule) would unfairly impact them. These included **dog owners already picking up after their dogs, dogs already on leads, and dog exclusion zones being easy to avoid**. The majority are respectful in shared open areas however, due to the minority having the above impact on the community and environment there is a need to empower officers to address the anti social behaviour.
- A number of other comments were received regarding the PSPO proposal more generally which can be found in the summary in Appendix A.
- The most frequent of these highlighted that enforcement and signage needs improving which supports our proposal to add maps to key sites for clarity. .

As highlighted in Section 2. The council did receive specific feedback on concerns regarding a new playpark which is within a new housing development. To include such areas we will

need to do further consultation if we are receiving complaints and reports. We are proposing to proceed with this Order as it now stands to avoid any period where there is no cover. We will monitor reports and if data suggests there is a problem. Then we will consult on these specific areas as part of any variation process.

5. Options available with reasons for suitability

Option 1

1. The adoption of a new Dog Control PSPO 2024 as set out in Appendix D which includes requirements relating to :
 - Dog fouling
 - Dog on lead of no more than two metres as per locations listed in Schedule 1 of Appendix D
 - Direction given to place dog on lead
 - Dog exclusion as per locations listed in Schedule 2 of Appendix D
2. To include the new site of Bridge Recreation Ground as a dog exclusion area (as set out in Schedule 2 of Appendix D)
3. To attach site maps to locations listed in Section 2 of this report, to ensure boundaries and areas that restrictions apply are clear.
4. To NOT include in the new order:
 - 4.1 Dog lead restrictions at the following sites:
 - c. Paths of the Riverside Walk
 - d. The public footpath within Whitstable Cemetery Whitstable
 - 4.2 Dog exclusion at the following sites as there is no longer any play equipment in situ:
 - Play area The Maltings, Enclosed, Littlebourne
 - Play area Black Griffin Lane, Canterbury
 - Sturry Road Community Park Garden Area, Northgate
 - 4.3 The requirement of a person in charge of a dog on land to which the order applies, to produce (if asked to do so by an officer) a suitable means to pick up, remove and appropriately dispose of dog faeces

This is the most suitable option as all of the requirements outlined are supported by the consultation and evidence provided. The proposed new PSPO has followed the LGA guidance and robust consultation process, and has undergone a vigorous check and challenge with our legal department.

Option 2 - To reduce, increase or adapt the activities and locations included.

The legislative requirements relating to proof of the detrimental impact of the behaviours mean that additional activities or locations cannot be added without further consultation.

The council could opt not to include all the proposed requirements or changes. However, there would need to be robust justification for any changes to the proposals as they are based on evidence.

Option 3 - To not create a new Dog Control PSPO.

This would leave both the police and the council with fewer powers to tackle many of the types of anti-social behaviour relating to dog control that the public felt were important.

6. Implications

(a) Financial - Some of the enforcement and issuing of FPNs will be delivered through a third party contract, this contract is anticipated to be at no cost to the council. Unpaid FPNs may require prosecutions, which are an additional cost that will need to be financially modelled based on existing data.

(b) Legal - An overview of the relevant legislation regarding PSPO's has been provided throughout this report.

(c) Equalities - **Appendix C**

(d) Environmental including carbon emissions and biodiversity - **Appendix B**

Other implications

(e) Staffing resource - No additional staff resource anticipated as some of the enforcement and issuing of FPNs will be delivered through a third party contract, and through partners such as the police.

(f) Property portfolio - none

(g) Crime and disorder - We have a duty to consider what affect our decisions have on community safety and to make sure that they contribute toward reducing levels of crime and disorder in the district. The proposed PSPO will make a significant contribution to this agenda.

(h) Safeguarding children and vulnerable adults - We have a duty to protect children and vulnerable adults from harm when undertaking our duties. The proposed PSPO will make a significant contribution to this agenda.

8. Conclusions

The proposed Dog Control PSPO 2024 (draft can be found in **Appendix D**) outlines measures to tackle anti-social behaviour, and key issues in the named areas that have been identified which are detrimental to quality of life.

There has been a robust process followed to reach this point. This has included calls for evidence, public consultation and engagement with key stakeholders.

Overview and Scrutiny recommendations will be fed through to Cabinet for consideration, and then on to Full Council to make the final decision.

It is recognised that an implementation plan will be required which also includes how we will raise awareness, how we will ensure sufficient signage is in place, delivery of training, and how we will enforce requirements.

As mentioned in this report, there is a parallel piece of work and report on the area known locally as Long Rock which is being considered by this committee at this same meeting. There has been consideration given to ensure these support one another and consider objectives and make a positive impact for the community and environment. The map showing where restrictions apply to this site can be found in **Appendix G**.

Contact Officer:

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9. Background documents and appendices

Appendices

- Appendix A - Public consultation summary and other evidence
- Appendix B - Environmental including carbon emissions and biodiversity
- Appendix C - Equalities Impact assessment
- Appendix D - Draft Dog Control PSPO
- Appendix E - Enforcement Policy
- Appendix F - Dog Control PSPO draft signage
- Appendix G - Area known locally as Long Rock

Appendix A
Public consultation summary



Dog control Public Space Protection Order

Consultation responses

1. Introduction

Consultation on Canterbury City Council's (CCC) plans to create a new dog control Public Space Protection Order (PSPO) took place between Monday 11 September 2023 and Monday 6 November 2023.

The current PSPO has been in place since 2021 and sets out a standard of behaviour which all dog owners are required to follow.

It enables the council to take enforcement action against those who don't. This includes issuing a current fixed penalty fine of £100 in place or prosecution.

The purpose of the PSPO is to enable the community to address specific dog control issues in public spaces, such as dog fouling in parks or allowing a dog to enter children's play areas. It's not intended to unduly restrict dog owners from responsibly exercising their dogs across the district.

This consultation sought views on the follow areas:

- dog fouling
- dog exclusion
- dogs off lead

These activities replicate the existing Order with the removal and addition to some areas within Schedule 1 and Schedule 2.

Respondents were encouraged to comment on the specific activities listed in the PSPO. For each activity they were asked to do this by outlining:

- whether they had witnessed the activity
- how often they had witnessed the activity
- whether this was a first-hand or anecdotal sighting of the activity.

Respondents were also asked to what extent each activity had a detrimental impact on their quality of life and if the Order would unfairly impact them. They were also asked for general comments in relation to the proposed PSPO.

A total of 172 responses were received.

2. Executive summary

The main findings from the consultation are:

- Of the three main areas consulted on, dog fouling was witnessed by the highest number of people. Over 77% of respondents said that they witnessed this, 93% of which witnessed it first hand.
- The area witnessed by the lowest number of people is dogs within exclusion zones. Only 24% of respondents said that they witnessed this, 95% witnessing it first hand.
- The main location witnessed for all areas within the Order is Tankerton beach or promenade. There were also a number of comments that highlighted Bridge, Canterbury, Toddlers Cove and Whitstable, Long Rock.
- Respondents gave a number of reasons why the three activities have a detrimental effect on their quality of life. The top comments include physical inconvenience when walking (dog fouling), concern of children's safety (dogs fouling and exclusion zones), limit enjoyment of public spaces (dogs off lead).
- Respondents also cited reasons why the PSPO (or Schedule) would unfairly impact them. These included dog owners already picking up after their dogs, dogs already on leads, and dog exclusion zones being easy to avoid.
- A number of other comments were received regarding the PSPO proposal more generally.
- The most frequent of these highlighted that enforcement and signage needs improving.

3. Consultation methodology

Consultation took place between Monday 11 September 2023 and Monday 6 November 2023. The following methods were used to seek views:

- an online questionnaire, which received 167 responses
- a paper version of the questionnaire, none of which was returned
- written representations were also welcomed and five were received.

The consultation was promoted in the following ways:

- an article on the council's newsroom site
- posts on the council's social media channels
- three in-person meetings where council officers were present to answer questions and take suggestions from the public.

Additionally, the following stakeholders were emailed directly to encourage them to respond to the consultation:

- Canterbury Coastal Clinical Commissioning Group
- East Kent Hospitals University NHS Foundation Trust
- Environment Agency
- Kent and Medway CCG (engagement team)
- Kent County Council Head of Paid Service
- Kent County Council Community Wardens
- Kent Fire and Rescue Service
- Kent Police
- Police and Crime Commissioner
- South East Coastal Ambulance Service
- South East Local Enterprise Partnership
- Canterbury 4 Business
- Canterbury Connected Business Improvement District
- Visit Kent
- Canterbury Housing Advice Centre
- Citizens Advice Bureau
- Forward Trust
- Kent Savers Credit Union
- Northgate Ward Community Centre
- Plastic Free Canterbury
- Rising Sun Domestic Abuse
- Red Zebra
- Thanington Neighbourhood Resource Centre
- Active Life
- Canenco
- Canterbury Cathedral
- Canterbury Festival
- Continental Drifts
- Kent Cultural Transformation Board
- Kent Association of Local Councils (KALC)
- Kent County Council Councillors
- Kent County Council Departments
- Kent County Council Arts and Regeneration
- Kent County Council Social Services
- KCC 18+
- Local Democracy Forum - Canterbury District
- MPs
- Blean Initiative
- Canterbury Climate Action Partnership (CCAP)
- Forestry Commission
- Friends of Beverley Meadow
- Friends of Dane John and St Mary de Castro
- Friends of Duncan Down
- Friends of Dukes and Neals Meadow

- Friends of Kingsmead Field
- Friends of Mariners Field (Seasalter)
- Friends of Old Park and Chequers Wood
- Friends of Prospect Field
- Friends of Tankerton Bay
- Friends of the Riverside (Canterbury Riverside Group)
- Friends of Westgate Parks
- Kent and Medway Biological Record Centre
- Kentish Stour Countryside Partnership
- Millstrood Road Allotment Association
- Natural England
- Pilgrims Way Allotment Association
- Royal Society for the Protection of Birds (RSPB)
- St Dunstan's Horticultural Society
- Sturry Road Allotment Association
- Thanington Allotment Association
- Wincheap Allotment Association
- Woodland Trust
- Age UK Canterbury
- Canterbury Inter-Faith Association (CANDIFA)
- Disability Advisory Panel (DAP)
- Ethnic Minority Independent Council (EMIC)
- HiKent
- Nigerian Community Association
- Polish Educational Club in Kent (PECK)
- Karibu Community Action Kent
- Kwan Ngei Chinese Association
- Canterbury and District Jewish Community
- Canterbury Muslim Cultural Centre
- Porchlight
- Canterbury Christ Church University
- Canterbury College
- Students Unions
- University for the Creative Arts at Canterbury
- Parish Councils
- Residents Associations
- Catching Lives
- Community Safety Partnership
- East Kent Spatial Development Company
- Local ward councillors
- Dogs Trust Canterbury
- Royal Society for the Prevention of Cruelty to Animals (RSPCA)

4. Findings

NB: Percentages have been rounded to the nearest decimal point

4.1. Questionnaire responses

A total of 167 completed questionnaires were submitted, all of which were submitted online.

4.1.1. Respondent profile

The majority of respondents are residents of the Canterbury district.

Respondent type	Percentage
A resident of the Canterbury district	93% (156)
A visitor to the Canterbury district	-
A worker in the Canterbury district	2% (3)
A business, organisation or community group, please provide the name below	1% (1)
A city, county, parish or town councillor, please specify below	4% (6)
An MP	-
Other, please specify below:	1% (1)
No reply	-

NB: The six responses listed as A city, county, parish or town councillor were received from Bridge Parish Council, Waltham Parish Council, a Chestfield War councillor, a city councillor for Swalecliffe Ward, and Alan Atkinson from Bridge Parish Council. A response was also received from the Friends of Duncan Down and a prospective resident.

The majority of people responding are aged between 55 and 74.

Age	Percentage
Under 18	-
18 to 25	1% (2)
26 to 34	4% (7)
35 to 44	18% (30)

45 to 54	17% (28)
55 to 64	25% (41)
65 to 74	24% (40)
75 to 84	9% (15)
85 and above	-

NB: 4 respondents did not give their age

More females responded than males.

Gender	Percentage
Male	39% (65)
Female	53% (88)
Prefer to self-describe (for example, non-binary, gender fluid etc)	1% (2)
Prefer not to say	6% (10)
No reply	1% (2)

NB: 12 (7%) respondents did not give their gender

4.1.2. Dog fouling

Over three quarters of people stated that they have witnessed dog fouling in the last 12 months.

The most common places that this has been witnessed are Tankerton, specifically along the seafront and promenade, Bridge, Whitstable, and Herne Bay Memorial Park.

The frequency of dog fouling was split, however over half of people said they have witnessed dog fouling more times than they can count.

Over 95% of respondents said they have witnessed dog fouling first-hand.

Whether people have witnessed this	
Yes	77% (129)
No	20% (33)
Don't know	3% (5)

Areas witnessed:

- Tankerton, Seafront / Beach: 7 comments
- Bridge: 6 comments
- Tankerton, Promenade: 6 comments
- Whitstable, Beach and Seafront: 5 comments
- Tankerton, Streets: 5 comments
- Tankerton, Slopes: 5 comments
- Canterbury, Blean Woods: 4 comments
- Bridge, Star Hill: 4 comments
- Herne Bay, Memorial Park: 4 comments
- Whitstable, West Beach: 4 comments
- Whitstable, Long Rock, on the Path Around: 4 comments
- Canterbury, Rough Common: 3 comments
- Canterbury, Centre: 3 comments
- Bridge, High Street: 3 comments
- Bridge, Western Avenue: 3 comments
- Bridge, Recreation Ground: 3 comments
- Herne Bay, Hampton Beach: 3 comments
- Whitstable, Paths Around: 3 comments
- Canterbury, Beverley Meadow: 2 comments
- Canterbury, Royal Parade: 2 comments
- Canterbury, Littlebourne Road: 2 comments
- Canterbury, Whitehall Bridge Road Ct28be: 2 comments
- Canterbury, St Mary De Castro Park: 2 comments
- Bridge, Mill Lane: 2 comments
- Herne Bay, Seafront: 2 comments
- Whitstable, Prospect Field: 2 comments
- Whitstable, Regent Street: 2 comments
- Whitstable, Cromwell Road: 2 comments
- Tankerton, East: 2 comments
- Littlebourne, Field: 2 comments
- Seasalter, Mariners View, Jubilee Park: 1 comment
- Seasalter, Mariners View Estate: 1 comment
- Waltham, Waltham Park, Children's Play Area: 1 comment
- Chartam, Recreation Ground: 1 comment
- Canterbury, Dane John Gardens: 1 comment
- Canterbury, Lansdown Road Footpath: 1 comment
- Canterbury, Toddlers Grove (Cove?) and River Walk: 1 comment
- Canterbury, River Paths From Millers Arms to Barton Mill: 1 comment
- Canterbury, Hawkes Lane: 1 comment
- Canterbury, Barton Ward, Pavements: 1 comment
- Canterbury, Kingsmead Field: 1 comment
- Canterbury, King Street: 1 comment
- Canterbury, Puckle Lane (Just Before It Joins the Dover Road): 1 comment
- Canterbury, St Dunstan's: 1 comment
- Canterbury, Hommersham (Near the Entrance to Sullivan Close): 1 comment
- Canterbury, Pilgrim's Way: 1 comment
- Canterbury, Beverly Meadow: 1 comment

- Canterbury, Spring Lane: 1 comment
- Canterbury, Tannery Field: 1 comment
- Canterbury, Bridge to the Tannery: 1 comment
- Canterbury, Westgate Gardens: 1 comment
- Canterbury, Whitstable Road: 1 comment
- Canterbury, Stour Street: 1 comment
- Canterbury, Vauxhall Avenue: 1 comment
- Canterbury, Wincheap (Cut-through to Bingley Court): 1 comment
- Canterbury, Wincheap (Between Kings Head and Petrol Station): 1 comment
- Canterbury, Chartham Riverwalk: 1 comment
- Fordwich: 1 comment
- Chartham, Candles Way: 1 comment
- Bridge, Footpath Leading From Churchyard: 1 comment
- Sturry: 1 comment
- Sturry, Community Park: 1 comment
- Herne Bay, Whitstable Road: 1 comment
- Herne Bay, Salisbury Road: 1 comment
- Herne Bay, Central (Park, Seaside, Main Road, Footpaths): 1 comment
- Herne Bay, Beacon Hill: 1 comment
- Herne Bay, Beacon Avenue: 1 comment
- Herne Bay, Station Road: 1 comment
- Herne Bay, Seafront Between Grand Drive and Central Avenue: 1 comment
- Bridge, to Bishops Bourne, Footpath: 1 comment
- Herne Bay, Downs: 1 comment
- Herne Bay, Hampton: 1 comment
- Herne Bay, Broomfield: 1 comment
- Whitstable, Swalecliffe: 1 comment
- Whitstable, Forge Lane: 1 comment
- Whitstable, Harbour Street: 1 comment
- Whitstable, Maydowns Road: 1 comment
- Whitstable, Joy Lane Ct5 4db: 1 comment
- Whitstable, Old Railway Line: 1 comment
- Whitstable, Beach Alley: 1 comment
- Whitstable, Gorrell Valley Reserve: 1 comment
- Whitstable, Stream's Walk: 1 comment
- Whitstable, Crab and Winkle Pathway: 1 comment
- Whitstable, Longreach, on the Grass Area Before Exiting the Beachfront to Plough Lane: 1 comment
- Whitstable, Preston Parade, Slopes: 1 comment
- Whitstable, Public Foot Paths and Stour River Path Between Chartham and Canterbury: 1 comment
- Tankerton, Seafront: 1 comment
- Tankerton, Beach: 1 comment
- Tankerton, Beach (Coast Watch Hut): 1 comment
- Tankerton, Beach Huts Grassy Areas: 1 comment
- Tankerton, to Swalecliffe, Seafront Slopes Beach Huts: 1 comment
- Swalecliffe, St John's Church, on Playing Field: 1 comment
- Chestfield, Recreation Grounds: 1 comment

- Radfall, Radfall Road: 1 comment
- Clowes Wood: 1 comment
- Bishopstone: 1 comment
- The Downs: 1 comment
- Stodmarsh: 1 comment
- Canterbury, Grove Ferry: 1 comment
- Herne Common, Curtis Wood: 1 comment
- Bishopstone, to Reculver, Coastal Path: 1 comment
- Beltinge, Seafront: 1 comment
- Reculver, the Path at the Top Between Reculver Drive Car Park and the Lees: 1 comment
- Reculver, Country Park; 1 comment
- Reculver, Sanderling Park: 1 comment
- Bishopstone, Grass Footpaths: 1 comment
- Bossingham, Behind Scout Hut: 1 comment

How often people have witnessed this	
More times than I can count	44% (57)
10+ times	19% (25)
Five to nine times	16% (21)
Two to four times	17% (22)
Once	3% (4)

Who witnessed this	
Me, this is a first-hand recollection	95% (123)
Someone else, this is hearsay/anecdotal	5% (6)

Respondents were asked to what extent dog fouling has a detrimental effect on their quality of life. This was a reasonably even split between not very much and a great deal, with 37% of respondents saying a fair amount.

The extent to which this has a detrimental effect on people's quality of life	
A great deal	28% (47)
A fair amount	37% (62)
Not very much	25% (42)
Not at all	10% (16)

Respondents were asked why this activity has a detrimental effect on their quality of life and the following comments were received:

- Physical Inconvenience When Walking: 45 comments
- Concern For Children's Safety And Cleanliness: 34 comments
- Negative Aesthetic Impact On The Environment: 31 comments
- Health And Hygiene Concerns: 22 comments
- Nuisance At Recreational Areas (Beaches, Parks, Woods): 13 comments
- General Indifference Or Minimal Impact On An Individual's Life: 13 comments
- Emotional Distress And Mood Disruption: 9 comments
- Challenges Faced By Individuals With Disabilities: 5 comments
- Appearance And Impression To Visitors: 3 comments

Respondents were asked to what extent the PSPO schedule would unfairly impacts people's activities. Over 82% of respondents said not at all or not very much.

The extent to which the schedule will unfairly impact people's activities	
A great deal	9% (15)
A fair amount	10% (16)
Not very much	28% (46)
Not at all	54% (90)

Respondents were asked why the schedule would (or would not) unfairly impact their day-to-day activities and the following comments were received:

- Dog Owner: Already Picks Up After Dog: 28 comments
- Improve Enforcement: 13 comments
- General Support for the PSPO: 12 comments
- Not a Dog Owner: 12 comments
- Don't Remove PSPO From Bridge Recreation Ground: 8 comments
- Dog Owners Should Pickup After Their Dogs: 6 comments
- Dog Fouling Disrupts Children's Play in Restricted Areas: 4 comments
- Less Dog Fouling is Good for the Community: 3 comments
- Dogs Have Enough Walking Routes Outside of PSPO: 2 comments
- Large Number of/More Frequent Clearing of Poo Bins: 2 comments
- Dog Owner: Carries Poo Bags Already: 2 comments
- Fouling is Health Hazard: 2 comments
- Documents Are Missing From Consultation: 1 comment
- Doesn't Use Areas in Pspo: 1 comment
- Ban Extending Leads: 1 comment
- Fouling is a Problem for Other Dogs: 1 comment
- Doesn't Carry Bags if Dog Doesn't Need to Poo: 1 comment
- Visitors will Benefit from the PSPO: 1 comment
- PSPO Unnecessary: Fouling is Already an Offence: 1 comment

- Concerns About Overzealous Enforcement: 1 comment
- Many Elderly Can't Pick Up After Their Dogs: 1 comment

Respondents were asked for any other comments about the PSPO, or any suggestions on other ways to deal with dog fouling. The following comments were received:

- Enforcement improve generally: 35 comments
- Poo bins, more generally: 9 comments
- N/A or Unclear: 6 comments
- Improve signage: 6 comments
- Dogs on lead in all public spaces: 6 comments
- Enforcement, improve out of hours: 5 comments
- Introduce dog licences: 3 comments
- General support of PSPO: 3 comments
- Improve cleaning of poo: 3 comments
- Empty dog poo bins more often: 2 comments
- Bridge Recreation Ground, No Dogs on Main Body of Recreation Ground, Dogs Allowed on Other Parts of the Recreation Ground: 2 comments
- Enforcement, Publicise Prosecutions: 2 comments
- Enforcement, Improve in Non-Urban Areas (Villages, Rural Areas): 2 comments
- Elderly and Disabled Need Open Spaces Like Parks to Walk Their Dogs, as Footpaths Are Unsafe for Them: 2 comments
- Free Poo Bags at Dog Friendly Establishments, Dog Walking Routes: 2 comments
- Dogs are Dangerous: 2 comments
- Exclude Dogs in All Children's Areas: 2 comments
- PSPO Won't Change Dog Owners Behaviour: 2 comments
- Dogs Should Be Muzzled: 2 comments
- Schedule 1 and 2 Missing From Consultation: 1 comment
- Bins, Stour Way: 1 comment
- Dogs on Leads on All High Streets: 1 comment
- Dane John Gardens, No Dogs Allowed on Grass Due to Fouling: 1 comment
- Bridge, Dogs in Children's Fenced Off Play Area: 1 comment
- Proper Disposal of Poo Bags Should Be Specified in Orders: 1 comment
- Signs Too Small, Separate Maps Must Be Made Available: 1 comment
- Enforcement, Use Security Cameras: 1 comment
- Enforcement, Larger Fines: 1 comment
- More Promotion of PSPO: 1 comment
- PSO Should Cover More Areas: 1 comment
- Large Bans Are Bad for the Environment as They Increase Driving: 1 comment
- Bins, Hambrook Marshes: 1 comment
- Protection Orders Should Be Confined to Children's Play Areas: 1 comment
- Pronouns, Use They Not He: 1 comment
- Dog Fouling a Problem When Dark (Mornings Evenings): 1 comment
- Dogs on Lead Order Not Enforced: 1 comment
- Security Cameras: 1 comment
- Dogs Should Be Chipped: 1 comment
- Improve Public Messaging: 1 comment
- Only Supports Dogs on Leads Order for Small Areas: 1 comment

- Dog PSPO is a Low Priority: 1 comment
- Tankerton Slopes Pier Road, Too Many Dogs: 1 comment
- Tankerton Bay, 1st May to 30 Sept is Widely Disobeyed: 1 comment
- Keep Protection Order on Recreation Ground (Bridge?): 1 comment
- Fenced Off Dog Areas Should Be Provided: 1 comment
- Dogs Are Off Lead at Long Rock SSSI: 1 comment
- Ban Retractable Leads: 1 comment

4.1.3. Dogs off lead in a restricted area

Over half of people stated that they have witnessed dogs off lead in a restricted area in the last 12 months.

The most common places that this has been witnessed are Whitstable, specifically Long Rock, Westgate gardens in Canterbury and Tankerton beach.

Overall, 65% of respondents said that they have witnessed dogs off lead either more times than they can count or 10+ times.

The majority of respondents said that they've witnessed dogs off lead in restricted areas first-hand.

Most people think that 2 metres is an appropriate lead length with over half of respondents agreeing.

Whether people have witnessed this	
Yes	53% (89)
No	35% (59)
Don't know	11% (19)

Areas witnessed:

- Whitstable, Long Rock: 25 comments
- Canterbury, Westgate Gardens: 7 comments
- Tankerton, Beach: 6 comments
- Canterbury, Toddler's Cove: 6 comments
- Tankerton, Promenade Restricted Area: 4 comments
- Canterbury, Dane John Gardens: 4 comments
- Bridge, Recreation Ground: 3 comments
- Tankerton: 2 comments
- Herne Bay, Beach Between Lane End And Pier: 2 comments
- Herne Bay, Reculver Sea Front: 2 comments
- Herne Bay, Pier: 2 comments

- Canterbury, High Street: 2 comments
- Canterbury, Dane John Mews: 2 comments
- Bridge: 1 comment
- Bridge, Star Hill: 1 comment
- Bridge, roads: 1 comment
- Tankerton, Promenade: 1 comment
- Tankerton, Coast watch hut: 1 comment
- Tankerton, Bay Summer Dog Free Areas: 1 comment
- Tankerton, Beach Between The Street And Pier Avenue: 1 comment
- Whitstable, seafront: 1 comment
- Whitstable, Cromwell Road: 1 comment
- Whitstable, Regent Street: 1 comment
- Herne Bay, Promenade: 1 comment
- Herne Bay, Reculver Towers: 1 comment
- Herne Bay, Seafront: 1 comment
- Canterbury, St Peters Street: 1 comment
- Canterbury, City Walls: 1 comment
- Canterbury, Saint George's Tower/clock Tower, Underpass: 1 comment
- Canterbury, Tyler Hill, Summer Lane Playing Field: 1 comment
- Canterbury, City Centre, Near Police Station: 1 comment
- Canterbury, Spring Lane, King George Playing Field: 1 comment
- Canterbury, Longport, Old Graveyard: 1 comment
- Whitstable, Cromwell Road: 1 comment
- Canterbury, Garden Of St Mary De Castro: 1 comment
- Canterbury, Church Lane, St Mildred's: 1 comment
- Canterbury, Stour Street: 1 comment

How often people have witnessed this	
More times than I can count	38% (34)
10+ times	27% (24)
Five to nine times	15% (13)
Two to four times	17% (15)
Once	3% (3)

Who witnessed this	
Me, this is a first-hand recollection	100% (89)
Someone else, this is hearsay/anecdotal	-

Do you think that two metres is an appropriate lead length?

Yes	62% (104)
No	23% (39)
Don't know	14% (24)

Respondents were asked to elaborate on this question by providing reasons or other suggestions for dog lead length. The following comments were received:

- 2 Metres Ok: 22 comments
- Less Than 2 Metres: 12 comments
- More Than 2 Metres: 9 comments
- Extending/long Leads Are a Physical Hazard: 6 comments
- Depends on Size or Nature of Dog: 6 comments
- 1 Metre: 4 comments
- Leads Unnecessary for Under Control Dogs: 4 comments
- Use Muzzles, Leads Alone Aren't Enough: 4 comments
- There Are Too Many Restricted Areas: 3 comments
- Extending Leads: Ban in Restricted Areas: 3 comments
- Extending Leads Don't Control Dogs: 3 comments
- 3 Metres: 2 comments
- Extending Leads Are Ok: 2 comments
- Extending Leads: Do They Comply in Restricted Areas?: 2 comments
- 1.5 Metres: 1 comment
- More Than 3 Metres: 1 comment
- Extending Leads Only in Large Spaces: 1 comment
- Context Dependent: Whatever Length Stops Harm: 1 comment

Respondents were asked if dogs off lead had an impact on their quality of life. All in all, under half of people said not at all or not very much.

The extent to which this has a detrimental effect on people's quality of life	
A great deal	25% (28)
A fair amount	26% (29)
Not very much	29% (33)
Not at all	20% (23)

Respondents were asked why this activity has a detrimental effect on their quality of life and the following comments were received:

- Causes Mental Distress/limit Enjoyment of Public Spaces: 32 comments
- No/limited Issues From Dogs Off Lead: 28 comments
- Difficulty for Dogs on Leads: 15 comments
- Frightening or Dangerous for Children: 15 comments
- Disturbance to Wildlife/Long Rock: 12 comments
- Physical Hazard/threat: 8 comments
- Many Dogs Are Poorly Trained: 8 comments

- Fouling More likely to be Cleared up if Dogs On Lead: 5 comments
- Danger to the Elderly: 3 comments
- Dogs Off Lead Are Good for Quality of Life: 3 comments
- Dog Owner: Avoids Restricted Areas: 2 comments
- Dogs Should Be on Leads in All Public Areas: 2 comments
- Improve Signage: 2 comments
- Keeping Dogs on Leads Limits Their Ability to Exercise: 1 comment
- Dislike of Dogs for Cultural Reasons: 1 comment
- Use Time Limits With Zones, Late at Night Ok Off Lead: 1 comment

Respondents were asked to what extent the PSPO schedule would unfairly impacts people's activities. The vast majority said not at all, or not very much.

The extent to which the schedule will unfairly impact people's activities	
A great deal	14% (24)
A fair amount	14% (24)
Not very much	23% (38)
Not at all	49% (81)

Respondents were asked why the schedule would (or would not) unfairly impact their day-to-day activities and the following comments were received:

- Dog Already on Lead: 10 comments
- Dogs Will Have Less Exercise: 8 comments
- General Support for Rules: 7 comments
- Using Leads Isn't Hard: 6 comments
- Not a Dog Owner: 6 comments
- Objection to Controls on Dog Owners: 5 comments
- Dog Owners Should Expect to Obey the Rules: 4 comments
- Lead Unnecessary Dog is Well Controlled Off the Lead: 3 comments
- Improve Enforcement: 2 comments
- Already Plenty of Land Without Restrictions: 2 comments
- Restricted Areas Are Already Avoided: 2 comments
- Dogs Should Not Be Allowed on Bridge Recreation Ground: 2 comments
- Dogs Off Lead Disturb Wildlife: 2 comments
- Allow Dogs Off Leads Prior to 9am and After 6pm So Those With a Dog in the City Centre: 1 comment
- Dogs Are Good for Well-being: 1 comment
- Families With Dogs Can't Use Children's Play Areas: 1 comment
- Dog Owner, Uses Extender Lead: 1 comment
- Canterbury City, All Parks Dogs on Lead, and More Dedicated Off Lead Areas: 1 comment
- Dogs on Leads is Commonplace in Some Countries: 1 comment
- Dog Owners Should Choose a Lead: 1 comment

- Canterbury, Toddler's Cove Path is Ok for Dogs Off Lead: 1 comment
- Dogs and Non Dog Owners Can Share the Space: 1 comment
- Introduction of Rules Would Cause Friction: 1 comment
- Improve Signage: 1 comment

Respondents were asked for any other comments about the PSPO, or any suggestions on other ways to deal with dogs off lead. The following comments were received:

- Improve Enforcement Improve Signage: 20 comments
- N/A or Unclear: 12 comments
- Create Fenced Parks for Dogs Off Leads/More Dedicated Dog Friendly Areas: 9 comments
- Concerns about Over-zealous or Incorrect Enforcement: 6 comments
- Remove PSPO: 3 comments
- More Poo Bins: 2 comments
- Signage, Use More Polite Notices for Long Rock, Be aware of Elderly and Children Dog Licence: 2 comments
- Make the Riverside path between Morrisons and Toddler's Cove a bike free area. Divert bike users and those that do not wish to encounter dogs to Whitehall road from the car park behind Toddler's cove People in Cities as Very Reliant on Off Lead Parks: 2 comments
- This Consultation is Unclear Publicise Enforcement: 2 comments
- Improve Early and Late Hours Enforcement Bridge Parish Council Don't Understand Where the Current PSPO is Tankerton, Can May-Oct order be lessened by using a time restriction (not all day?) e.g. restricted from 9am to 5pm: 1 comment
- Multitask Enforcement (Parking and Dogs): 1 comment
- Dogs on Lead at Beach: 1 comment
- Dogs Are Becoming a Threat to Children: 1 comment
- Remove River Walk From PSPO: 1 comment
- General Supportive Comments: 1 comment
- Mandatory Dog Training: 1 comment
- Free Poo Bags: 1 comment
- Do not employ private contractors: 1 comment
- Bridge Recreation Ground, create a designated area for dogs: 1 comment
- Dogs Don't need to be on Leads to be Under Control: 1 comment
- Whitstable, Protect Long Rock SSSI from Dogs: 1 comment
- Whitstable, Long Rock, Create Fenced Off Area For Dogs: 1 comment
- Dogs on leads on all High Streets: 1 comment
- Riverside Walk Zones Are Unclear: 1 comment
- Toddler's Cove Zones are unclear: Whole Park or Just Children's Play Area?: 1 comment

4.1.4. Dog exclusion

Over half of people stated that they have not witnessed dogs in an exclusion zone, however nearly a quarter of people have.

The most common places that this has been witnessed are Bridge Recreation Ground and Toddlers Cove in Canterbury.

In total, 34% of people said that they have witnessed dogs in an exclusion zone between 2 and 4 times. The vast majority of people have witnessed this first-hand.

Whether people have witnessed this	
Yes	24% (40)
No	60% (100)
Don't know	16% (27)

Areas witnessed:

- Bridge, Recreation Ground: 13 comments
- Canterbury, Toddler's Cove: 2 comments
- Whitstable, Mariner's View, Jubilee Park: 1 comment
- Whitstable, Westmead, Recreation Ground Children's Play Area 1
- Reculver, Country Park In The Play Area: 1 comment
- Herne Bay, Hampton Play Park: 1 comment
- Canterbury, CT2 7DL, Hales Place Playground: 1 comment
- Tankerton, Beach: 1 comment
- Tankerton, Beach In Summer: 1 comment
- Canterbury, Toddlers Cove: 1 comment
- Whitstable, Plough Lane Park: 1 comment
- Herne Bay, CT6 6SU, Reculver Country Park: 1 comment
- Herne Bay, Reculver: 1 comment
- Whitstable, Long Rock: 1 comment
- Tankerton, Bay: 1 comment
- Between Herne Bay And Reculver: 1 comment

How often people have witnessed this	
More times than I can count	20% (8)
10+ times	20% (8)
Five to nine times	13% (5)
Two to four times	35% (14)
Once	13% (5)

Who witnessed this

Me, this is a first-hand recollection	95% (38)
Someone else, this is hearsay/anecdotal	5% (2)

Respondents were asked if dog exclusion zones have an effect on their quality of life. A clear majority said either not at all or not very much. Only 19% said a great deal.

The extent to which this has a detrimental effect on people's quality of life	
A great deal	19% (32)
A fair amount	10% (17)
Not very much	23% (38)
Not at all	48% (80)

Respondents were asked why this activity has a detrimental effect on their quality of life and the following comments were received:

- Exclusion Zones Are Easily Avoided/Have Minimal Impact: 19 comments
- Dogs Prohibit Use Of Children's Play Areas/Concerns About Children And Dogs: 11 comments
- Dogs Are A Problem For People Using Recreational Areas: 10 comments
- Dogs Increase Fouling Which Is A Health Risk: 3 comments
- No Problem Seen With Dogs In Exclusion Zones: 3 comments
- Does Not Support Exclusion Zones: 3 comments
- Difficult For Families/Single Parents Who Can't Take Dogs To Children's Play Areas: 2 comments
- Dogs are Distressing: 2 comments
- Dog Exclusion Zones Are A Limited Issue: 2 comments
- People Can Walk Their Dogs Elsewhere: 2 comments
- Dogs In Exclusion Zones Affect Daily Activities: 1 comment
- Dogs Within Exclusion Zones Are Well Behaved: 1 comment
- Improve Enforcement: 1 comment
- Dogs Won't Be Able To Exercise: 1 comment

Respondents were asked to what extent the PSPO schedule would unfairly impacts people's activities. Over half of respondents said not at all, with only 15% saying it would unfairly impact them a great deal.

The extent to which the schedule will unfairly impact people's activities	
A great deal	15% (25)
A fair amount	11% (18)

Not very much	17% (28)
Not at all	58% (96)

Respondents were asked why the schedule would (or would not) unfairly impact their day-to-day activities and the following comments were received:

- Exclusion Zones Are Easy To Avoid: 14 comments
- Removal Of Area Will Limit Use Of Recreational Areas By Non Dog Owners: 10 comments
- Dogs Limits Use Of Children's Play Areas/Concerns About Children And Dogs: 8 comments
- Dog Owner Avoid the Zones: 6 comments
- Difficult For Families With Dogs To Use Children's Play Areas: 3 comments
- Dogs In Exclusion Zones Not A Problem: 3 comments
- Against Restrictions On Dog Owners: 3 comments
- Concerns Over Ability To Exercise Dogs: 2 comments
- Difficulty Finding Places To Walk Dog: 2 comments
- Dogs Can Be Walked Elsewhere: 2 comments
- General Support For Rules: 1 comment
- Poor Enforcement: 1 comment

Respondents were asked for any other comments about the PSPO, or any suggestions on other ways to deal with dogs in restricted areas. The following comments were received:

- N/A Unclear: 9 comments
- Improve Enforcement Improve Signage: 10 comments
- Bridge, Zone Should Remain In Place: 5 comments
- Promote Awareness Of PSPO: 2 comments
- Reculver, Better Signage: 2 comments
- Zones Are Difficult For Families With Dogs Use Children's Play Areas: 2 comments
- General Support For PSPO: 2 comments
- Bridge, Include Recreation Ground In Zone Introduce Dog Licences: 2 comments
- Fix Gates On Children's Play Areas Bridge, Parish Council Should Have Been Asked About This Consultation: 2 comments
- Bridge, Park Signage Should State That The Ban Only Applies To The Children's Area Improve Signage, Whitstable, Long Rock: 1 comment
- Herne Cemetery, Allow Dogs On Leads: 1 comment
- Toddlers Cove, Delineate Zones Better: 1 comment
- Improve Education: 1 comment
- Allow Dogs On Leads Passing Through Exclusion Zones: 1 comment
- Create Designated Areas For Dog Walkers: 1 comment
- Concerns About Children: 1 comment
- Tankerton, Extend Zone In The Summer Months From To Beach Level With Tankerton Sailing Club To The Street. Dogs Should Not Be Allowed From Pier Avenue To The Tankerton Sailing Club During The Summer Months: 1 comment

4.2 Evidence on specific locations within Schedule 1

The following locations were listed within the consultation to be removed from Schedule 1. Below is a summary of all the comments specifically mentioning these locations

Paths of the Riverside Walk, St Radigund's

- Disagree to remove this location from Schedule 1: 3 comments
- Approve to remove this location Schedule 1: 2 comments
- Witnessed dogs off lead within Riverside Walk: 1 comment

The public footpath within Whitstable Cemetery, Whitstable
There were 0 comments relating specifically to this location

Westgate Gardens

- Disagree to remove this location from Schedule 1: 2 comments
- Approve to remove this location from Schedule 1: 1 comment

Toddlers Cove

- Disagree to remove this location from Schedule 1: 2 comments
- Approve to remove this location from Schedule 1: 1 comment

Reculver Towers Heritage Area

- Disagree to remove this location from Schedule 1: 5 comments
- Approve to remove this location from Schedule 1: 0 comments

Sturry Green, Mill Road

- Witnessed dog fouling in this location: 1 comment

Promenade Herne Bay Pier to Land End

Evidence on this location from respondents comments is not possible to include as the area is too specific

Promenade from Neptune Jetty westwards to Herne Bay Pier

Evidence on this location from respondents comments is not possible to include as the area is too specific

4.3 Evidence on specific locations within Schedule 2

The following locations were listed within the consultation to be removed from Schedule 2. Below is a summary of all the comments specifically mentioning these locations

Play area The Maltings, Enclosed, Littlebourne

- Disagree to remove this location from Schedule 2: 1 comment
- Approve to remove this location from Schedule 2: 0 comments

Play area Black Griffin Lane Enclosed

0 comments were made on this location specifically

Play area Toddlers Cove

- To include within Schedule 2: 2 comments

Sturry Road Community Park Garden Area Northgate

0 comments were made on this location specifically relating to schedule 2

Bridge Recreation Ground

- Allow dog walkers on the recreational ground: 1 comment
- Do not allow dog walkers on the recreational ground: 4 comments

4.4. Written representations

A total of five written representations were received.

4.4.1. Kent Police & Crime Commissioner

The Commissioning Project Officer to the Kent Police & Crime Commissioner submitted the following comments on the PCC's behalf via email:

[...]Thank you for your email concerning the review of the Public Space Protection Orders (PSPO) in Canterbury.

I have asked my office to make contact with the Canterbury District Commander regarding their views and potential involvement. The update has been positive. I trust that the order will have a minimal impact on front line policing and predominately be supported through Canterbury City Council.

The public consultation is due to finish on 6th November 2023, and I am happy to provide my provisional support to the proposed order.
I look forward to hearing an update in due course.

4.4.2. A resident

A resident submitted the following comments via email:

[...]Currently there is a seasonal control order (a person in charge of a dog shall at all times keep that dog on a lead of no more than two metres in length) in place in Tankerton at promenade level covering the stretch from Pier Ave west to The Street. I would like to see this extended at the eastern end so that it runs an additional couple of hundred metres up to Tankerton Bay Sailing Club ("TBSC") i.e. TBSC to The Street.

The reason is that when dog walkers head easterly along the promenade the responsible ones adhere to the Order but unleash the dog in line with Pier Avenue just before passing the beach huts. Young families visiting the huts don't appreciate it when a dog tries to play and use it's pent up energy with them on the beach. It can be very scary for children who do not have a dog in the family to encounter what is to them a large unknown animal running directly at them.

I'm fine with the seasonality of the existing order given greater public use during warmer months. It is the protection afforded to youngsters at beach huts near The Street that I

seek parity with for my family.

4.4.3. A resident

A resident submitted the following comments via email:

[...]I understand that the effect of this proposed Order in the village of Bridge would be that dogs would be banned only from the fenced off children's play area on the recreation ground. Currently, dogs are banned from the whole area of Bridge rec.

I don't see a need, in Bridge, to extend dog access on the rec. There are many well used alternative walks in our semi rural parish. There is no need to increase the risk of adverse human/dog interactions, nor increase the potential for zoonotic disease exposure via dog faeces contamination in children and people playing sports on the recreation ground. I do think that the differing community needs should be balanced and I have seen provision of dog parks in urban areas (albeit, mainly abroad) where ability to let pets run around freely is more limited. They seem to work very well. However, I don't really see that this is essential in our current local environment.

4.4.4. A resident

A resident submitted the following comments via email:

[...]with reference to previous correspondence, I am enclosing an article in which I recently came across in an edition of the local NET magazine. Please could the important points made in this article be raised when the order is being reviewed.

4.4.5. Dogs Trust

The Dogs Trust submitted the following comments via email:

[...]Dogs Trust has been made aware that Canterbury City Council is currently consulting on the extension of its series of Public Space Protection Orders. As the UK's largest dog welfare charity, we would like to make some comments for consideration.
Dogs Trust's Comments

1. Re; Fouling of Land by Dogs Order:

- Dogs Trust consider 'scooping the poop' to be an integral element of responsible dog ownership and would fully support a well-implemented order on fouling. We urge the Council to enforce any such order rigorously. In order to maximise compliance, we urge the Council to consider whether an adequate number of disposal points have been provided for responsible owners to use, to consider providing free disposal bags and to ensure that there is sufficient signage in place.

- We question the effectiveness of issuing on-the-spot fines for not being in possession of a poo bag and whether this is practical to enforce.

2. Re; Dog Exclusion Order:

- Dogs Trust accepts that there are some areas where it is desirable that dogs should be excluded, such as children's play areas, however we would recommend that exclusion areas are kept to a minimum and that, for enforcement reasons, they are restricted to enclosed areas. We would consider it more difficult to enforce an exclusion order in areas that lack clear boundaries.
- Dogs Trust would highlight the need to provide plenty of signage to direct owners to alternative areas nearby in which to exercise dogs.

3. Re; Dog Exclusion Order and beaches:

- With phone calls often being made to the RSPCA and Police alerting to dogs being left in hot cars in coastal areas, we would urge you to consider the danger animals may be put in, and the difficult decisions owners have to make, by not being allowed to take their dogs onto the beach.
- If the Council does choose to implement this order, Dogs Trust would encourage looking into a compromise between beach goers and dog owners, e.g. allowing dogs onto the beach in the evenings or early mornings, or having dog friendly sections on the beaches.
- Strict dog exclusion restrictions can also lead to a decrease in dog friendly tourism for businesses along the coast, which in turn could have a negative impact on the local economy.

4. Re; Dog Exclusion and sport pitches

- Excluding dogs from areas that are not enclosed could pose enforcement problems - we would consider it more difficult to enforce an exclusion order in areas that lack clear boundaries.
- We feel that exclusion zones should be kept to a minimum, and that excluding dogs from all sports pitches for long stretches of the year is unnecessary. In some cases sports pitches may account for a large part of the open space available in a public park, and therefore excluding dogs could significantly reduce available dog walking space for owners.
- We would urge the Council to consider focusing its efforts on reducing dog fouling in these areas, rather than excluding dogs entirely, with adequate provision of bins and provision of free disposal bags

5. Re; Dogs on Leads Order:

- Dogs Trust accept that there are some areas where it is desirable that dogs should be kept on a lead.
- Dogs Trust would urge the Council to consider the Animal Welfare Act 2006 section 9 requirements (the 'duty of care') that include the dog's need to exhibit normal behaviour patterns – this includes the need for sufficient exercise including the need to run off lead in appropriate areas. Dog Control Orders should not restrict the ability of dog keepers to comply with the requirements of this Act.
- The Council should ensure that there is an adequate number, and a variety of, well sign-posted areas locally for owners to exercise their dog off-lead.

6. Re; Dogs on Lead by Direction Order:

- Dogs Trust enthusiastically support Dogs on Leads by Direction orders (for dogs that are considered to be out of control or causing alarm or distress to members of the public to be put on and kept on a lead when directed to do so by an authorised official).

• We consider that this order is by far the most useful, other than the fouling order, because it allows enforcement officers to target the owners of dogs that are allowing them to cause a nuisance without restricting the responsible owner and their dog. As none of the other orders, less fouling, are likely to be effective without proper enforcement we would be content if the others were dropped in favour of this order.

*the full response has not been included within this document

4.5. Public meeting

A total of three public meetings was held in the following locations:

- South Quay Shed, Harbour, Whitstable CT5 1AB, on Wednesday 11 October, 5pm to 7pm
- Herne Bay Baptist Church, High St, Herne Bay CT6 5LA, on Wednesday 18 October, 5pm to 7pm
- Tower House, Westgate Gardens, Canterbury, CT1 2DB, on Wednesday 1 November, 5pm to 7pm.

These events were promoted via email to a wide array of stakeholders on the council's newsroom website as well as social media channels.

4.5.1. Whitstable event

The following comments were raised at this event:

Signage

- E-bikes on pathways in Tankerton are dangerous, there should be more signage to stop offenders
- clearer shared pathways needed
- In order to make it less arguable that someone isn't aware of the band, paint a bold yellow line all the way along the dog ban space.
- Signage needed
- Protected site at the bottom of tankerton slopes needs better signage as dogs walk along there

Enforcement

- cameras could pick up some of these offenders
- The West end of Tankerton has a set of orders and the Eastern end doesn't, there are minimal enforcement measures taken along there. Often find dog fouling. Signage can be improved, even if this is timed to certain points in the day.
- Enforcement is needed in Tankerton (2 comments)
- Do officers have flexibility to attend the coast when it gets busy?
- Other residents informing visitors that are breaking PSPO rules

- Whitstable residents feel that the attention is based on the City and not the coast. If the city is going to continue to be prioritised to the coast, there needs to be time and money to reflect that

Evidence based comments

- bike riders are dangerous along the seafront
- some dogs you see are out of control but not often
- The issue of reckless cycling was raised and proposed to go into the coastal order, unfortunately we had councillors who didn't want this and for that reason it was shelved.
- Dogs are not in control of extendable leeds, often dogs are out of control, approaching groups of people and sea swimmers left vulnerable.
- On part of the beach when orders didn't apply, there were dogs going around and urinating on clothes left by swimmers on the beach
- People often do not pick up after their dog
- Extendable leads often means the dog is still out of control, dogs can get to full speed after 2m, this means the lead will be out of the owner's hand
- People have been attacked by dog walkers on Lock Rock not abiding by the rule

Suggestions

- Say that the dogs are must be on the lead on the path, ban them from the shingle
- Ban people from bringing their dogs to the beach in the Summer, especially when it's too hot. Educate them on the dangers.
- Blanket ban from May - Sept in Tankerton. It's not fair on dog walkers, could it be timed to certain busy points in the day. It's the irresponsible owners that are causing the issues.
- It states from the high tide mark, this map is very linear, it doesn't match the hightide mark

Questions

All questions were answered during the event, the answers were not recorded.

- There is an increase in commercial dog walkers who have multiple dogs, you can't watch this many dogs at a time. Is there a requirement if you can't walk anywhere in a public place with more than 4 dogs?
- Do you have licence for commercial dog walkers, this is different to boarding care?
- Long Rock, what is the current order there? Is it being dealt with separately because of it's status
- If all the dog owners got together and disagreed with the consultation, at what point would you ignore these comments?
- Can we put signs up on posts that are owned by KCC?
- What is the format of the next level of consultation?
- Is there any feedback on the Long Rock dog control order?
- Coastal management plan, will this be reviewed?

Other

- schedules aren't clear to see when filling in the consultation online

- The stretch from toilet block to the skate park, this is a very busy part of the beach and a high dog population.
- This won't impact visitors, it will impact locals.
- This all needs to be balanced, we have only less than half of a mile of restrictions, the rest is unrestricted. There are people that do want to come to the beach and don't want dogs there. The beach is a blue flag beach.
- Dog Trust do dog education in schools too

4.5.2. Herne Bay event

The following comments were raised at this event:

- No map included in the schedule within the consultation
- No mention of Bridge at all unless you fill in the survey and you don't get any information
- It's a busy recreation ground with various users throughout the year, including regular sports activities.
- The last thing we want on the recreation ground is dogs being able to run free on there
- One single person is making a fuss at wanting to allow dogs on the field
- Locals came to a Parish council meeting asking us to not allow dogs on the field
- The restrictions are poor and we strongly disagree
- By any consultation process you would have contacted the Parish, no one was contacted, we only found out by hearing about it through another Parish
- We ask you enforce the ban over the entire recreation ground
- Other local recreational grounds that allow dogs can no longer play sports on there due to dog fouling
- There are other spaces to walk your dog within Bridge, we need to protect this area
- Strong message about the enforcement order needs to be in place across the entire recreation ground
- There needs to be more signage and more enforcement

4.5.3. Canterbury event

The following comments were raised at this event:

Signage

- Signs were repeatedly removed at Long Rock, we need better signage
- Signs at Pegwell Bay work well
- Paths of the riverside walk in Canterbury, can this be made clearer as to what area you mean?
- There is very clear signage in Minnis Bay, this was clearly dog owners split with dog free zones.
- As you walk into the tannery field it says dogs must be under control but it isn't specific, some signage with other antisocial behaviours, first signage you get to dogs on lead it when you get to westgate gardens. Moving forward i'd hope the signs around the city would be clearer

Enforcement

- Long Rock area needs monitoring to see the amount of misbehaving dog owners
- Council would instal fencing around the paths at Long Rock if the reports of offenders go up
- Fences need to be there to protect the birds at Long Rock
- Bridge PC last Oct, we voted we wished for the ban on the rec to continue, there is one individual for the ban to be removed. We're a democracy, if the results show they

want the rec to be lifted then fair play, but if the majority want the ban supported then we should enforce it.

Evidence based comments

- Some of the areas of exclusion on the coast protect the nesting birds, understandable that there is conflicting interest with biodiversity.
- I have experienced where the government guidelines for enforcement were not followed with that order
- You need to prioritise wildlife protection
- Are you aware Whitstable is unusual and there is a high population of dogs present?
- It needs to be looked at in a special way
- Worried about the amount of dog mess on the rec in Bridge
- The officers could be vulnerable, the officer we met was vile, if we had not been nice people she could have ended up in a horrible situation. They need to be careful how they approach people
- Dog foul bins are not emptied often enough

Suggestions

- Dogs allow people to go outside and are a lifeline to some people, you need a public space if you live in flat or small garden courtyards. It would be good to have areas where you can have a dog only zone
- Suggestion to Rebecca Booth regarding a dog friendly location. Direct cyclers up Whitehall Road so that the bath between Toddlers Cove and Morrisons can be a dog zone without cyclists.
- Visited Pegwell Bay, they have a dog specific area, fenced off, the only issue is people leaving their dog fouling but this does work well. Can the same be duplicated at Long Rock, where there is a large recreation green to allow dogs to run free
- Do not agree with the wording of the consultation, this needs to be changed to not be leading
- In responded the questionnaire doesn't capture many details on the person filling it out
- Laminate a QR code and put it in a park
- If the majority of the village want access to dogs on the rec, could we have a time of monitoring this to ensure it is working
- KCC has a process where they take in the comments and proposals, then come up with their proposals and residents can then react to these before being decided.
- Timed zones where dogs are allowed and not allowed

Questions

All questions were answered during the event, the answers were not recorded.

- How much of a nuisance is dog control, do you receive many complaints?
- How would you advise members of the public to engage with people that are in breach of the order?
- In the last 3 years, how many fixed penalties have been sanctioned?
- When you have national enforcement services, how often do you quality control their approach?
- Does the camera footage mean that if someone puts the dog on the lead but they are repeat offenders they can be sanctioned?

- Why is there a rise of dog fouling in the winter?
- Is there a place for a dog zone where they can be exercised off their leads?
- Could the map include areas which are more dog friendly?
- How do you advertise that there is a survey to complete? I randomly read the local magazine come through the door
- Are there any advertisements in libraries?
- When the consultation has finished will there be any liaison with the Parish Council on what the council will do in response before we see a sign?
- The evidence presented to the councillors, the long rock and bird disturbances how will this be presented?
- Would it be worth residents feeding their day to day experiences into the evidence Martin Hall is gathering?
- When did the consultation process begin?
- When can we find out the results of the consultation?

Other

- Long Rock - Attended a Bird Wise East Kent talk, there was a public consultation last year, the result was overwhelming resistance from dog owners, the result was they have to keep the majority vote and they said that signs were repeatedly removed and they couldn't enforce due to no signs. Agreement that new signs will go up, over 2 years they will monitor if the number of complaints on dogs off lead goes up or down. Compare total numbers of dogs causing disturbances to previous years, if number has gone down and dog owners are behaving, the council will then take no further steps protecting wildlife at the site.
- Surprised that people destroy enforcement notices, people are now used to picking up dog fouling and thought majority of dog owners are compliant
- There are some people that won't look at nature and the bigger picture
- Bridge - recreation with fenced off children's play area, in the 80s there was a bylaw to stop dogs from being on the rec. At some point where the fencing was put in something has got through allowing dogs, this was not done with the knowledge of the parish council.
- There are plenty of areas in the countryside around Bridge for dogs to exercise, we have our rec which is widely used, next to the school, children use it for events and walk across. The whole of the rec is a children's play area, the reason for the fenced off area is because of the safety of children climbing into the river.
- There is a pavilion in the rec, we have football teams, weekly toddler groups who use the outside space in Summer months, we have parties with outside space. This area is nice for children and adults to have a space to be able to play without dog fouling
- People respect the current control, dogs don't come into the rec, those that do ignore the order they do so knowing they are not welcome there. It doesn't stop, but the order works well currently.
- It's the wish of the PC representing the village to be frustrated that one person is making a fuss, which is a minority.
- We're disappointed as a PC that it wasn't made clear to us when we were sent the consultation. It was more of a Canterbury based city centre control order or review, not that is mentioned any specific on Bridge. It took us a while the consultation picked up a change in Bridge

5. Conclusions

Overall, the survey results show that there is general support for the Dog Control PSPO.

This report provides a range of information about when, where and how frequently dog fouling, dogs off lead, and dogs in restricted areas have been witnessed by respondents.

While respondents expressed that dog exclusion zones don't have an impact on their quality of life and offences haven't been witnessed very often, these figures should be considered in conjunction with other evidence within the report.

Given the response rate and overall engagement during the consultation period, residents seem engaged with the control of dogs within Canterbury district.

It is hoped that the findings from this consultation provide useful insight as to how the council will proceed during its review of the dog control PSPO.

Appendix B

1. Climate Change impacts

Impact of proposal Positive/ Neutral/ Negative	Explanation of impact If you have any relevant data, please include that in the explanation and reference the source.	Mitigation
<p>Impact on the council's target of being carbon neutral by 2030 This applies to emissions of carbon dioxide as a direct result of our own activities and services. Please consider the whole life impact of your proposals</p>		
Positive	There is a risk that journeys to carry out enforcement activities across the district on behalf of the council could impact emissions of carbon dioxide. The mitigations listed will ensure that there is a positive impact.	<p>Plans underway to replace vehicles used by the council's enforcement team with electric models.</p> <p>Effective scheduling of staff/contract resources will take place to minimise unnecessary journeys by car.</p>
<p>Impact on carbon emissions in the Canterbury district This applies to the carbon dioxide emissions in the district as a result of your proposal. Please consider the whole life impact of your proposals.</p>		
Positive	Many of the incidents of anti social behaviour that we need to tackle have an impact on carbon emissions in the Canterbury district.	The requirements in the proposed PSPO will have a positive impact as they are preventative measures aimed at protecting the environment and tackling environmental issues.
<p>Emission of other climate changing gases including methane, CFCs, nitrous oxide</p>		
Positive	Dog faeces can be a danger to young people.	The proposed PSPO seeks to reduce incidents of this.

2. Adaptation to climate change - Impact on our resilience to the effects of climate change

The greatest risks posed by climate change to the UK are:

- Flooding and coastal changes including erosion from extreme events

- Risks to health caused by high temperatures
- Water shortages and drought
- Risk to natural environments & services - landscape, wildlife, pollinators, timber etc
- Risk to food production & trade
- Emergence of new pests and diseases affecting people, plants & animals

What impact do your proposals have on our ability to resist or tackle these problems in the future?

Impact of proposal Positive/ Neutral/ Negative	Explanation of impact	Mitigation
Positive	Extinction of breads in SSSI protected areas due to disturbance and damage to the habitat.	The proposed PSPO will aim to reduce impact on wildlife in protected areas

3. Further assessment work

Is a further more detailed assessment required at a later stage of this proposal? **Not at this stage**

Appendix C - Equality Impact Assessment

Date of initial assessment	29th November 2023
Division	People
Proposal to be assessed	Proposed Canterbury Dog Control Public Space Protection Order 2024
New or existing policy or function?	Existing
External (i.e. public-facing) or internal?	External
Statutory or non-statutory?	Statutory
Your name	Lacy Dixon
Your job title	Enforcement Manager
Your contact	lacy.dixon@canterbury.gov.uk
Decision maker (e.g. Community Committee, Management Team etc.)	Community Committee is asked to resolve that public consultation is undertaken on the proposed Canterbury Dog Control Public Space Protection Order 2024
Estimated proposal deadline	Implementation planned for February 2024

<p>Please outline your proposal, including:</p> <ul style="list-style-type: none"> ● Aims and objectives ● Key actions ● Expected outcomes ● Who will be affected and how ● How many people will be affected 	<p>The PSPO provides local authorities with the necessary powers to introduce restrictions upon activity and behaviours deemed to be anti-social and occurring in “public spaces”.</p> <p>It is designed to restrict and prohibit certain behaviours, within the designated area, where evidential tests are satisfied.</p> <p>Those potentially affected negatively includes people who live, work, and visit the area, who demonstrate anti-social behaviours included in the proposed order.</p> <p>Those potentially affected positively includes people who live, work, and visit the area, local businesses and service providers, who are impacted by the anti-social behaviours included in the proposed order.</p> <p>No specific number of people can be identified as being affected at this stage as there is no target group.</p> <p>There is the need for a consistent yet flexible approach to the application of the proposed PSPO.</p> <p>If the proposed PSPO is implemented, it will be important for authorised officers to consider the needs of the individual and their personal circumstances in order to make an informed decision as to the appropriate action to take (i.e. recommendation for support, advice, fine, criminal justice approach etc).</p>
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	<p>It will also be important for authorised officers to ensure that any action taken is proportionate to and balanced against any risks posed, either to the individual or the wider community.</p>
<p>What relevant data or information is currently available about the customers who may use this service or could be affected?</p>	<p>There is a requirement for a period of statutory consultation to be undertaken on the proposed PSPO, before a decision can be taken.</p> <p>It is important for the consultation to be both accessible and engaging with those likely to be affected by the order (positively and negatively). It must also consider the communication needs of those living within the designated area</p> <p>The implementation of the proposed PSPO would be applied to everyone within the designated area, however it is likely that it will have an increased negative impact on perpetrators.</p> <p>Whilst the PSPO is designed to prohibit certain activities, it is also designed to enable people to feel that the district areas covered are safe and welcoming places for all.</p> <p>We know anecdotally, and from previous consultation/evidence provided, that there are some sections of the community who currently don't feel that this is the case (this includes for example some older people, disabled people).</p> <p>The implementation of the PSPO could therefore potentially have a positive impact for many individuals.</p>

Is the decision relevant to the aims of the Public Sector Equality Duty, which are listed below?		
Guidance on the aims can be found in the EHRC's PSED Technical Guidance		
Aim	Yes/No	Explanation
Eliminate discrimination, harassment and victimisation	Yes	We will closely monitor the enforcement of the proposed PSPO once it is implemented, to ensure that there is no systemic discrimination and disadvantage affecting people with particular protected characteristics.
Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it		We will take steps to meet the different needs of people with different protected characteristics to ensure there is no disadvantage
Foster good relations between persons who share a relevant protected characteristic and persons who do not share it		We anticipate that the proposed PSPO will lead to a reduction in fear of crime both in respect of those who share a certain protected characteristic and those who do not.

Assess the relevance of the proposal to people with different protected characteristics, and assess the impact of the proposal on people with different protected characteristics.			
Protected characteristic	Relevance to proposal High/ Medium/ Low/None	Impact of proposal Positive/ Neutral/ Negative	Explanation
Age	High	Positive/ Negative	Positive Impact - Although the PSPO is designed to prohibit certain behaviours it also looks to make the areas identified safer and more welcoming places. Anecdotally, we know that some sections of the community (for example older people and children) either don't feel that this is the case at present, or have been affected by some of the behaviour we are trying to tackle, and this has a negative impact on these individuals. The PSPO could have a positive impact for these individuals. A health and safety risk that this poses to young individuals is dog faeces.
Disability			Positive Impact - The PSPO will positively impact those individuals with additional support needs, protected or hidden characteristics and or disabilities to feel safer when accessing the district. Negative Impact - The PSPO could adversely impact those perpetrators with mental health concerns and those with alcohol dependency, or substance misuse issues. Mental health/other considerations will be taken into account by officers.
Gender reassignment	None	Neutral	
Marriage and civil partnership	None	Neutral	
Pregnancy and maternity	None	Neutral	
Race	None	Neutral	
Religion or belief	None	Neutral	
Sex	None	Neutral	
Sexual orientation	None	Neutral	
Other groups: for example – low income/ people living in rural areas/ single	Medium	Negative	Low income - perpetrators breaching a PSPO could be issued with a FPN requiring financial payment. This could impact those on low incomes.

parents/ carers and the cared for/ past offenders/ long-term unemployed/ housebound/ history of domestic abuse/ people who don't speak English as a first language/ People without computer access etc.	Medium	Negative	People who don't speak English as a first language - efforts needed to ensure that communication caters for differing needs when required.
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<p>Are you going to make any changes to your proposal as a result of these findings, in order to mitigate any potential negative impacts identified? If yes, what are they? If no, why not?</p>	<p>No.</p> <p>The mitigations below will be implemented.</p> <p>Plans in place for the consultation to be both accessible and engaging with those likely to be affected by the order.</p> <p>As part of implementation, plans will be in place for authorised officers to consider the needs of the individual and their personal circumstances in order to make an informed decision as to the appropriate action to take.</p> <p>We will put mechanisms in place to ensure communication can be made with people who don't speak English as a first language.</p>
<p>Is there any potential negative impact which cannot be minimised or removed? If so, can it be justified? (for example, on the grounds of promoting equality of opportunity for another protected characteristic)</p>	<p>The PSPO is not targeted at any particular group, it is targeted at perpetrators of anti-social behaviour that impacts upon the quality of life of the wider community.</p>

<p>What additional information would increase your understanding about the potential impact of this proposal?</p>	<p>This could be provided by:</p> <ul style="list-style-type: none"> Monitoring the impact that the policy is having on the community to reduce the likelihood of any disproportionately negative impacts on those with protected characteristics. Monitoring of ASB across the district to ensure that the PSPO doesn't displace the issue and create issues within other areas.
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Date of revised assessment	TBC following consultation on the proposed PSPO and before formal agreement of any order
Have you made any changes to your initial assessment? If so, please give brief details	Not applicable at this stage.

<p>Did you undertake consultation? – if yes, give date and the consultation results:</p>	Not applicable at this stage.
<p>Do you have new information which reveals any difference in views across the protected characteristics?</p>	Not applicable at this stage.
<p>Can any new conclusions be drawn as to how the proposal will affect people with different protected characteristics?</p>	Not applicable at this stage.
<p>Are you going to make any changes to your proposal as a result of these findings, in order to mitigate any potential negative impacts identified? If yes, what are they? If no, why not?</p>	Not applicable at this stage.
<p>Is there any potential negative impact which cannot be minimised or removed? If so, can it be justified? (for example, on the grounds of promoting equality of opportunity for another protected characteristic)</p>	Not applicable at this stage.

Appendix D - Draft Proposed Dog Control PSPO

**CANTERBURY CITY COUNCIL ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING
ACT 2014**

PART 4, CHAPTER 2, SECTION 59

PUBLIC SPACES PROTECTION ORDER (Control of Dogs) 2024

Canterbury City Council ('The Council') in exercise of the power under section 59 of the Anti-social Behaviour, Crime and Policing Act 2014 ('The Act'), being satisfied that the conditions set out in section 59 of the Act have been met, hereby makes the following Public Spaces Protection Order

- 1) This Order may be cited as the Public Spaces Protection Order (Control of Dogs) 2024.
- 2) This Order comes into effect on **XX XX 2024** and has effect for a period of three years.
- 3) This Order applies to all land within the administrative area of the council to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission.

Excepted from the description in 3 above is -

- (i) land that is placed at the disposal of the Forestry Commissioners under section 39 (1) of the Forestry Act 1967
- (ii) Agricultural land

4) If a dog defecates at any time on land to which this Order applies a person who is in charge of the dog at the time shall remove the faeces from the land forthwith.

5) A person in charge of a dog on the land listed in Schedule 1 (being land to which this Order applies) shall at all times keep that dog on a lead of no more than two metres in length.

6) A person in charge of a dog on land to which this Order applies shall comply with a direction given to him by an authorised officer to put that dog on a lead.

7) The direction referred to in paragraph 6 of this Order may only be given by an authorised officer if that officer has reasonable grounds for considering that such restraint is necessary to prevent

- a) nuisance, or
- b) behaviour of the dog which is likely to cause annoyance or disturbance to any other person.

8) A person in charge of a dog shall not take that dog onto, nor shall he allow the dog to enter or remain on, the land listed in Schedule 2 (being land to which this Order applies).

9) 'Authorised officer' means an officer authorised by the Council to give directions or make requests under this Order.

10) This Order does not apply to a person who

a) is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948,

b) is deaf, in respect of a dog trained by Hearing Dogs for Deaf people (registered charity 293358), and upon which he relies for assistance,

c) has a disability which affects his mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise move everyday objects in respect of a dog upon which he relies for assistance, which dog has been trained by any of the following charities –

i) Dogs for the Disabled (registered charity number 700454)

ii) Support Dogs Limited (registered charity number 1088281)

iii) Canine Partners for Independence (registered charity number 803680)

11) It is an offence under section 67 of the Act for a person, without reasonable excuse,

– i) to do anything that that person is prohibited from doing under this Order, or

ii) to fail to comply with a requirement to which the person is subject under this Order.

12) A person guilty of an offence under section 67 is liable on summary conviction to a fine not exceeding Level 3 on the standard scale.

13) A person does not commit an offence under section 67 by failing to comply with a prohibition or requirement that a local authority did not have power to include in a Public Spaces Protection Order.

Made this XX day of XX, 2024

Signed, Suzi Wakeham, Director of People and Place, Canterbury City Council

Schedule 1

This Schedule hereby lists the land where a person in charge of a dog shall at all times keep that dog on a lead.

Schedule 2

This Schedule hereby lists the land where a person in charge of a dog shall not take that dog onto, nor shall he allow the dog to enter or remain on.

Schedule 1

**CANTERBURY CITY COUNCIL ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING
ACT 2014**

PART 4, CHAPTER 2, SECTION 59

**PUBLIC SPACES PROTECTION ORDER Public Spaces Protection Order (Control of
Dogs) 2024 Paragraph 5.**

A person in charge of a dog shall at all times keep that dog on a lead of no more than two metres in length in the areas outlined below,

Tyler Hill playing field, Summer Lane Tyler Hill
Westgate Gardens, Canterbury
Toddlers Cove, Canterbury
Whitstable Castle Gardens & Bowling Green Whitstable
Memorial Park Bowling Green, Herne Bay
Waltrop Gardens Central Parade, Herne Bay
Reculver Towers Heritage Area, Reculver
St Augustine's Abbey Gardens, Canterbury
Sturry Green, Mill Road, Sturry
Promenade Herne Bay Pier to Lane End, Herne Bay (1st May - 30th Sept inc)
Promenade from Neptune Jetty westwards to Herne Bay Herne Bay Pier, Herne Bay
Promenade level with Pier Ave west to The Street, Tankerton
Dane John Gardens, Canterbury
High Street, Canterbury
St Peters Street, Canterbury
The Parade, Canterbury
St Georges Street, Canterbury
Greyfriars Gardens, Canterbury
St Pauls Church Yard, Canterbury
Martyrs Field, Canterbury
St Mary De Castro Gardens, Canterbury
Best Lane Garden,s Canterbury

Adisham Recreation Ground, Adisham
The Green opposite Manor Court, Oxford Road, Canterbury
Known locally as Long Rock, Nature Reserve (SSSI and SPA), Swalecliffe
Reculver Country Park Picnic areas, Reculver
Ickham Village Green and Churchyard, Ickham

Schedule 2

**CANTERBURY CITY COUNCIL ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING
ACT 2014**

PART 4, CHAPTER 2, SECTION 59

Public Spaces Protection Order (Control of Dogs) 2018 Paragraph 8.

A person in charge of a dog shall not take that dog onto, nor shall he allow the dog to enter or remain on, the land listed below

Children's play area Park View Playing Fields (part), Sturry
Children's play area at The Red House, Derringstone
The Village Green, Barham
Play area Franklyn Road Enclosed, Canterbury
Play area St Stephens Church Field, Enclosed
Play area Burton Downs Enclosed, Herne Bay
Play area Hampton Pleasure Grounds, Herne
Play area Cornwallis Circle, Enclosed, Whitstable
Play area Westmeads Rec, Enclosed, Whitstable
Play area Edgar Road Enclosed, Canterbury
Play area Manor Court Enclosed, Canterbury
Play area Querns Road Enclosed, Canterbury
Play area Suffolk Road, Enclosed, Canterbury
Play area Tennyson Avenue, Enclosed, Canterbury
Play area Victoria Rec, Enclosed, Canterbury
Play area Wincheap, Enclosed, Canterbury

Play area Military Road Enclosed, Canterbury
Play area The Elders, Enclosed, Littlebourne
Play area Ince Road, Enclosed, Sturry
Play area Collins Road, Enclosed, Herne Bay
Play area Memorial Park, Enclosed, Herne Bay
Play area Columbia Ave, Partly Enclosed, Whitstable
Play area Seeshill Close, Enclosed, Whitstable
Play area Victoria Street, Enclosed, Whitstable
Beach Herne Bay Pier to Lane End, Herne Bay (1st May – 30th Sept inc)
Beach level with Pier Ave west to The Street, Tankerton (1st May – 30th Sept inc)
Play area Bishops Way Enclosed, Canterbury
Play area Cherry Orchard Rec, Enclosed, Herne Bay
Play area Chestfield Rec, Enclosed, Whitstable
Play area Chineham Way Enclosed, Canterbury
Play area Dane John, Canterbury
Play area Hawe Close, Enclosed, Canterbury
Play area Honeysuckle Way, Enclosed, Herne Bay
Play area Long Meadow Way, Enclosed, Canterbury
Play area Lucerne Drive, Enclosed, Whitstable
Play area Plough Lane, Enclosed, Whitstable
Spring Lane Play Area, Russett Road, Enclosed, Canterbury
Play area Thanington Rec, Partly Enclosed, Canterbury
Play area Tillard Close, Enclosed, Petham
Play area Toddlers Cove, Canterbury
Play area Tower & Waltrop Garden, Enclosed, Herne Bay
Play area Vauxhall Ave, Enclosed, Canterbury
Adisham Recreation Ground Play Area, Adisham
Herne Bay Cemetery (the burial regulations already exclude dogs), Herne Bay
Canterbury Cemetery (the burial regulations already exclude dogs), Canterbury

Whitstable Cemetery (except for the public footpath running from Millstrood Road to the junction with public footpath at the North East boundary of the cemetery), Whitstable
Bridge Recreation Ground and Play Area, Bridge
Littlebourne Recreation Ground Play Area, Littlebourne
Hersden BMX Track and Play Area, Hersden
Sturry Road Community Park Garden Area, Northgate
Play area Kingsbrooke Park Westwood Drive, Enclosed, Canterbury
Play area Kingsmead Playing Field Enclosed, Canterbury
Play area Reculver Country Park Reculver Lane, Reculver
New Ickham Village Green, Ickham

Canterbury City Council Enforcement Policy

1. Introduction

1.1. This document has been developed to provide one single policy for all service specific enforcement activity (excluding planning) undertaken by the Council. It sets the guiding principles under which all standards, protocols and procedures in respect of services engaged in the regulation of non-compliance should be formulated and is compliant with the Regulators Code.

1.2. Canterbury City Council's commitment to good enforcement practice is informed by -

Principles of Good Regulation

The Legislative and Regulatory Reform Act 2006, Part 2, requires the Council to have regard to the Principles of Good Regulation when exercising a specified regulatory function. For local authorities, these are specified in Part 3 of the Legislative and Regulatory Reform Order, 2007 and includes specifically those carried out by us in respect of environmental protection, licensing, litter and waste disposal, traffic management, anti social behavior, food standards, public health and safety and private sector housing covering all relevant legislation pertaining thereto.

The Council will exercise its regulatory activities in a way which is:

Proportionate – our activities will reflect the level of risk to the public and Council priorities and enforcement action will be taken only having due consideration to the nature, circumstances and degree of nuisance caused by the offense,

Accountable – our activities will be open to public scrutiny, with clear and accessible policies, and fair and efficient complaints procedures,

Consistent – our actions towards those we regulate will be robust and reliable and we will respect advice provided by others. Where circumstances are similar, we will endeavor to act in similar ways to neighboring local authorities,

Transparent – we will ensure that those we regulate are able to understand what is expected of them and what they can anticipate in return, and

Targeted – we will focus our resources on higher risk enterprises and activities, reflecting local need and national priorities.

Regulators' Code

The Regulators' Code came into statutory force in April 2014 and provides a clear framework for transparent, open and accountable regulatory delivery.

The Council has had regard to the Regulators' Code in the preparation of this policy. In certain instances we may conclude that a provision in the Code is either not relevant or is outweighed by another provision. We will ensure that any decision to depart from the Code will be properly reasoned and based on material evidence.

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Human Rights Act 1998

The Council is a public authority for the purposes of the Human Rights Act 1998. We therefore apply the principles of the European Convention for the Protection of Human Rights and Fundamental Freedoms. This Policy and all associated enforcement decisions take account of the provisions of the Human Rights Act 1998. In particular, due regard is given to the right to a fair trial and the right to respect for private and family life, home and correspondence.

Data Protection Act 1998

Where there is a need for the Council to share enforcement information with other agencies, we will follow the provisions of the Data Protection Act 1998.

The Code for Crown Prosecutors

When deciding whether to prosecute the Council has regard to the provisions of The Code for Crown Prosecutors as issued by the Director of Public Prosecutions.

The Code for Crown Prosecutors is a public document that sets out the general principles to follow when decisions are made in respect of prosecuting cases. The Code sets out two tests that must be satisfied, commonly referred to as the 'Evidential Test' and the 'Public Interest Test':

Evidential Test - is there enough evidence against the defendant?

When deciding whether there is enough evidence to prosecute, the Council will consider what evidence can be used in court and is reliable. We must be satisfied there is enough evidence to provide a "realistic prospect of conviction" against each alleged offender.

Public Interest Test - is it in the public interest for the case to be brought to court?

The Council will balance factors for and against prosecution carefully and fairly. The

public interest factors that we will take into account are detailed under the enforcement options available to us in Section 6.1.

1.3 The Council is committed to avoid imposing unnecessary regulatory burdens, and to assessing whether similar social, environmental and economic outcomes could be achieved by less burdensome means.

2. What is this policy for?

2.1 This policy explains to anyone affected by the Council's regulatory activities what to expect in respect to its approach to dealing with non-compliance.

2.2 Authorised officers will act in accordance with the policy. All services are subject to internal audit to ensure actions are appropriate to the policy.

2. When does this policy apply?

3.1 This policy applies to the following regulatory services which are the responsibility of Canterbury City Council.

- Environmental Protection including Noise, Air Quality, Drainage, Water, Bonfires,

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Contaminated Land, Environmental Permits, Light Pollution,

- Environmental crime including fly-tipping, fly-posting, abandoned vehicles, littering, dog fouling and graffiti,
- Community Safety including dealing with anti social behaviour which causes harassment, alarm or distress or nuisance by the use of injunctions, making orders for public space protection and issuing community protection warnings,
- Traffic Management including the enforcement of highway regulations and on and off street parking offences through the use of penalty charge notices,
- Health and Safety including food safety and occupational health and safety within commercial premises, infectious diseases, caravan site licensing and animal welfare.
- Licensing including premises licences, designated premises supervisors, taxi and private hire, street trading, scrap metal dealers, boats and boatmen, busking, gaming and charities
- Private Sector Housing including maintenance of housing standards for safety, security and health by inspection and service of notices. Covers all private sector rented

accommodation including houses of multiple occupation.

- Building Control including all building work carried out with and without prior application, dangerous structures, demolition notices and boarding up notices.

Service-specific policies and protocols which sit under this generic policy exist for the activities listed above.

4. Our approach to dealing with non-compliance

4.1 Explanation of the approach to dealing with non-compliance

The Council will take a firm and fair approach in its enforcement procedures and where appropriate will take a robust stance towards offences relating to identified local problems. Negotiation, education and support will be used where appropriate and we will aim to avoid imposing unnecessary regulatory burdens. Enforcement procedures will always follow statutory requirements and we will seek to deal with offences expeditiously by the use of fixed penalties and penalty charge notices using prosecution only when these options are not available or in the case of persistent offenders and serious offences.

We will clearly explain the non-compliance and any advice being given, actions required or decisions taken, with reasons for these.

We will provide an opportunity for dialogue in relation to advice given, actions required or decisions taken in relation to non-compliance.

Dialogue with the business or regulated person is available through all communication channels (face-to-face, telephone, letter, email) and access to translators is available

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if required.

The relevant Head of Service is responsible for managing investigations and making decisions on enforcement action. The Head of Service may delegate in writing other officers to act on his/her behalf.

Where it shares or has a complementary role with other agencies, the Council will consult those agencies before taking any formal enforcement action.

The Council will manage enforcement in relation to its own establishments and activities to ensure that decisions are free from any conflict of interest. For example, environmental health practitioners are free to investigate noise nuisance arising from a Council activity

under the same protocols as any other investigation.

All staff must demonstrate commitment to equality in the performance of their regulatory duties and in their professional relationships with regulated persons to ensure fair and objective enforcement.

The Council will always aim to publicise successful convictions and activity undertaken to combat local problems to reassure law abiding people and businesses that the Council will deal with offenders.

4.2 Explanation of the factors that influence the local authority's response to breaches of the rules

The Council fully supports the principles in the Regulators Code which sets out obligations in relation to enforcement. It sets out the need to consider a range of matters including economic progress, accountability, and risk assessment.

Enforcement action will always be proportionate and follow statutory guidance and the Council will deal firmly with those that deliberately or persistently fail to comply and towards those contributing by their actions to identified local problems and priorities.

Those regulated by the Council are able to request advice on non-compliance in advance to avoid directly triggering enforcement action.

Issues which are identified as local persistent problems such as fly-tipping and littering and general waste offences which blight the environment will be met with direct action as the preferred means of seeking to reduce the problem.

Any one of the following specific elements if present is likely to cause direct action to be taken,

- reckless or careless disregard for the environment;
- a history of similar offences in respect of person or place;
- a breach of the law such that public health, safety, amenity, economic interests or wellbeing is or has been put at risk;
- fraudulent, negligent or reckless practice or the threat of economic disadvantage to consumers or businesses;
- the integrity of the licensing or planning framework is threatened;
- the alleged offence involves a failure by the suspected offender to correct an identified risk having been given a reasonable opportunity to comply with the lawful requirements of an authorised officer;

- a failure to comply in full or in part with the requirements of a statutory notice;
- the victim or potential victim was in a vulnerable situation and the offender took or would have taken advantage of this;
- the offence involves the threat of violence, harassment or undue influence against any person, obstruction of an Officer of the Council, or the deliberate provision of false information in written or verbal form to an Officer of the Council;

The Council's approach to checking that non-compliances which were dealt with by providing advice or guidance have been rectified will generally be through the next scheduled visit.

Where the Council considers that breaches should be investigated by another enforcement body, the details will be shared with that organisation.

4.3 Explanation of the local authority's approach to complaints of non-compliance

The Council will investigate all complaints of non-compliance and take action as appropriate. Any follow-up on anonymous complaints will be dependent on the circumstances of each report.

5. Conduct of investigations

5.1. Explanation of the processes for investigating alleged breaches

All investigations will be carried out under the following legislation and in accordance with any associated guidance or codes of practice, in so far as they relate to the Council:

- the Police and Criminal Evidence Act 1984
- the Criminal Procedure and Investigations Act 1996
- the Regulation of Investigatory Powers Act 2000
- the Criminal Justice and Police Act 2001
- the Human Rights Act 1998

These Acts and associated guidance control how evidence is collected and used and give a range of protections to citizens and potential defendants.

Our authorised officers will also comply with the requirements of the particular legislation under which they are acting, and with any associated guidance or codes of practice. Most of this legislation provides the officers with powers of entry at all reasonable times with the associated offence of obstruction if entry is refused.

When exercising its statutory power to seize items during an investigation, the Council will follow the relevant legal process. If there is reason to believe access will be denied, the Council will apply to the Magistrates' Court for a warrant to execute this process.

Any person suspected of committing an offence will be invited in writing to an interview under caution in accordance with the Police and Criminal Evidence Act at

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the Council offices and will be given the opportunity to be legally represented at the interview.

The Council will always endeavour to expedite investigations into non-compliance and in any case ensure that statutory time limits for investigations are achieved.

If the investigating officer prepares a case file for prosecution, the case file and decision will be reviewed by both the team leader and head of service before being referred to the Council's legal team.

5.2. Commitment to keep all parties informed on progress

The Council will aim to keep alleged offenders and witnesses informed on the progress of investigations, provided this does not compromise the interests of justice or the investigation.

6. Decisions on enforcement action

6.1 The range of actions that are available to the local authority are set out in legislation and include,

Compliance Advice, Guidance and Support

The Council uses compliance advice, guidance and support as a first response in the case of many breaches of legislation excepting those which have been identified as specific local problems and where direct action is required. Advice is provided, sometimes in the form of a warning letter, to assist individuals and businesses in rectifying breaches as quickly and efficiently as possible, avoiding the need for further enforcement action. A warning letter sometimes in the form of a Community Protection Warning will set out what should be done to rectify the breach and to prevent re-occurrence. If a similar breach is identified in the future, this letter will be persuasive in demonstrating that direct enforcement action should be taken.

Voluntary Undertakings

The Council may accept voluntary undertakings that breaches will be rectified and/or recurrences prevented. The Council will take any failure to honour voluntary undertakings very seriously and enforcement action is likely to result.

Statutory (Legal) Notices In respect of many breaches the Council has powers to issue statutory notices. These include: 'Abatement Notices', 'Prohibition Notices', 'Emergency Prohibition Notices', and 'Improvement Notices'. Such notices are legally binding. Failure to comply with a statutory notice can be a criminal offence and may lead to prosecution and/or, where appropriate, the carrying out of work in default. A statutory notice will clearly set out actions which must be taken and the timescale within which the actions should be carried out. It is likely to require that any breach is rectified and/or prevented from recurring. It may also prohibit specified activities until the breach has been rectified and/or safeguards have been put in place to prevent future breaches. Where a statutory notice is issued, an explanation of the appeals process will be provided to the recipient.

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Works in Default

Where statutory provision exists, the Council will consider carrying out works in default to remedy non-compliance. In such cases, the Council's reasonable costs are recoverable from the offender.

Financial Penalties

The Council has powers to issue fixed penalty notices in respect of some breaches. A fixed penalty notice does not appear on an individual's criminal record. If a fixed penalty is not paid, the Council may commence criminal proceedings or take other enforcement action in respect of the breach.

If a fixed penalty is paid in respect of a breach the Council will not take any further enforcement action in respect of that breach. Payment of a fixed penalty does not provide immunity from prosecution in respect of similar or recurrent breaches.

The Council is only able to issue fixed penalty notices where it has specific powers to do so. If fixed penalty notices are available, their issue is at Canterbury City Council's discretion. In some circumstances, in particular where breaches are serious or recurrent, it may be that prosecution is more appropriate than the issue of a fixed penalty notice.

Injunctive Actions, Enforcement Orders etc.

In some circumstances the Council may seek a direction from the court (in the form of an

order or an injunction) that a breach is rectified and/or prevented from recurring. The court may also direct that specified activities be suspended until the breach has been rectified and/or safeguards have been put in place to prevent future breaches. Failure to comply with a court order constitutes contempt of court, a serious offence which may lead to imprisonment.

The Council is required to seek enforcement orders after issuing some enforcement notices, providing the court with an opportunity to confirm the restrictions imposed by the notice. Otherwise, the Council will usually only seek a court order if it has serious concerns about compliance with voluntary undertakings or a notice.

Simple Caution

The Council has the power to issue simple cautions (previously known as ‘formal cautions’) as an alternative to prosecution for some less serious offences, where a person admits an offence and consents to the simple caution. These are held on a CCC database. Where a simple caution is offered and declined, the Council is likely to consider prosecution.

Prosecution

The Council may prosecute in respect of serious or recurrent breaches, or where other enforcement actions, such as voluntary undertakings or statutory notices have failed to secure compliance. When deciding whether to prosecute the Council has regard to the provisions of The Code for Crown Prosecutors as issued by the Director

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of Public Prosecutions.

Prosecution will only be considered where the Council is satisfied that it has sufficient evidence to provide a realistic prospect of conviction against the defendant(s). Before deciding that prosecution is appropriate, the Council will consider all relevant circumstances carefully and will have regard to public interest criteria, including

- a) how serious is the offence committed?
- b) what are the circumstances of and the harm caused to the victim?
- c) is prosecution a proportionate response?

Refusal/Suspension/Revocation of Licences

The Council issues a number of licences and permits and seeks to ensure that

appropriate standards are met and conditions complied with. Breach of these conditions or standards will lead to a review of the licence which may result in its revocation or amendment.

When considering future licence applications, the Council may take previous breaches and enforcement action into account. A person convicted of a relevant offence may be judged to be no longer a 'fit and proper person' and their application refused.

6.2 Explanation of how decisions are made on enforcement action

The Council takes into account the following principles in determining the formulation of policies and protocols with the intention of set out in the Macrory Review 2008, which expect policies to:

- a) aiming to change the behaviour of the offender; b) aiming to eliminate any financial gain or benefit from non-compliance; c) being responsive and considering what is appropriate for the particular offender and regulatory issue, which can include punishment and the public stigma that should be associated with a criminal conviction; d) being proportionate to the nature of the offence and the harm caused;
- e) aiming to restore the harm caused by regulatory non-compliance, where appropriate; and, f) aiming to deter future non-compliance.

The Council will consider risk at every stage of their decision-making progress, choosing the most appropriate type of enforcement action.

The Council will keep under review the effectiveness of their chosen regulatory activities in delivering the desired outcomes and make any necessary adjustments accordingly.

6.3 Explanation of how decisions are communicated to those affected

Where a right of appeal exists to any regulatory action, the Council will include full details of the appeal process at the time of taking the action. Regulated persons will be advised of their rights to representation at the time of being invited to any formal interview or hearing

7 Details of when and how the policy will be reviewed

- 7.1** This policy will be reviewed following any new Government guidance or as a result of feedback received from local businesses or regulated persons as appropriate.

8 Comments and Complaints

8.1 Details of processes for complaints and appeals

An appeal against a regulatory decision can in the first instance be directed to the relevant Head of Service. If the action is subject to a formal appeal process (eg through the Magistrates' Court), the appellant should be aware of the statutory deadlines and may wish to proceed immediately with this approach. Complaints about the conduct of local authority staff can be made through our website at www.canterbury.gov.uk by email to customer.satisfaction@canterbury.gov.uk or by post to Canterbury City Council, Customer Satisfaction, Council Offices, Military Road, Canterbury, CT11YW.

Appendix F - Dog Control PSPO draft signage (Example)

BEACH AND PROMENADE HERNE BAY PIER TO LANE END HERNE BAY

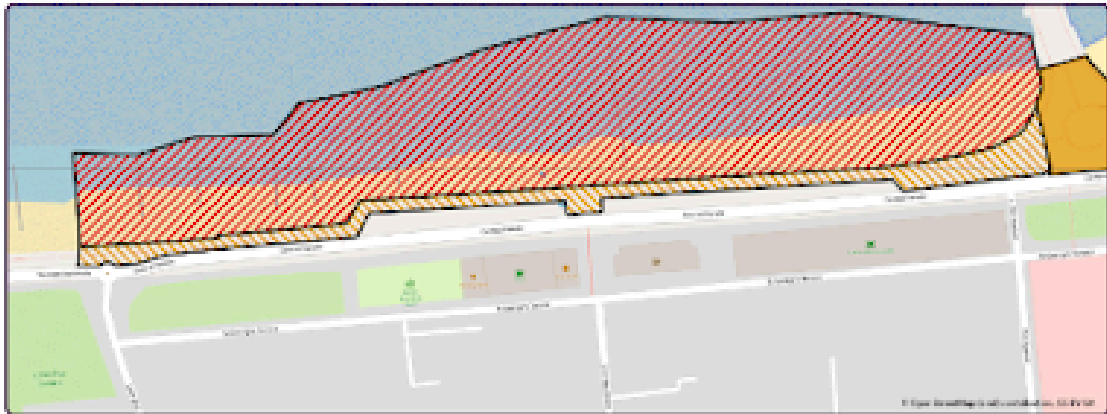
This area is subject to a **Public Spaces Protection Order**

If you do not comply with this order you will be committing an offence and an authorised officer can issue you with a **£100 Fixed Penalty Notice** or face prosecution in court with a fine up to **£1,000**

 Dogs are not allowed in this area
(1 May to 30 September inclusive)

 Dogs must be kept on leads in this area
(1 May to 30 September inclusive)

 Dogs must be kept on leads in this area



The Public Spaces Protection Order can be found on the Canterbury City Council website canterbury.gov.uk/PSPO

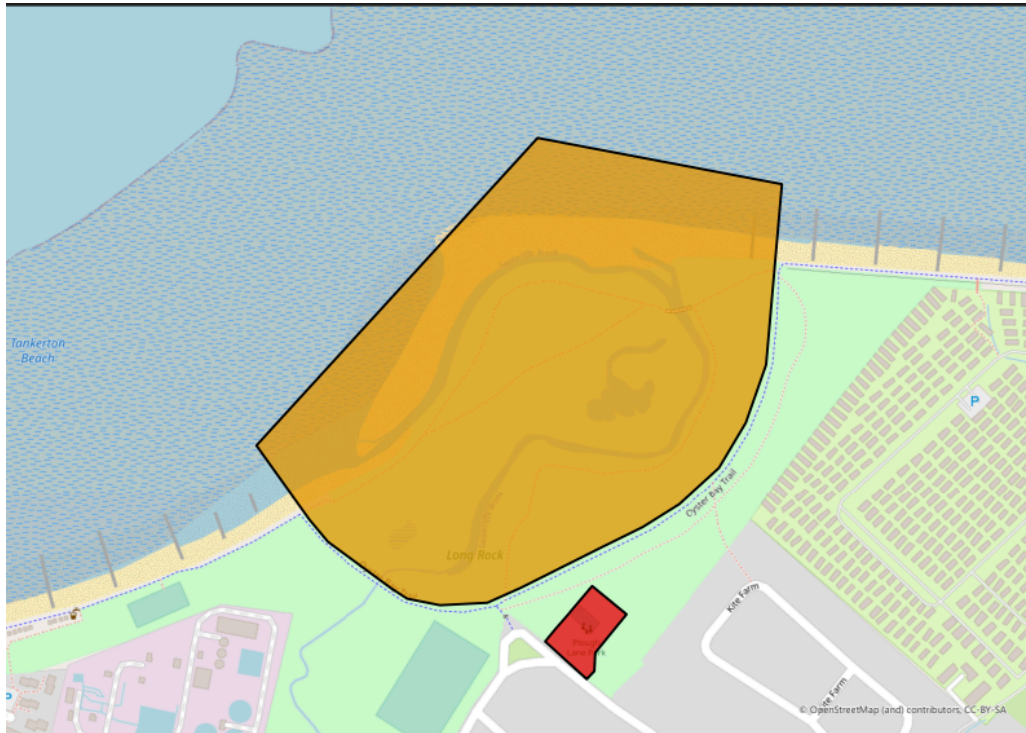


Appendix G - Area known locally as Long Rock

The orange area shows restrictions requiring dogs to be on a lead.

The red area is a dog exclusion area as it is a football pitch.

The green area around the Oyster Bay Trail is free from restrictions.



Cabinet

11 March 2024

Subject: Long Rock Management Plan

Director and Head of Service:

Bill Hicks - Deputy Director of Place

Richard Moore - Head of Transport and Environment

Officer:Martin Hall - Senior Environment Manager

Cabinet Member:Councillor Charlotte Cornell - cabinet member for heritage, open space, waste and recycling

Key or Non Key decision: Non Key

Decision Issues:These matters are within the authority of the Cabinet

Is any of the information exempt from publication:This report is open to the public.

CCC ward(s):

Swalecliffe ward

Chestfield ward

Tankerton ward

Summary and purpose of the report:

Canterbury City Council went out to public consultation on a number of physical measures at Long Rock, including the rationalisation and / or closure of paths, erection of fencing, control of dogs and new signage.

These measures were to protect the internationally important wildlife at Long Rock, however, interventions that may have led to restrictions of users ability to access the entire site were paused due to the strength of public feeling. To address these matters in a considered manner, a Long Rock Management Plan has been produced, as a response to the public consultation, and to provide the necessary governance and steer required to protect the key features of the Site of Special Scientific Interest (SSSI). Following a further public engagement meeting in January 2024, further amendments were made to the management plan to reflect the knowledge and interests of the participants at the meeting.

Overview and Scrutiny discussed this paper on 29 February 2024 and voted unanimously in favour of its progression to Cabinet for adoption. No specific amendments to the report or to the Long Rock Management Plan were requested. However, the lack of a local Friends of Group was noted, alongside the possibility of working with local councillors to establish such a group. Councillors also noted the importance of considering the Canterbury district's coastline as one interlinked area in order to better address wildlife movements and coastal processes.

This report details the draft management plan and seeks its adoption and implementation.

To Resolve:

That Cabinet adopt the Long Rock Management Plan (option 1).

Next stage in process:

To implement the recommendations in the report.

1. Introduction

Due to the public interest in the future management of this sensitive wildlife site, two community consultations took place in 2022. These saw an objection to measures that restricted users access across the site but suggested support for extra wardening, new signage and possible voluntary measures. Post consultation, a management plan has been produced to communicate the conservation importance of the site and to coordinate management efforts.

The Environment Team has created a management plan for Long Rock that focuses on protecting the key features of the Site of Special Scientific Interest (SSSI), Special Protection Area (SPA), Special Area of Conservation (SAC) and Ramsar designations. This plan is a comprehensive response to the original public consultations, and as such, has been shared at a public engagement meeting held on 31 January 2024. This meeting informed local residents of the contents of the management plan and that the plan was to go to Cabinet, with the view to its adopt and implementation.

This report provides the necessary historical and local context for Long Rock to provide the reasoning for why this management plan is needed. It also sets out CCC's legal obligation to protect and enhance the site under the statutory SSSI designation.

2. Detail

Designations:

Long Rock is commonly known as a Local Nature Reserve, but it hosts a variety of local, national and international designations, making it one of Canterbury City Council's most important ecological assets. The Long Rock Management Plan details the site's designations to provide justification for the suite of actions set out in the document.

The council has a legal obligation to protect and enhance the key features of the site, underpinned by the Thanet Coast SSSI designation. The key features at Long Rock most notably concern aggregations of non-breeding birds. The conditions for these features are assessed by Natural England to determine the health of the SSSI. This compartment of the Thanet Coast SSSI is in overall favourable condition, however, certain species defined under aggregations of non-breeding birds are in an unfavourable condition and declining. This highlights how Long Rock requires positive and considered interventions in order to maintain and achieve favourable conditions.

To provide some local context, most bird species at Long Rock have declined by 50%-75% since the early 1990s. In the worst cases, the Golden plover, Grey plover & Purple Sandpiper populations have declined by 95-99% and down to single figures over the same period.

Long Rock also falls into the Tankerton Slopes and Swalecliffe SAC. SACs are defined by the European Union's Habitats Directive and are selected to ensure the protection of one or more

special habitats and/or species – terrestrial or marine.

The qualifying species for the SAC designation is the Fisher's estuarine moth. The moth is restricted in the UK to coastal grassland in north-east Essex and localised areas on the north Kent coast. It relies exclusively on Hog's Fennel (an equally rare plant species) and coarse grasses, a habitat that Long Rock provides given the abundant populations of the moth. Therefore, protection of the grassland is crucial to ensure the survival of the Fisher's Estuarine moth's eggs and larvae. The grassland is under increasing pressure and is slowly being encroached upon by increased footfall, therefore, discussion of such matters is important within the document.

Long Rock also has a Ramsar designation. This designation represents wetlands of international importance that are characterised by rare wetland types important for conserving ecological value.

Management guidance and action plan:

Both local context and environmental considerations are included in the management guidance and action plan. Local context concerns the previous engagement the council has had with the community at Long Rock, ensuring to reduce / consider any issues of contention that may arise such as re-routing PROWs. Environmental considerations ensure that there is justification for the measures that are being proposed in the action plan. Therefore, by understanding both the importance of the site for local residents and conservation, the management plan itself takes a balanced approach to recreation / amenity and wildlife protections.

The management guidance has been informed by a number of both local and national wildlife and historical experts. This includes local users and birdwatchers, Kentish Stour Countryside Partnership, Birdwise East Kent, the Butterfly Conservation and Timescapes. Some of the routine management practices such as scrub removal are subject to guidance from Natural England and based on the SSSI designation; habitat for the Fisher's Estuarine moth is also significantly considered under the practice of scrub clearance. Actions concerning delivery and completion outside of routine practices are subject to existing budgets and staffing resources. Some projects may be suitable for s.106 spend or external funding. Possible projects cited in the action plan that may require external funding include the installation of knee high fencing and paving improvements. However, the majority of actions do not come at a significant cost and can be delivered in partnership with the organisations mentioned above. Some actions also require assent from Natural England, the action plan clearly outlines those that do.

3. Relevant Council policy, strategies or budgetary documents

Draft Open Space Strategy (2024)
Canterbury Green Infrastructure Strategy (2018)
Existing and draft Corporate Plans

4. Consultation planned or undertaken

Two well attended public consultation events have previously been undertaken, alongside an online questionnaire. The results of this consultation informed the scope and ambition of the Long Rock Management Plan.

On 31 January 2024, a public engagement meeting was held to inform local residents and users of the site that this management plan was coming forward. The meeting was well

supported, with over 50 people attending. Feedback is provided below.

Long Rock Management Plan public engagement meeting contributions

- Request from archaeological and historical groups to include greater information on archeological features of the site. The conversation focused around the importance of the World War II landscape.

(comments were made by representatives from Timescapes and Historic England).

Response: The Long Rock Management Plan will acknowledge the importance of archeological features and will commit to liaise with stakeholders to improve the archaeological context within the management plan. Timescapes and Historic England will be added to the list of stakeholders and an action to liaise with the groups will be added to the management plan. However, the management plan is focused on ecological management and is designed to inform practices that will uphold CCC's legal obligations to protect and preserve the site.

- Request for greater understanding and attention to ongoing coastal processes and their impact on the future health of both archaeological and ecological interests.

Response: The Long Rock Management Plan will acknowledge the impact of coastal processes and will reference the Coastal Habitat Management Plan. The plan will also note that the ongoing management of coastal processes is the responsibility of the Environment Agency and CCC's Engineers. officers present will pass on concerns. Both bodies will be added to the list of stakeholders.

- Suggestion made to have seasonal dog control orders, as seen at other coastal sites. For instance, dogs on leads to be enforced during the winter months, when non-breeding passage migrants can be found on site. This would provide protection for the SSSI designated features that are in a declining condition (aggregations of non-breeding birds), allowing dog walkers to use the site more freely in summer.

(comment made by numerous residents of Chestfield and Swalecliffe)

Response: The meeting was made aware that the Dog Control Orders consultation had taken place and representations made are being considered.

- Wide discussions had regarding the lack of other public open spaces for residents, hence the pressures at Long Rock are inevitable. With the assumption being that it is unfair for CCC to enforce measures on a site that is so accessible for many.

(comment made by a number of residents of Chestfield and Swalecliffe)

Response: CCC officers acknowledged the limited number of areas of similar public open space for local residents and stress that they are not seeking to limit the number of users at the site. Instead, by raising awareness of the site's ecological significance,

there is a desire that users will come together to help protect Long Rock. It is about finding an appropriate balance between how visitors use the site for their recreational needs and protecting important habitats / wildlife.

- Discussion relating to the non inclusive language used by CCC signage when informing visitors about the site's ecology and requests for visitors to respect the important habitats.

(comment made by a number of residents of Chestfield and Swalecliffe)

Response: Officers agree that language is important and that the council wants to work with residents, not against them, to build stronger relationships around the use of Long Rock. New signage is to be installed post the public engagement meeting and consideration has already been given to the nature of the message and the language used. Additional PSPO signs will reflect on this point too.

No additional formal public consultation is planned for the Long Rock management plan.

5. Options available with reasons for suitability

Option 1: Cabinet approves the adoption of the Long Rock Management Plan and its implementation.

Option 2: Cabinet does not approve the adoption of the Long Rock Management Plan but supports its implementation.

Option 3: Cabinet does not approve the adoption or implementation of the Long Rock Management Plan or its implementation.

6. Reasons for supporting option recommended, with risk assessment

The supported option 1, to adopt and implement the Long Rock Management Plan, demonstrates the Council's duty to have regard to the protection and enhancement of the Site of Special Scientific Interest. This option is also consistent and sympathetic to the Council's declaration of a biodiversity emergency. There are minimal budget implications as the key actions are delivered by volunteers and through agreement with the Kentish Stour Countryside Projects. Birdwise East Kent continues to financially support the enhancements to Long Rock and conversations have been had about financial support for signage.

7. Implications

(a) Financial

The majority of the actions in the management plan will be met from existing Transport and Environment Team budgets. As the site is not under contract with Canenco there are no financial implications for the Grounds Maintenance and Ancillary Works contract. The management plan does not commit the council to any specific actions.

(b) Legal

The management plan stipulates management guidance in line with the statutory Natural England guidance. Deliberate or reckless damage to SSSIs is a criminal offence, the document aims to prevent this.

(c) Equalities

No equality implications have been identified.

(d) Environmental including carbon emissions and biodiversity

The nature of this report is to enhance the biodiversity of Long Rock through non-polluting means, so therefore, no implications are present.

Other implications

None

Contact Officer: Martin Hall, Senior Environment Manager

Background documents and appendices

Appendix 1 - Climate change Impact Assessment

Appendix 2 - Long Rock Management Plan

Additional document(s) containing information exempt from publication:

None

Appendix 1: Climate Change Impact Assessment (Checklist)

Please provide an assessment of the impact of the proposal under each of the headings below. If none, please say so.

1. Climate Change impacts

Impact of proposal Positive/ Neutral/ Negative	Explanation of impact If you have any relevant data, please include that in the explanation and reference the source.	Mitigation
<p>Impact on the council's target of being carbon neutral by 2030 This applies to emissions of carbon dioxide as a direct result of our own activities and services. Please consider the whole life impact of your proposals</p>		

None		
Impact on carbon emissions in the Canterbury district This applies to the carbon dioxide emissions in the district as a result of your proposal. Please consider the whole life impact of your proposals.		
None		
Emission of other climate changing gases including methane, CFCs, nitrous oxide		
None		

2. Adaptation to climate change - Impact on our resilience to the effects of climate change

The greatest risks posed by climate change to the UK are:

- Flooding and coastal changes including erosion from extreme events
- Risks to health caused by high temperatures
- Water shortages and drought
- Risk to natural environments & services - landscape, wildlife, pollinators, timber etc
- Risk to food production & trade
- Emergence of new pests and diseases affecting people, plants & animals

What impact do your proposals have on our ability to resist or tackle these problems in the future?

Impact of proposal Positive/ Neutral/ Negative	Explanation of impact	Mitigation
Positive	This management plan aims to protect the site and all its ecological features. With a changing climate migratory routes for bird populations may change and we may see new visitors / lose old ones. Meaning sites like Long Rock become crucially important to provide for the old and care for the new.	

3. Further assessment work

Is a further more detailed assessment required at a later stage of this proposal?

If yes, please give a brief description

Draft Long Rock Management Plan

Site of Special Scientific Interest (SSSI)
Special Protected Area (SPA)

2024 to 2029



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ACRONYMS

CCC	Canterbury City Council
KSCP	Kentish Stour Countryside Partnership
KWT	Kent Wildlife Trust
EA	Environment Agency
NE	Natural England
SAMMS	Strategic Access Management and Monitoring Scheme
SSSI	Site of Special Scientific Interest
ORNEC	Operations Requiring Natural England's Consent
LWS	Local Wildlife Site
SPA	Special Protection Area (relating to vulnerable and migratory birds)
SAC	Special Areas of Conservation (relating to special habitats or species)
RIGS	Regionally Important Geological Site
Ramsar	Wetlands of international importance ¹
PROW	Public Rights of Way
SWOT	Strengths, Weaknesses, Opportunities, Threats
PSPO	Public Spaces Protection Orders

¹ Not actually an acronym as it relates to the city in Iran where the treaty was signed in 1971. However, context is necessary.



GENERAL INFORMATION

Name:	Long Rock (CT5 2PB)
District:	Canterbury
Grid Reference:	TR 136 676
Tenure:	Owned by Canterbury City Council
Area:	37.0 ha (91.4 acres)
Perimeter:	2,642.5m
Vehicle Access:	Access via locked gate at promenade
Geology/Soils:	London clay and heavy soils with naturally high groundwater
Habitats:	Saltmarsh, Brackish tidal beds Shingle Grassland Mudflats Brook Ponds Scrapes Scrub

Important Species:	Turnstone, <i>Arenaria interpres</i> Brent geese, <i>Branta Bernicla</i> Ringed Plover, <i>Charadrius hiaticula</i> Sanderling, <i>Calidris Alba</i> Grey Plover, <i>Pluvialis Squatarola</i> Kestrel, <i>Falco Tinnunculus</i> Oystercatcher, <i>Haematopus ostralegus</i> Water Vole, <i>Arvicola amphibius</i> Lapwing, <i>Vanellus vanellus</i> Fisher's Estuarine Moth, <i>Gortyna borelii lunata</i> Shrill Carder Bee, <i>Bombus sylvarum</i> Sea Aster Mining bee, <i>Colletes halophilus</i> <i>Agonopterix putridella</i> Hog's fennel, <i>Peucedanum palustre</i>
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Contacts:	Senior Environment Manager, Canterbury City Council Harbour and Foreshore Manager, Foreshore Services Project Lead, Bird Wise East Kent
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1. INTRODUCTION

Long Rock is a true asset to the district of Canterbury, underpinned by a variety of both national and international land based designations, including the Thanet Coast SSSI and the Thanet Coast and Sandwich Bay SPA. However, this is sometimes undervalued and overlooked which can threaten the site's biodiversity. The site itself, and its wildlife, continue to face significant human induced threats yet up to this point a robust management plan has not existed to mitigate against such influences. Therefore, Canterbury City Council has developed this plan to inform a comprehensive approach to management, with detailed instruction and proposals for effective oversight which aim to protect the significance of this internationally recognised site.

When considering the complexity of Long Rock it becomes clear why the site holds so much value. It consists of a variety of habitats including: shingle beach, brackish tidal beds, marsh, scrub, woodland, scrapes, freshwater and brackish ditches. The reserve is important for birds as the shingle beach provides roosting opportunities for wintering waders and possible nesting opportunities for species such as Little tern and Ringed plover. The scrape and scrub is rich in a variety of passerines, waterfowl and some wading species.



Turnstone



2. MANAGEMENT PLAN AIMS

This site management plan aims to:

- Promote the importance of Long Rock by raising awareness of its various land based designations, and to ensure Canterbury City Council positively manage, conserve and enhance the special features of the SSSI.
- Implement a balanced approach to the management of both recreational and semi-natural areas at Long Rock. This will be achieved by outlining the human induced threats and developing ways in which they can be reduced, whilst enabling visitors to continue enjoying the site.
- Highlight and promote the common objectives between CCC and other organisations that play a role in the management of Long Rock, and to provide clear information to local residents so they are able to contribute to the decision making process.
- Clearly outline the specific and routine management practices that should be undertaken on site and in doing so coordinate the roles of other organisations that work in partnership with CCC
- Increase both species and habitat resilience at Long Rock by providing guidance which informs a proactive approach to natural challenges and threats such as climate change, landform changes and footfall pressures.



3. SITE DESCRIPTION

3.1. Location

Long Rock is located in Whitstable in the coastal ward of Swalecliffe along the North Kent Coastline. The boundary of the site can broadly be characterised by the mapping of the SSSI as this designation has largely informed management practices up to this point. The boundary extends offshore and includes areas up to the The Cockle Shell Caravan site in the east, the playing field and beach huts in the south and then stretches out to sea in the west.

3.2. Site History

Long Rock's formation has largely been down to natural influences of longshore drift which over time has formed a spit in the westerly direction. Due to this process a series of shingle ridges have also formed creating marsh and freshwater within. This array of habitats now hosts a variety of important plants and therefore home to roosting and nesting birds and other animals and invertebrates. The site also holds geographical and historical significance from the last Ice Age where fossils of the Mammoth and Woolly rhinoceros have been found, as well as flint implements and ancient pottery. In more recent history, the site has been used as both a waste facility

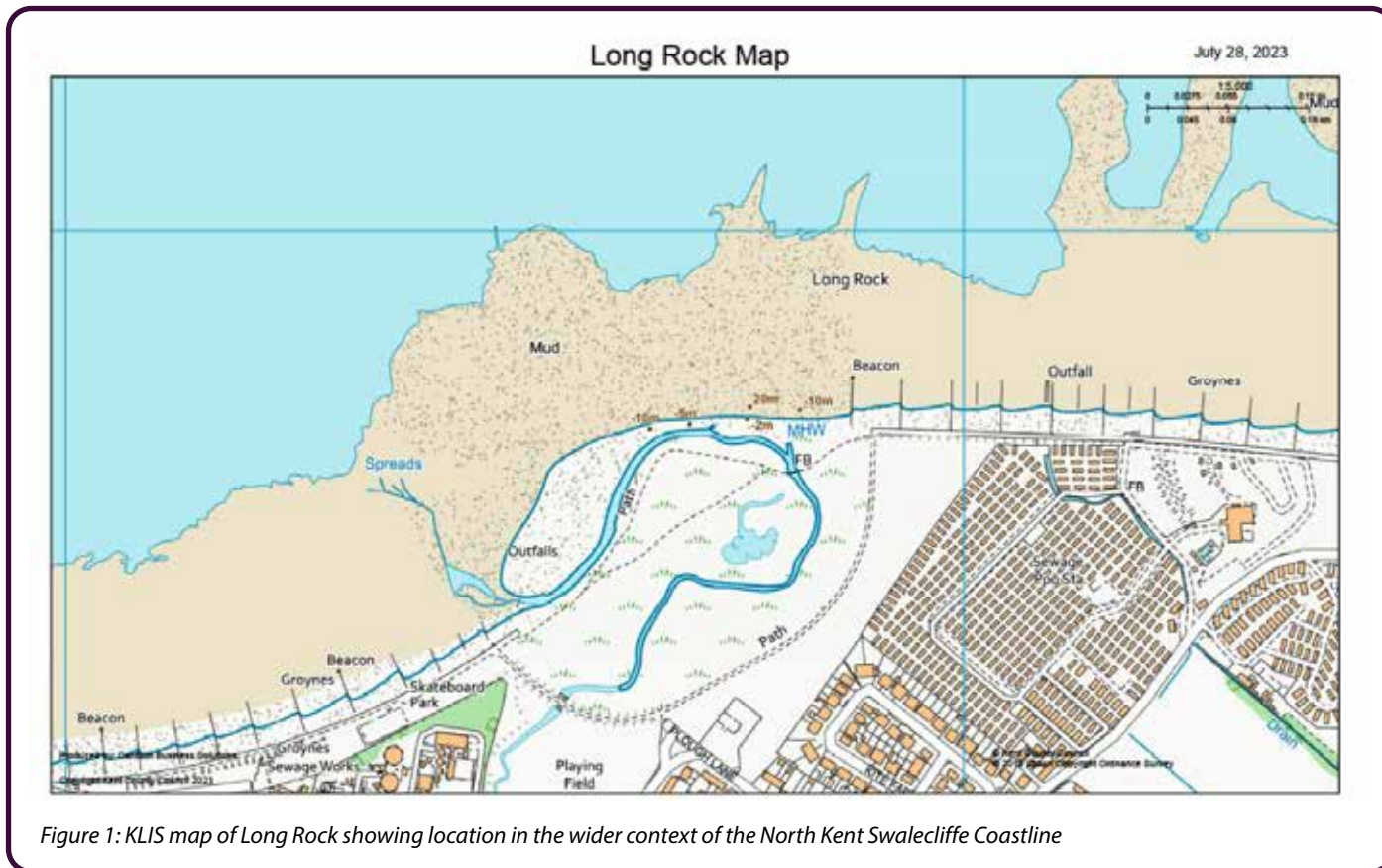


Figure 1: KLIS map of Long Rock showing location in the wider context of the North Kent Swalecliffe Coastline

and a brick works. Highlight how former industrial sites can become rich in wildlife once operations cease, instilling confidence that Long Rock can see increases in dwindling species with the right approach to management.

To this day, the site is extremely popular with local residents and visitors accessing Long Rock through

a variety of PROW and national trails. This includes two cycling and walking trails (the Viking Coastal Trail and the Whitstable Oyster Trail). Both trails wrap around the Southeastern perimeter as cycling is not permitted through the centre of the site (Fig. 2). There are also several informal paths winding their way through the grass, shingle and waterways which pose the most significant threat to wildlife on site.



3.3. Current Management

Long Rock is owned by Canterbury City Council and managed with various partners as and when needed including: Foreshore Services, Kentish Stour Countryside Partnership, Kent Wildlife Trust, the Environment Agency and Birdwise East Kent. Areas of grassland within the SSSI are under various maintenance regimes including meadow and conservation cuts, there is also more extensive grassland that is not routinely managed and is important for ground nesting birds. Within the area of scrub, multiple organisations have undertaken works over the years.

- Swalecliffe Brook is managed by the Environment Agency who have undertaken channel modifications in recent years; they also operate sluice gates on the southern perimeter of the site. After the 2000/1 flooding, the culvert at the sluice gates was enlarged to increase outflow and reduce flood risk to residents within the catchment. Siltation of the brook and natural influences of longshore drift on the shingle bar continue to contribute to water flow and quality issues. Hence, at the time of writing this management plan EA are seeking planning consents to build a second concrete sluice which would allow the continued outflow of the brook into the estuary, and reduce stagnation and eutrophication within the existing channels.

- The brook and general location of Long Rock is also more routinely monitored by Foreshore Services at Canterbury City Council who will respond to daily issues if appropriate. They also inspect Public Rescue Equipment, monitor water quality on site and respond to calls relating to stranded marine mammals.
- In 2011/12 Kentish Stour Countryside Partnership also undertook biodiversity improvements associated with the brook with South East Water funding. Two scrapes were created using excavators whilst also depositing protective bunds to provide new habitat for breeding and wintering birds and reduce disturbance on site. Interpretation signage was also installed as part of these works to raise awareness for visitors. KSCP also undertake more routine habitat management on site most notably for the preservation and benefit of Hog's fennel and the Fisher's Estuarine Moth.
- Butterfly Conservation have conducted surveys on site to better understand the distribution of pollinators such as the Fisher's estuarine moth. It is essential that both historic records are collected and surveys continue into the future.
- Local bird watchers also have played an extremely important role in recording data and tracking long term trends in bird populations. Records can be found in a variety of databases and publications including the British Trust for Ornithology Wetland Bird Survey and Birdtracker, eBird and Kent Ornithological Society's database.

In addition, Birdwise East Kent (SAMMS) provide their services to monitor bird disturbance on site, with regular fortnightly site visits during winter and as and when needed during the summer. The purpose of these visits are to engage with the public and report any significant findings to Canterbury City Council's enforcement and environment teams.

3.4. Planning consents

With reference to Canterbury City Council's Adopted 2017 Local Plan sites of scientific or nature conservation interest either as direct, indirect or cumulative sites designated as a Site of Special Scientific Interest (SSSI) will not normally be granted for development.

In the 2017 Local Plan, reference is made to the Tankerton Slopes and Swalecliffe area which highlights its SAC designation affords the highest level of protection. Furthermore, the area is a designated protected open space, further safeguarding the site from development if circumstances of the SSSI were to change. Canterbury City Council's Green Infrastructure Strategy also underpins the National Planning Policy Framework (NPPF) and requires positive planning for green infrastructure.

The council also has an emerging Green Gap Improvement Plan for Chestfield and Herne Bay; Long Rock falls into this. The document aims to highlight where improvements can be made for environmental and recreational purposes.



3.5. Document history

This management plan serves as the first edition of any formalised document specifically aiming to inform the monitoring and management of Long Rock. The current Tankerton Coastal Park Management Plan (due to expire in 2024) makes minor references to the management of Long Rock, however, this focuses primarily on access improvements as well as two broad actions focused on the general retention of the SSSI status and work on the channel. Therefore, a comprehensive and localised plan is required.

3.6. Key features

Long Rock hosts significant ecological and geological features including assets such as the brook, shingle spit and marsh. However, the site also includes Whitstable Skate Park which underwent a comprehensive planning application in order to gain assent from Natural England. The PROW and trails also play a key role in the geography of the site, encouraging the influx of visitors and dog walkers. Moving forward it is important that local residents and visitors are engaged with to increase awareness of the site's international importance. Community understanding and collaboration will be key in ensuring that wildlife at Long Rock is protected.

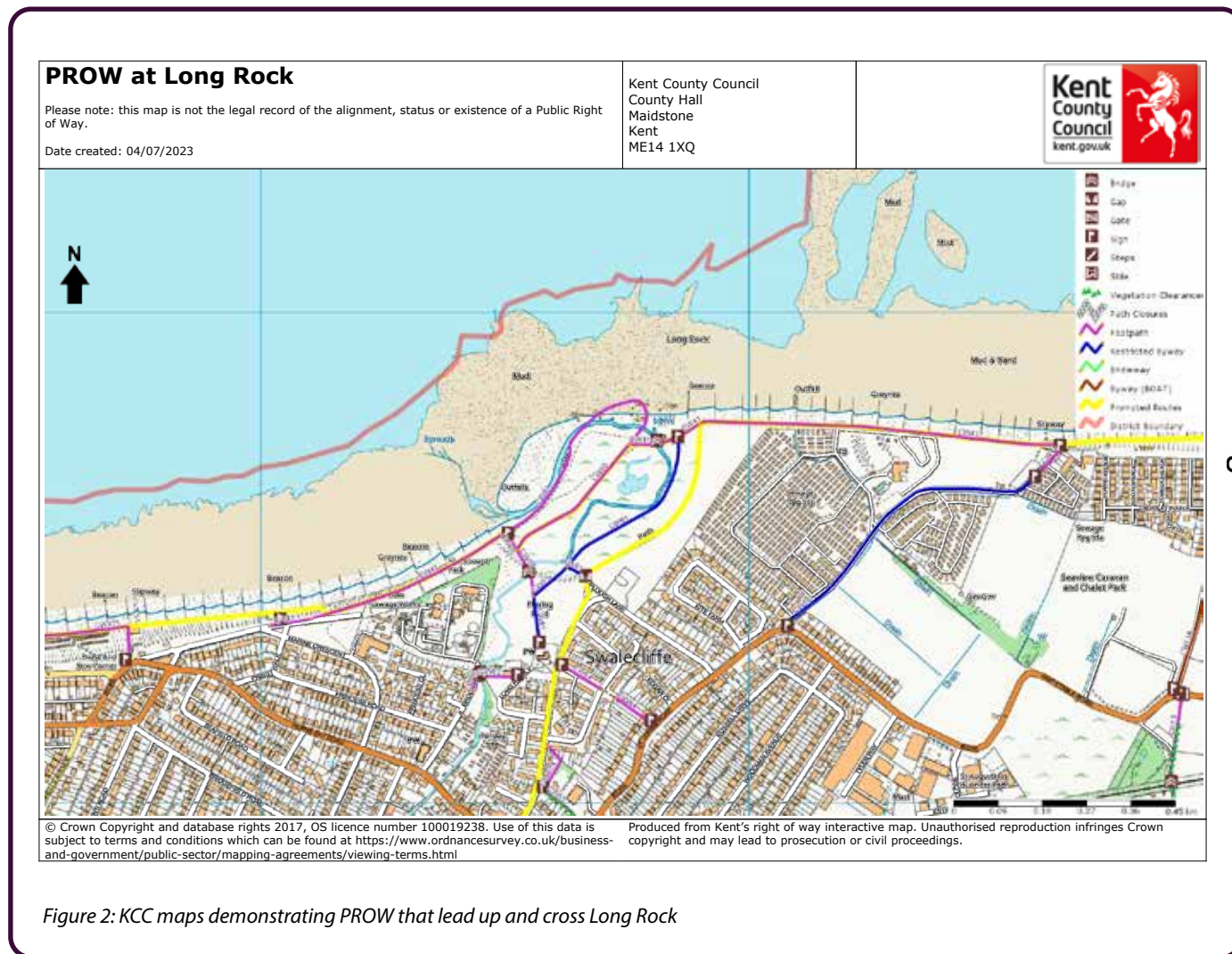


Figure 2: KCC maps demonstrating PROW that lead up and cross Long Rock



4. DESIGNATIONS

Long Rock hosts a variety of both statutory and non-statutory land and sea based designations. Such overlapping designations significantly highlight the importance of the site’s wetland species interest, coastal birds and plant life.

4.1. Site of Special Scientific Interest (SSSI)

SSSI are nationally important and a statutory UK designation under the Wildlife and Countryside Act, 1981. They are designated by NE and are designed to protect some of the best sites for wildlife and biodiversity nationally. Such sites are afforded legislative protection in the planning process. NE uses its statutory power to protect SSSI meaning the landowner must be granted with assent by NE for any planning applications or non compliant management practices referenced on the ORNEC list.²

Some exceptions apply:

- If emergency works are required to be carried out. However, NE should be notified within 24 hours of entering the site and extra care should be given to avoid damage to special features.
- Operations with permission from a public body or local authority (however, the relevant body must have consulted with NE for you)
- A management practice which is not on the ORNEC list for that site.
- Operations can still be carried out without assent by a public body after consultation with NE if it is believed the conditions attached to an assent are unacceptable. This must be accompanied with 28 days notice before entering the site outlining that you have considered the advice, considered alternatives to reduce the impact of the required work and weighed the balance between conflicting interests.

If these conditions are not met then the body carrying out the works could be prosecuted.

Long Rock falls into the Thanet Coast SSSI (Fig. 3), a larger designation expanding across the Thanet Coast, hosting distinct features³ including but not limited to aggregations of breeding and non-breeding birds and coastal vegetated shingle. This compartment of the Thanet Coast SSSI is in favourable condition, however, certain species defined under aggregations of non-breeding birds are in an unfavourable condition and declining. Although Hog’s fennel is found on site it is not cited under the Thanet Coast SSSI. However, the plant is a key feature of the Tankerton Slopes and Swalecliffe SAC (which includes Long Rock), as well as the Tankerton Slopes SSSI (only a short walk down the promenade). Therefore, Hog’s fennel is still regarded as an important management feature at Long Rock and guidance is later given within this management plan. Management practices delivered here should be delivered to the same standards as those delivered at Tankerton Slopes.

² Natural England (n.d.) ‘Operations likely to damage the special interest’, Available at: designatedsites.naturalengland.org.uk/PDFsForWeb/Consent/1003560.p

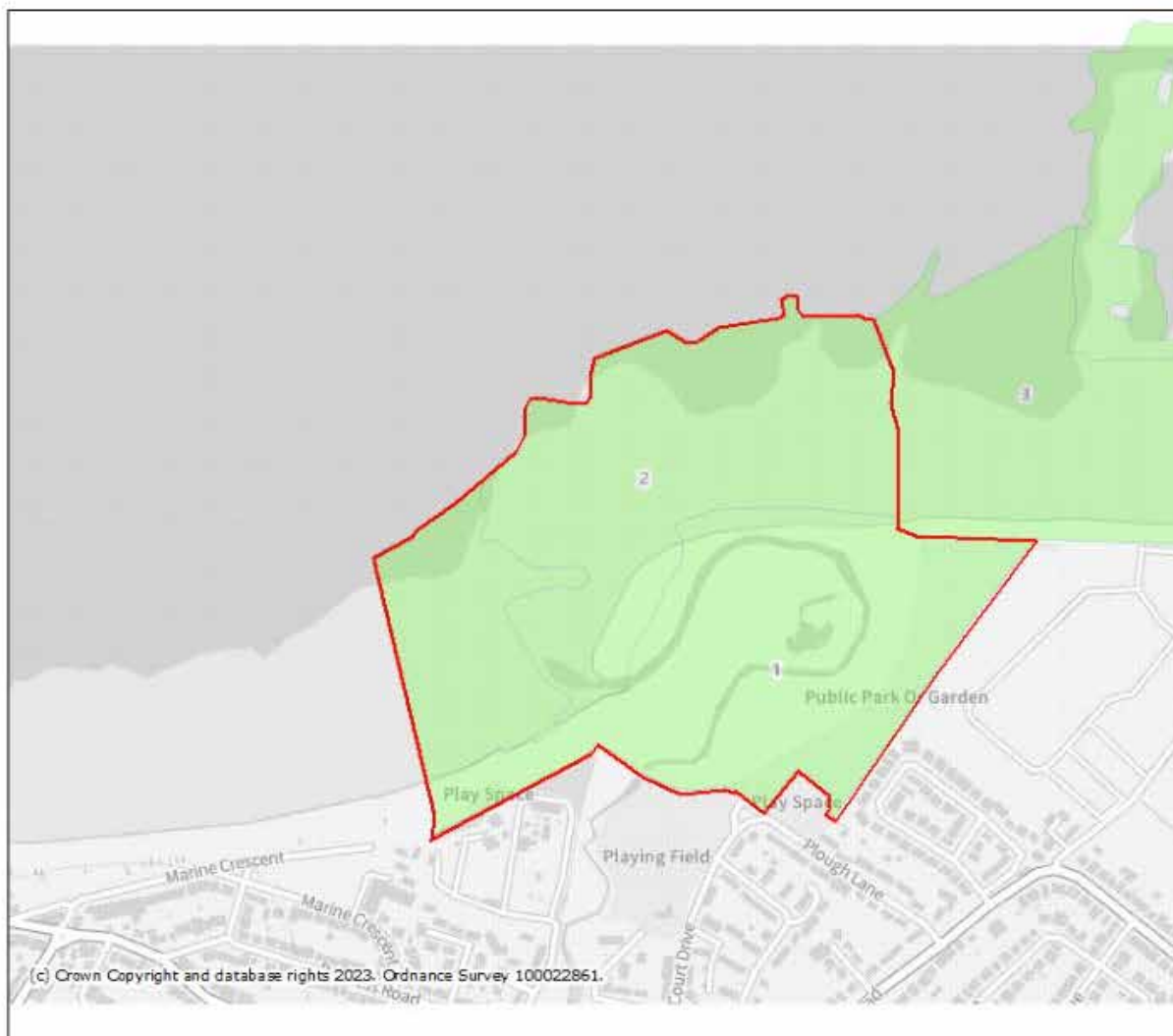
³ Natural England (n.d.) ‘Designated Sites View: Thanet Coast, Kent SSSI’

Available at: designatedsites.naturalengland.org.uk/SiteFeatureCondition.aspx?SiteCode=S1003560&SiteName=Thanet%20Coast%20SSSI



MAGiC

SSSI Map of Long Rock

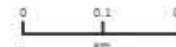


Legend

Sites of Special Scientific Interest (England)

- Favourable Condition
- Unfavourable Recovering
- Unfavourable no change
- Unfavourable Declining
- Part Destroyed
- Destroyed
- Not Assessed

Projection = OSGB36
 xmin = 612100
 ymin = 167200
 xmax = 614800
 ymax = 168400



Map produced by MAGiC on 31 March, 2023.
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Figure 3: Boundary mapping of Long Rock bird zone within the Thanet Coast, Kent SSSI



4.2. Ramsar site

Long Rock also falls within the Thanet Coast and Sandwich Bay Ramsar designation. This designation represents wetlands of international importance that are characterised by rare wetland types important for conserving ecological value. They are internationally recognised however there exists no dedicated legislation for their protection. Nevertheless, most Ramsar sites are designated as SSSI's in the UK enabling Ramsar considerations in statutory guidance. The Ramsar treaty also provides a comprehensive framework for the management and conservation of wetlands and their resources. The vision for sites on the Ramsar list is:

To develop and maintain an international network of wetlands which are important for the conservation of global biological diversity and for sustaining human life through the maintenance of their ecosystem components, processes and benefits/services⁴

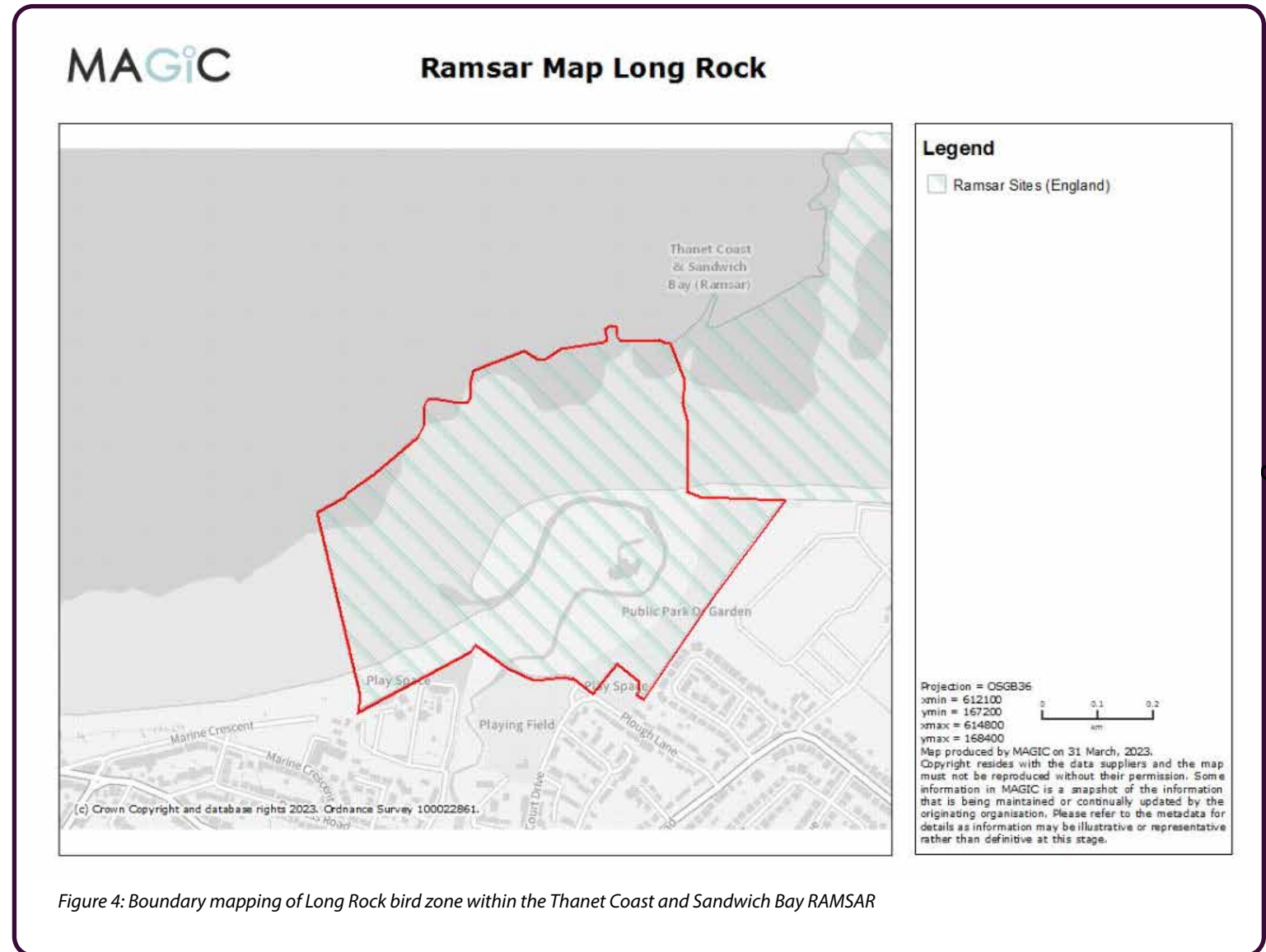


Figure 4: Boundary mapping of Long Rock bird zone within the Thanet Coast and Sandwich Bay RAMSAR

4 RAMSAR (2022) 'Strategic Framework and guidelines for the future development of the List of Wetlands of International Importance of the Convention on Wetlands'. Available at: rsis.ramsar.org/RISapp/StatDoc/strategic_framework_en.pdf



4.3. Regionally Important Geological Site (RIGS)

RIGS are non-statutory Earth Science sites designated by locally based RIGS Groups. They are selected for their geology, geomorphology and soils and are considered important for their educational, research, historical or recreational value. This again is often complemented by a SSSI designation signposting that Local Planning Authorities should protect geodiversity features as well as those outlined by NE on the SSSI list of conditions.

The cliffs and foreshore along the coast of Tankerton and Swalecliffe have a long history of research, with publications back to 1834. Both interglacial and glacial vertebrates have been identified at Long Rock, as well as forest bed from the post-glacial period and archaeological material ranging from early Acheulean flakes to Medieval Ceramics.

With geological, geomorphological and archaeological environments considered there is a need to ensure that future coastal work does not cause further damage.

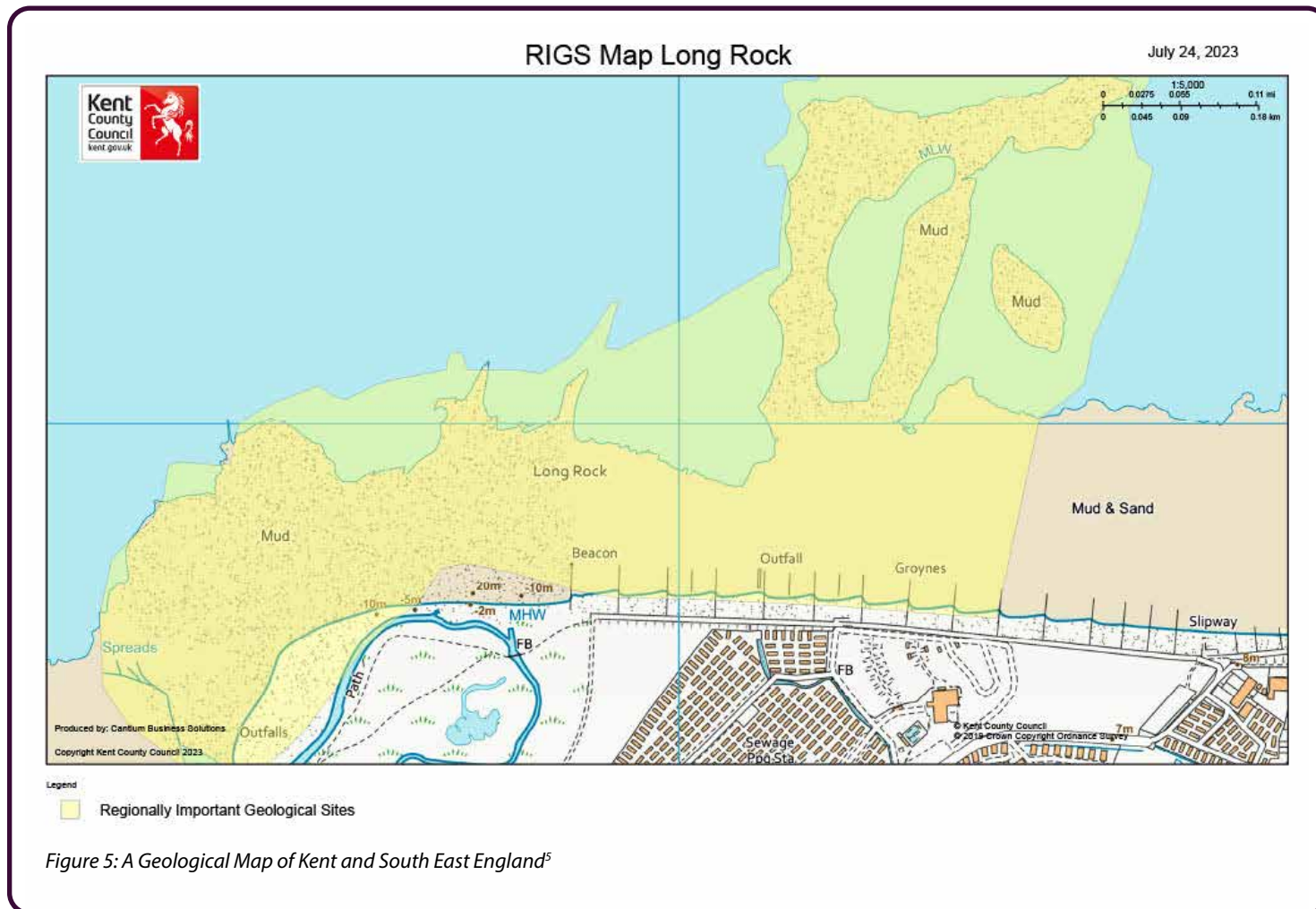


Figure 5: A Geological Map of Kent and South East England⁵

5 GeoConservation Kent (n.d.) 'Geological Map of Kent' Available at: www.geoconservationkent.org.uk/index.php?option=com_content&view=article&id=12:-geological-map-of-kent&catid=4:geology&Itemid=17

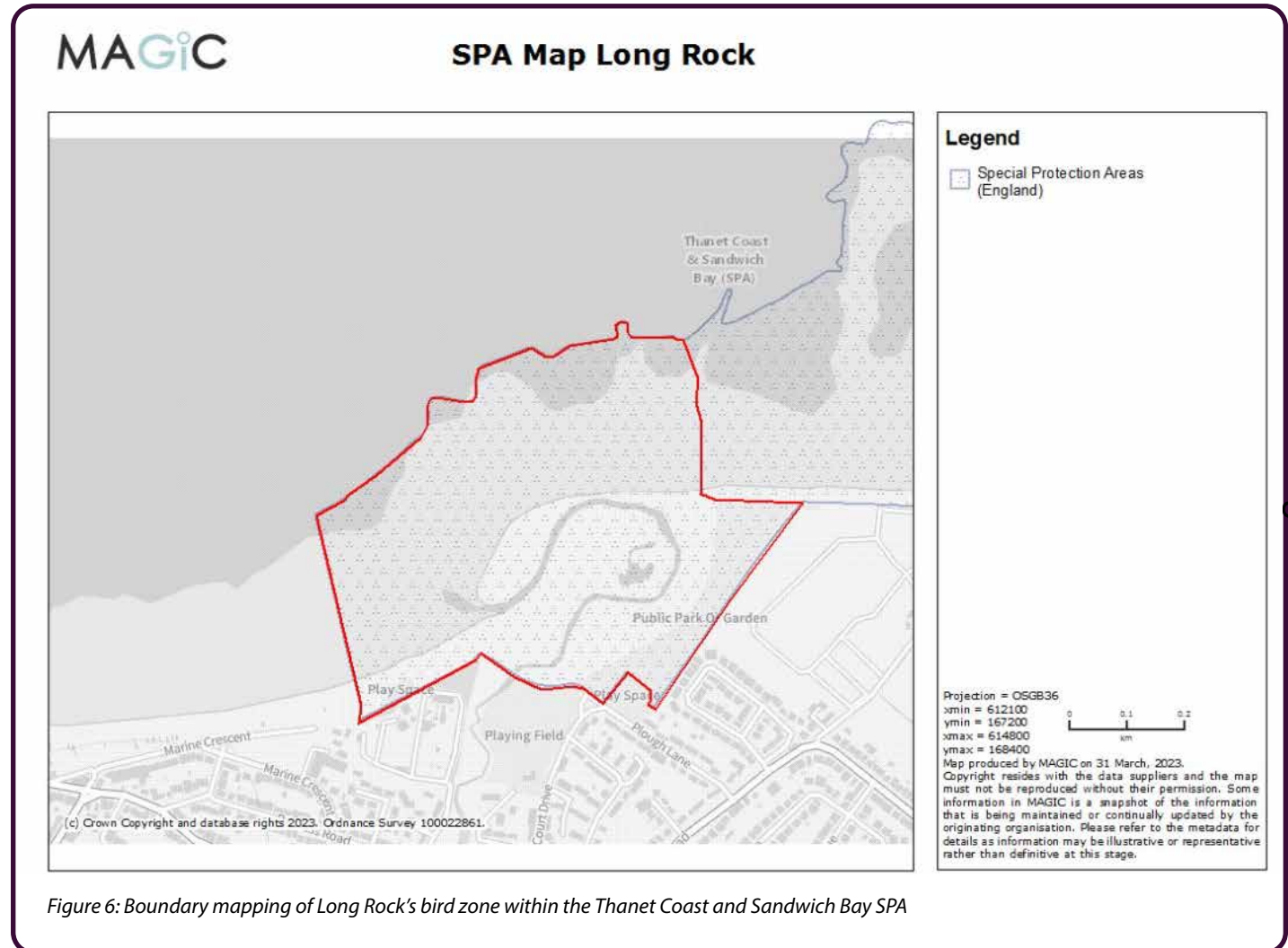


4.4. Special Protection Area (SPA) and Special Areas of Conservation (SAC)

Both SPAs and SACs are designated under the European Union Directive. SPAs specifically relate to the Conservation of Wild Birds and SACs focus more broadly on habitats and/or species. In the UK, they are classified under the Conservation of Habitats and Species Regulations 2017.

Thanet Coast and Sandwich Bay SPA

Long Rock marks the beginning of the Thanet Coast and Sandwich Bay SPA and its designation concerns the Golden plover, *Pluvialis apricaria*, Little tern, *Sterna albifrons* and Turnstone, *Arenaria interpres*. The SPA also extends into the adjacent territorial sea (Fig. 6). Conservation advice is instructed by NE⁶.



6 Natural England (n.d.) 'Natural England Conservation Advice for Marine Protected Areas Thanet Coast and Sandwich Bay SPA'. Available at: designatedsites.naturalengland.org.uk/Marine/MarineSiteDetail.aspx?SiteCode=UK9012071&SiteName=thanet%20coast&SiteNameDisplay=Thanet%20Coast%20and%20Sandwich%20Bay%20SPA&countyCode=&responsiblePerson=&SeaArea=&IFCAAarea=&NumMarineSeasonality=3&HasCA=1



Tankerton Slopes and Swalecliffe SAC

In regard to the SAC designation, long rock is a considerable proportion of the Tankerton Slopes and Swalecliffe SAC and specifically concerns the Fisher's estuarine moth. Conservation advice can be found under the NE and European Site Conservation Objectives⁷ (Fig. 7).

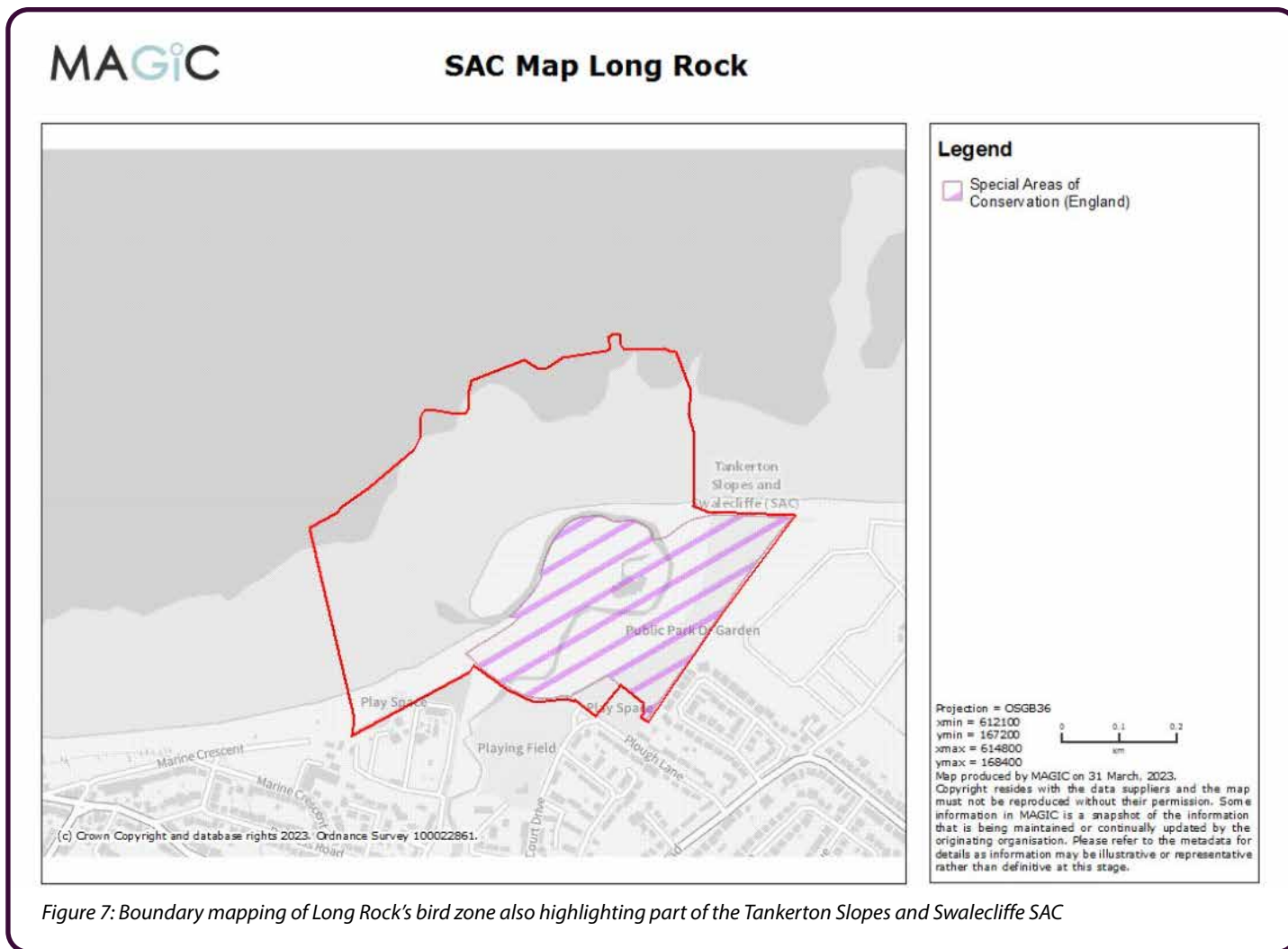


Figure 7: Boundary mapping of Long Rock's bird zone also highlighting part of the Tankerton Slopes and Swalecliffe SAC

7 Natural England (2019)' European Site Conservation Objectives: Supplementary advice on conserving and restoring site features Tankerton Slopes and Swalecliffe Special Area of Conservation (SAC): Available at: designatedsites.naturalengland.org.uk/TerrestrialAdvicePDFs/UK0030378.pdf



5. LANDSCAPE CHARACTER

5.1. Geology

Swalecliffe is placed on top of low lying London Clay geology which began forming during the Eocene Epoch, 56 to 33 million years ago as sea levels rose and deposited sediment. This is now overlain with poorly draining heavy soils presenting challenges to farming throughout the local area. The area now known as Long Rock is due to the formation of a shingle spit developing as a consequence of longshore drift and shingle transportation and deposition. At low tide the surrounding North Kent areas also expose mudflats rich in nutrients from decomposing organic matter and minerals, providing important feeding grounds for wading birds.

5.2. Habitat Description

Due to the previously mentioned geology and tidal processes important habitats have developed throughout the Long Rock landscape, including an area of saltmarsh, brackish tidal beds, scrapes (shallow depressions seasonally holding water during wetter periods) and priority habitat coastal grazing marsh, as well as scattered trees and bushes (Fig. 8). The shingle and shell beaches support distinctive flora and a variety of birds, mammals and invertebrates.

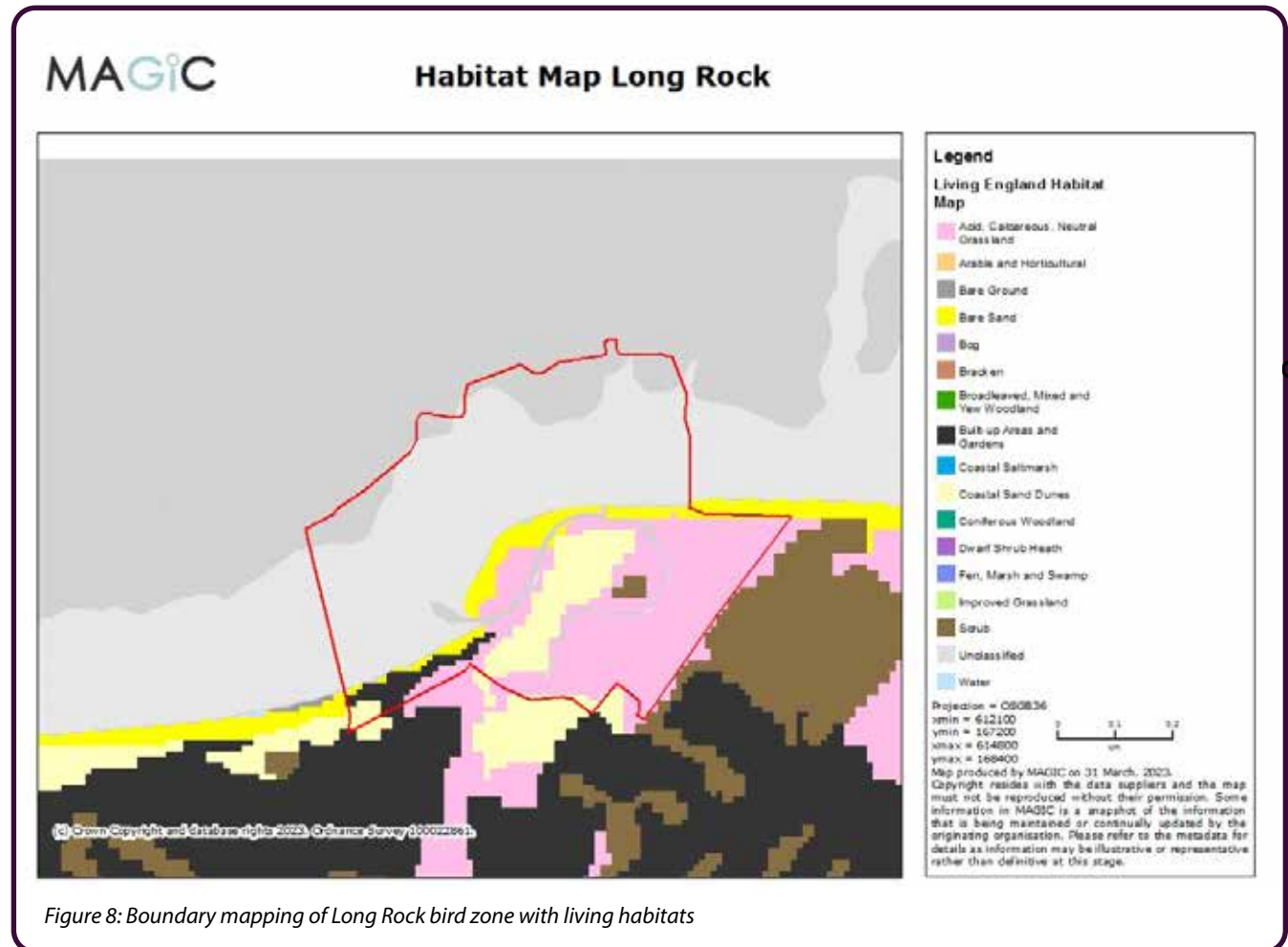


Figure 8: Boundary mapping of Long Rock bird zone with living habitats



5.3. Ecological Value

Given the existence of important habitats, Long Rock exhibits significant ecological value both for flora and fauna. The landscape here is notable for its assemblage of marine and terrestrial plant species as well as coastal birds. The shingle beach supports plants such as yellow-horned poppy, sea kale, sea holly, sea clover, the nationally rare species Hog's fennel (confined to a few coastal localities in south east England) and the willow leaf lettuce *Lactuca saligna*. The reserve is also important for roosting, feeding, summer nesting and wintering birds. The shingle beach provides roosting opportunities for wintering waders. The scrape and scrub is rich in a variety of passerines, birds of prey, waterfowl and some wading species.

In addition, important invertebrates include the only population of nationally rare isopod *Eluma purpurascens* and the Hog's Fennel reliant Fisher's Estuarine moth, *Gortyna borellii lunata*. The larvae of the Fisher's Estuarine moth are stem-borers and feed within the stems of Hog's Fennel from April through to June and then below ground within the plant's rootstock during July and August. Further down the coastline Tankerton Slopes LWS is designated as a SSSI for its population of Hog's Fennel indicating the importance of preserving this species when it rears at Long Rock. In accordance with this, Bramble and other shrubbery has to be carefully managed in order to prevent encroachment on areas of Hog's Fennel. Other important invertebrates found on site include the micro moth, *Agonopterix putridella*, also only found on Hogs fennel, the Shrill Carder Bee and the Sea aster mining bee, both nationally rare species.

The Water vole also inhabits Long Rock, a species listed as endangered on both the Great Britain and the England Red List for Mammals. Accordingly, they are a UK Biodiversity Framework species and are protected under the Wildlife and Countryside Act 1981, meaning it is an offence to intentionally kill, injure or possess dead or alive. Hence, special care should be taken with vehicular access on site not to kill, injure or disturb habitat. Any activities in breach of the Wildlife and Countryside Act, 1981 should be immediately reported to the police.

Furthermore, ecological interest is recognised across the area through numerous designations including; the Thanet Coast SSSI (also designated for its geological features), the Outer Thames Estuary SPA, the Tankerton Slopes and Swalecliffe Marine SAC and the Thanet Coast & Sandwich Bay Ramsar Site.



Yellow Horned Poppy



Sea Holly



Agonopterix putridella



Shrill Carder Bee



Sea Aster Mining Bee



Water Vole

Images: Andy Taylor



6. ECOLOGICAL SURVEY DATA

In order to understand the full ecological significance of Long Rock and the human stressors at play a brief background is given here to represent how the populations of most notable species have declined over time. Focusing primarily on bird populations and the Fisher's Estuarine Moth, but also touching on the Fiery Clearwing Moth.

6.1. Bird Populations

Bird watchers and surveyors have noticed a significant decline in bird populations and the number of species over the last 30 years. While it could be argued that these observations reflect wider trends, it has been noted that certain local species are no longer using the site at all. Furthermore, wildlife populations are becoming increasingly isolated with a limited network of green corridors, preventing movement between areas and the recolonisation of lost species.

Wintering waders with recent high counts in brackets:

- Turnstone (c200)
- Ringed Plover (c150)
- Dunlin (c50)
- Sanderling (c200)
- Oystercatcher (c30)
- Redshank (c30)
- Curlew (c60)

Up to 700 Golden plover once regularly roosted on the beach but their numbers have fallen to 10 or less in recent years. The marsh pool and grassland also hold numbers of wintering Common Snipe (c40) and a small number of Jack Snipe. Up to 20 Little Egrets can be present in late Summer and some winters a few Lapwing roost in the Marsh. A single Purple Sandpiper sometimes winters. Apart from Little Egret and Sanderling counts, which have increased in comparison to records in the 1990s / early 2000s, numbers have reduced by 50%-75% in most cases, with Golden Plover, Grey plover & Purple Sandpiper down 95-99% into single figures.



Red Throated Diver



Turnstone

Images: Andy Taylor



Sanderling (top) and Lone Ringed Plover (bottom)



Dark Bellied Brent Geese



Dunlin, Purple Sandpiper, Dunlin and Ringed Plover (left to right)



Great Northern Diver

Other wintering species

Offshore there is a regular wintering flock of Red breasted Merganser as well as 100's of Red Throated Divers. Several individuals of Great Northern Divers can also be seen with Black-throated Divers on occasion. It is possible to see all three Diver species at the same time. Dark-bellied Brent also winter, once visiting in the several hundreds but now down to 80-100.

Other wintering birds include Meadow Pipit, Stonechat, Kingfisher and Water Rail - all in single figure numbers. During winter months, the site has also previously hosted Short Eared Owl, Snow Bunting, Shore Lark, Black Redstart and Lapland Bunting, however, none of these species have overwintered in the last five years.

Up until 2010, Long Rock had a regular small flock of Corn Bunting with counts of up to 90 recorded in the 1990s. Reed bunting would winter in double figures yet these are now only irregular passage migrants. Skylark would winter in varying numbers up until 2008. In the last two decades the site has lost all ground nesting birds, ringed Plover on the shingle and beach, Skylark, Meadow Pipit & Reed Bunting due to the increase in human disturbance.

Spring and summer

In spring and summer varying numbers of Sandwich Tern and Common Tern fish offshore. Up until 2010 the Little Tern was also a regular visitor, however, sightings have become rare. The Arctic Tern and Black Tern can be seen moving through on passage. As far as records go no species of Tern have ever bred on site. The shingle ridge and beach would be suitable for breeding terns, however, given the increase in disturbance, the large numbers of Carrion Crow, Herring Gulls and the presence of the fox, successful breeding is unlikely to occur.

All the remaining breeding species utilise the scrub and trees within the grassland, the churchyard and the perimeter planting of the water treatment works. These are also important areas for passage migrants. Among the species still breeding in these areas are Cetti's Warbler, Common & Lesser Whitethroat, Blackcap, Chiffchaff Greenfinch & Linnet.

Mallard and Moorhen attempt to breed in and around the Brook with various levels of success each year. The area of scrub also hosts some of the largest roosts of House Sparrow and Starling in the county. Over the last few years Kestrels have bred in the box placed on the Telegraph pole within the marsh and have successfully raised up to four young in the past. Their most recent attempt in 2022 failed due to a very cold spring. Sparrowhawks still breed in the sewage works.

Over 250 species have been observed on site, notable sightings over the years include:

- Brown Booby first sighting for UK in August 2019
- Fan tailed Warbler - one of only eight British records
- Trumpeter Finch one of only sixteen British records (Tankerton)

This information was taken from a report written by Andy Taylor, private entomologist (2023)

6.2. The Fisher's Estuarine Moth and Hog's Fennel

The Fisher's Estuarine Moth, *Gortyna borelii lunata*, is extremely rare, highly threatened and a Schedule 5 protected British species, therefore, affording a high conservation priority. It is also the only UK breeding moth to have additional protection as a European Protected Species (under the Conservation of Habitats and Species Regulations 2017) due to the species' decline across its entire global range.

The moth is wholly reliant on Hog's fennel, *Peucedanum officinale*, as the larvae feed only on the plant itself. This plant species, which is also threatened, is sometimes mistaken for Alexanders, *Smyrniium olusatrum*, which is an invasive species and threatens the distribution of Hog's fennel. It is now known in detail the prevalence of the moth



at Long Rock due to recent surveys conducted in 2021 by Rebecca Levey, Conservation Officer at Butterfly Conservation, as part of the Kent's Magnificent Moths Project. However, neither the moth nor the plant are designated as a key feature at Long Rock and the site is instead underpinned by the wider Thanet Coast SSSI features. This questions whether Long Rock should be given an independent SSSI designation with these key features, distinguishing it from the Thanet Coast SSSI and providing more protection for both the Fisher's Estuarine Moth and the Hog's Fennel.

Signs of the moth can be found on the Hog's Fennel, as the larvae bore into the stem they create 'volcanoes' at the base of the plant. In a detailed survey, 73% of 111 plants on site showed presence of the larvae. There was a greater presence to the north of the brook, likely because bramble is not encroaching on the Hog's fennel. The greatest threat here concerns potential flooding and increased trampling of grassland by walkers. To the south of the Brook a lot more bramble is found, indicating greater encroachment of Hog's fennel.

This information was taken from a report written by Dave Clarke, Team Leader, Invertebrates & Fish, Zoological Society of London and based on a survey conducted by Rebecca Levey, Conservation Officer, Butterfly Conservation (2021)



Figure 9: Satellite image showing the distribution of Hog's fennel occupied plants and the moth by sex



A note on management⁸:

Evidently the Fisher's Estuarine Moth is reliant on areas of rough grassland where Hog's fennel grows. In addition to this, long coarse grasses are required to enable the moth to lay eggs. Where both are found in abundance, the moth stands the best chance of survival. The most favourable density is one Hog's Fennel plant per square metre. Further to this, Hog's fennel must also remain at a height that allows the continued growth of neighbouring coarse grasses. Too low and it will reduce the chances of freshly hatched larvae migrating to a Hog's fennel plant.

6.3. Fiery Clearwing

The Fiery Clearwing, *Pyropteron chrysidiformis*, is a rare species in the Red Data Book, a Schedule 5 species under the Wildlife and Countryside Act 1981 and therefore, fully protected. It can be identified by its flame red coloured wings as well as transparent sections. The species is now only found in a small number of coastal sites, however, from data gathered over a number of years it is clear to see

that the North Kent population is now expanding rapidly away from its former coastal locations. Such findings are represented at Long Rock, where the number of eggs identified have fallen from 470+ in 2012 to only 38 in 2021.

This data was taken from 'Monitoring of Fiery Clearwing Pyropteron chrysidiformis in 2021'

A note on management⁹:

Optimal conditions for the Fiery Clearwing include open grassland with early successional vegetation and an abundance of caterpillar food plants such as Curled Dock or Common Sorrell.

- Any encroaching scrub should be cut back periodically to retain open sunny areas.
- Some periodic disturbance of the ground, such as scarification, may be required to encourage the foodplant.
- Avoid disturbance on shingle beaches unless there are signs of vegetation succession, in which case some rotational disturbance may be required.



Fisher's Estuarine Moth on Hog's Fennel



Hog's Fennel plant

⁸ butterfly-conservation.org/sites/default/files/fishers-estuarine-moth---bespoke-cs-guidance.pdf

⁹ https://butterfly-conservation.org/sites/default/files/fiery_clearwing-psf.pdf

7. THANET COAST AND SANDWICH BAY SPA VISITOR SURVEY 2023

Thanet Coast and Sandwich Bay SPA Visitor and Bird Survey 2023 was conducted at Long Rock by Ecological Footprint in order to monitor the disturbance of wildlife and gather public opinion on the current management on site. This section draws on relevant data gathered from the survey as to how it may inform the future management of Long Rock.

In regard to all the coastal sites surveyed within the Thanet Coast and Sandwich Bay SPA, the density of visitors and consequential wildlife disturbance at Long Rock exceeds all others. This is likely down to the accessibility of Long Rock, proximity of adjacent residential areas and a paucity of alternative open spaces in the Swalecliffe/Chestfield area. Within the survey, observations and interviews were conducted over a period of two hours. A total of 599 groups, 952 people and 389 dogs were observed, all of which exceed other locations. Most notably the total number of dogs observed was more than double the second highest total of 165 seen at Botany Bay.

Throughout the interviews, the highest referenced habitats or species identified by the public were nesting and wading birds, however, little reference was made to the fact the site is a SSSI signposting the need to increase awareness of this important designation.



Sandwich Bay



8. LONG ROCK SWOT ANALYSIS

Strengths	Weaknesses
<p>Long Rock hosts both statutory and non-statutory designations which when combined provide legislative protection from planning, guidance for positive management and can help to build community awareness.</p> <p>Long rock is an extremely dynamic site with a mosaic of important habitat and influences from coastal processes such as longshore drift.</p> <p>The SSSI designation is Long Rock's greatest strength out of all the designations. Providing legislative protections for habitats and species.</p> <p>There exists a strong community surrounding Long Rock and in collaboration with organisations a balance between amenity and conservation can hopefully be achieved.</p>	<p>The site has poor wayfinding which has potentially led to the creation of informal pathways cutting through important habitats.</p> <p>Nutrient rich waters of the brook cause excessive algal growth and eutrophication which both impacts wildlife, human health and aesthetic of the location</p> <p>PSPOs relating to dogs on leads can be ambiguous leading to confusion over which areas dogs on leads are enforced and which are not.</p> <p>According to the Thanet Coast and Sandwich Bay SPA Survey 2023 there appears to be little public awareness of the importance of a SSSI designation, despite signage. This may be a contributor to reduced populations of local and migratory birds.</p> <p>Longshore drift causes significant fluctuations in the course of the brook, increasing the possibility of flooding further upstream.</p>
Opportunities	Threats
<p>Improve community engagement through consultation and openness in the management of the site to help build awareness regarding the importance of a SSSI designation.</p> <p>Improving signage can increase clarity on PROW, where people can and cannot go and raise awareness of the wildlife inhabiting the site.</p> <p>Implementation of fencing to act as a physical and visual barrier to officially demarcate the PROWs. However, this was opposed during the 2021 public consultation.</p> <p>New signage to encourage both local users and visitors to absorb important ecological information about the site.</p> <p>Due to the strong community surround Long Rock there is opportunity to set up a 'Friends of' Group</p>	<p>Dogs off leads in areas of important wildlife habitat threaten the existence of local birds and return of migratory birds. Birds consider dogs to be predators even if not directly provoked; this is still considered bird disturbance.</p> <p>Agricultural and urban run-off have threatened nutrient neutrality and species reliant on Swalecliffe brook</p> <p>Important that sites such as long rock are protected to provide suitable habitat for current migratory birds and those altering migration routes due to climate change.</p> <p>If the 'Run Whitstable & Herne Bay' running event is not planned with the habitats of Long Rock in mind it may cause gradual degradation of landscape.</p>



9. OBJECTIVES AND GUIDANCE FOR MANAGEMENT

9.1. SMART Objectives

Habitat Management

- Continue to effectively control scrub and Alexanders to maintain a diverse community of flora whilst working with partners to allow for the expansion of Hog's fennel in current locations.
- Seek extension of grassland to amenity area adjacent to skatepark. Measure success by witnessing the return of Hog's fennel in this area by 2028.
- Aim for both the Fisher's Estuarine Moth and Hog's Fennel to be designated as key SSSI features at Long Rock 2025.

Community Engagement and Reducing Disturbance

- Raise public awareness and reduce disturbance by improving interpretation signage with clear and concise messaging about the significance of the site, its wildlife and human induced threats.
- Ensure access points and PROW within Long Rock are well demarcated and understood by public users to prevent disturbance in sensitive areas.
- In cases where current PROW and their use

continue to threaten wildlife habitats, CCC will seek and secure appropriate consent/permission from KCC to re-route or close PROW by 2026.

- Promote and continue to improve the Whitsable and Herne Bay Green Gap to alleviate recreational pressures at Long Rock.
- To increase awareness of the site and its management requirements, work with local conservation groups to put on at least one public event/talk on wildlife at Long Rock each year.
- Seek to improve community engagement at the site by establishing a 'Friends of Long Rock' group by 2025.

Monitoring

- Conduct surveys for the Fisher's Estuarine Moth annually and map Hog's Fennel every five years to assess distribution of the Fisher's Estuarine Moth and Hog's Fennel.
- Assess scrub and the distribution of Alexanders in June each year with the aim to have no encroachment of scrub and Alexanders on open grassland.
- Continue to liaise with partners who conduct visitor and bird disturbance surveys to determine

how successful disturbance reduction measures are/have been.

- Canterbury City Council to keep a record of complaints and incidents of PSPO and Dog Control Order breaches, with the aim of seeing a significant number of reduced reported incidents by 2028.
- Monitor water quality with logged assessments to determine how water quality within the brook has changed from 2023 to 2028.

9.2. Guidance for Management

Management practices for Long Rock are focused on the SSSI and SAC designations in order to improve habitats, species richness and visitor awareness. For some of the management practices described below please refer to section 5.1 for further details as consultation with NE may be required.

Habitats

As stated previously, five key features of Long Rock concern Hog's fennel, the Fisher's Estuarine moth, Golden plover, Little tern, and Turnstone. Although there are other notable species at Long Rock, with the current resources available unfortunately all cannot be prioritised, therefore, the features



mentioned above should be the focus of habitat management. Unmanaged scrub poses a significant threat to Hog's fennel and consequently routine scrub clearing is crucial in order to maintain Hog's fennel and other species contributing to the grassland community. Alexanders also need careful management as they quickly and easily invade grasslands, reducing the diversity and prevalence of other species. Scrub should amount to less than 20% of the total area of the site, and that which is retained should be isolated, low and dense, to provide protection for birds nesting and roosting within. A maximum scrub height of 1.8m should also be adhered to, in order to also encourage ground nesting birds throughout the site.

Multiple water bodies exist at Long Rock including, Swalecliffe Brook, ponds and scrapes. Projects should be considered that contribute to the health and value of such features. In regard to scrub and tree management, consideration should also be given to the potential impact on water bodies. For example, shading scrub and trees should be managed to increase light levels. Shingle areas should experience minimal disturbance to protect unique plant life and breeding birds. Water levels should also be monitored from March, with a view to maintain wet channels and muddy margins for lapwing chicks to feed. Litter should also be reported when discovered so foreshore services can then remove it.

Enforcement

To preserve the ecological value of Long Rock, appropriate enforcement is required to ensure reduced wildlife disturbance and robust environmental protections. This can be achieved through a variety of interventions and practices. Firstly, clear and precise signage is required and should be updated accordingly as the site's landscape character alters due to human induced influences. The signage and wayfinding should clearly demarcate national trails and PROW, as well as highlight where people and dogs are prohibited. There exists ambiguity when interpreting where dogs can and cannot go, so improved signage throughout is essential, and the introduction of zoning would be an effective approach.

The issue of poorly demarcated PROW is compounded by the fact informal paths have developed over time. In order to combat this, physical interventions should be introduced which deter people from using such paths. Previous interventions have been removed by the public, so future projects must be substantial enough to remain fixed in place. Regular patrols from both the police, Canterbury City Council enforcement officers and Bird Wise East Kent are also required. In order to support these interventions and provide evidence for their implementation, Bird Wise East Kent should also continue to monitor bird disturbances and highlight relevant issues that arise. Channels of

communication between Birdwise, Canterbury City Council and the Public must be improved to provide clarity over these approaches to enforcement.

Site Infrastructure

Managing enforcement directly links into the site's infrastructure. As mentioned above, signage is extremely important to instil confidence in the public as to where they can and cannot go. The clearer and better understood the enforcement messaging the fewer resources are needed in patrolling and monitoring the site for disturbance, allowing for greater focus on improving the biodiversity character of the landscape. Hence, when signage is worn or missing, it should be readily replaced. A review and update of the current signage should also be undertaken as current attempts at reducing disturbance are not wholly effective. This also infers that interpretation or educational signage should also be improved, with the latest information regarding the ecological status of the site. Therefore, when the ecological value of the site has substantially deteriorated, then this should be highlighted within signage text to increase awareness of the pressures at Long Rock.

Other measures should include improving the pathways, not just the signage that delineates them. Official paving such as gravel may assist in achieving this, clearly demarcated paths will encourage people to use them and further prevent the loss of grassland. This is the current case



where pathway edges are ambiguous. Options for fencing should also be explored to more accurately define the boundary between grassland and PROW. Community engagement on such projects should also be conducted to ensure measures are supported by the public and meet the needs of local users. Any damage both explicit (criminal damage) and implicit (due to density of visitors) to infrastructure that is also accrued should be reported to the police or Canterbury City Council so swift action can be taken in ensuring the site is safe for both visitors and inhabiting wildlife.

Various community events such as the Park Run and community festivals have also been identified as a potential cause of some of the damage to PROWs. In the planning for such events, organisers should liaise with the site manager and consider the impact they may have on the essence of the SSSI. Those engaging in events should also be briefed to increase the awareness and any potential environmental impacts that may occur.

Likewise, during the spring and summer growing season it is important that those responsible for site maintenance consider the balance between amenity and semi-natural areas. Hence, the path network should be well maintained to prevent PROW encroachment from vegetation.

Surveying

Surveillance of the site can take many forms. In line with the maintenance of infrastructure, weekly wardening visits should be carried out to combine monitoring work and inspection of the site's infrastructural integrity. It also remains crucially important to complete surveys of visitor and bird disturbance to gain a better understanding of the site's stresses, so all other management practices can take an informed approach. Organisations completing such surveys should inform all partners to ensure there is a wide reaching understanding of the development and character of the site.

In order to understand how the character of the landscape has changed over time, various partners should be consulted to bring together historical wildlife records. In doing so, clarity may be provided as to how current wildlife populations have been impacted by the site's stressors. In line with this, historical images should also be gathered of the site, again to better understand how the site has changed over time.

With greater understanding of historical context large scale ecological surveys should also be conducted in order to fully understand the species richness of the site in its current state. These will need to be undertaken by various organisations across the district specialising in site specific species such as water voles, birds, invertebrates and plants.

Monitoring

Wildlife surveys should continue to be carried. Most importantly on bird populations and the Fisher's Estuarine Moth. Liaise with Andy Taylor and Rebecca Levey, respectively, to better understand how reduced disturbance is increasing species populations.

All damage and criminal activity is to be logged and reported to the Police as well as Canterbury City Council. Furthermore, the SSSI designation infers that any activity which may impact upon the designation itself should be reported to the land owner, Canterbury City Council.

Work which is completed on site, especially that which requires assent from NE, should be recorded so other partners are clear on current management and there exists a historic record which may be useful to future interventions on site.

All water pollution incidents are to be logged and reported to the Environment Agency.

With the introduction of this management plan, a fixed point photography program should also commence in order to record changes to the reserve. Such images will be useful when reviewing the management plan at the end of its tenure.



9.3. Detailed Summary of Management

Please note: Activities with (*) require consultation with NE

Activity	Location within site	Guidance for work to be carried out	Purpose of work	Timing	Deadline	Lead
Scrub Management*	Throughout the grassland areas	<p>Routine scrub clearing.</p> <p>Scrub should be cut by hand outside of the bird nesting season.</p> <p>Brash should be removed from the site.</p> <p>Scrub cover should be kept to less than 20% of total site area with a focus on areas where Hog’s fennel is being smothered.</p> <p>Scrub should be isolated, low and dense.</p> <p>A maximum scrub height of 1.8m.</p>	<p>To prevent encroachment of Hog’s Fennel and general overgrowth.</p> <p>To maintain the welcoming aesthetic of Long Rock.</p> <p>Clearance to allow for Hog’s fennel germination.</p> <p>To provide protection for nesting and roosting birds.</p> <p>To encourage ground nesting birds.</p>	October - March	On-going	CCC Environment Team/Sub-contractors
Scrub management for water course*	Swalecliffe Brook and associated water bodies	<p>Shading scrub and trees should be managed if all light is blocked. A balance of both shade and light is important.</p> <p>Such felling should be considered with in line with general management, and not managed separately.</p>		October - March	On-going	CCC Environment Team/Sub-contractors



Activity	Location within site	Guidance for work to be carried out	Purpose of work	Timing	Deadline	Lead
Management of Alexanders*	Where necessary	Should be hand pulled and removed from the site to prevent re-seeding. Cutting back twice a year Any work on Alexanders which requires machinery or anything other than hand pulling will need assent from NE.	To prevent Alexanders from taking over and reducing plant diversity.	Before seed ripening in June.	On-going	CCC Environment Team/Sub-contractors
Extend grassland and introduce Hog's Fennel into the area.	Where appropriate	Collect seeds from existing Hog's Fennel plants late September / early october. Sow into small patches of bare ground with coarse grasses. Alternatively, sow the collected seeds in pots in the autumn. Grow and plant out the following autumn for better establishment rate. Alternative option can be more easily achieved if 'Friends of' can be established.	To increase habitat for Fisher's Estuarine Moth.	September / early october Or Autumn	2026	Kentish Stour Countryside Partnership and volunteers/Friends of Long Rock (if established)
Water monitoring	Swalecliffe Brook and associated water bodies	Water levels should also be monitored from March. Litter should be reported to Foreshore Services or Canterbury City Council for removal.	To ensure wet channels and muddy margins provide feeding ground for bird species. To prevent contaminants and pollutants entering the water course and oceans.	March - September When necessary	On-going On-going	Environment Agency Foreshore Services/ CCC Environment Team



Activity	Location within site	Guidance for work to be carried out	Purpose of work	Timing	Deadline	Lead
Mowing of conservation grass	Around the south easterly perimeters of the site	Regular conservation grass regime. Removal of cuttings. Extra effort should be taken to cut Alexanders.	To achieve greater plant diversity. To help tackle the invasion of Alexanders.	April + June	On-going	CCC Contracts
Mowing of footpath	PROW forming part of Oyster Trail (Plough Lane plot 206)	An area of no more than 1 metre may be cut either side of footpaths. Any Hog's Fennel Plants encroaching on the footpaths should be left and care must be taken to protect these plants during the mowing.	To provide clear and accessible routes. To allow the important Hog's fennel to flourish and support the Fisher's Estuarine moth.	April + June	On-going	CCC Contracts
Installation of fencing*	PROW forming part of Oyster Trail (Plough Lane plot 206)	Affordable opportunities for fencing should be explored. If appropriate, fencing to be installed along the shoreside of the pathway.	To act as a physical and visual barrier for visitors to protect wildlife within.	N/A	April 2024	CCC Environment Team/CCC Contracts
Monitoring of infrastructure	Throughout the site along PROW	Ensure signage is intact and enforcement messaging is up to date. Replace when necessary. Ensure all infrastructure has not been vandalised. Monitor bridges, pathways and other infrastructure used by the public for damages.	To allow for clear public interpretation PROWs and prohibited areas for both people and dogs. To improve the welcoming aesthetic of the site. To ensure public safety.	Monthly	On-going	Foreshore Services/ Birdwise East Kent/ CCC Environment Team
Review and update signage	Throughout the site along PROW	Review and update all signage including educational text on interpretation signage, as well enforcement and PROW signage.	To ensure education information regarding ecology / geology of site is up to date for public interpretation.	N/A	November 2023	CCC Environment Team/CCC Contracts



Activity	Location within site	Guidance for work to be carried out	Purpose of work	Timing	Deadline	Lead
Patrols	Throughout the site	Regular surveillance to ensure PSPOs and PROWs are followed.	To ensure bird disturbance is reduced and the site remains safe for the public.	Weekly	On-going	Bird Wise East Kent/ Police
Paving improvements*	Throughout the site	Improve paving where needed.	To ensure safety for visitors and to better highlight official routes.	N/A	2028	CCC Environment Team
Liaising with organisers of community events	N/A	Liaise with groups such as the coastal run and any prospective festival organisers planning to operate in locality.	To ensure the right measures are taken to protect wildlife on site.	When necessary	On-going	CCC Environment
Establish a 'Friends of Long Rock' group	N/A	Increase community engagement and seek possible members. Share information on how to create a 'Friends of' group. Once established, create a memorandum of understanding.	To strengthen the community and ensure local residents are given the tools to effectively protect and take care of the important features of the site.	N/A	2025	CCC Environment Team / Members of public
Comprehensive wildlife Surveys	Throughout the site	Contact local nature groups to conduct wildlife surveys regarding species of significance.	To develop a better understanding of the wildlife on site and potential stressors / solutions.	N/A	On-going	Local conservation groups/ organisations
Monitoring and reporting scheduled maintenance	N/A	Keep logs and records of any work.	For clarity on historic works completed on site, which may help guide future management.	N/A	On-going	CCC Environment Team
Fixed point photography program	All of site	Set up cameras year round at fixed points.	To track any natural/human induced changes that occur.	Bi-annually	On-going	CCC Environment Team/Bird Wise East Kent



10. MONITORING, REPORT AND REVIEW

The effectiveness of this management plan can be determined through a review of the SMART objectives and whether they have been achieved or not. If the objectives are not met, such a review will aim to inform a more robust approach for the next instalment post 2028.



Plover

