

Annual Impact Report

2024 to 2025

Purpose and foreword

It gives me a great deal of pride to introduce Canterbury City Council's Annual Impact Report for all sorts of reasons.

This report is designed to demonstrate our progress on delivering on our corporate plan and our determination to bring pride back to the district.

Returning Pride To Our District: Our Corporate Plan 2024 to 2028 outlined our deeply-held ambition to think globally but act locally and put the UN's Sustainable Development Goals at the heart of everything we do.

Four corporate plan priorities guided our work throughout the year:

- Greener
- Better
- Fairer
- Stronger

And this report assesses our progress in each of them.

The Annual Impact Report is important in other ways too. It demonstrates our commitment to being open, honest and transparent. We want to

be held accountable for our actions. We welcome that scrutiny.

In many instances, this report allows everyone to compare the council's performance against previous years.

But we've also created a number of new performance indicators and targets that will allow people to compare us against that of our neighbouring councils and other councils nationally.

Importantly, we have worked across the council to find indicators and targets that will drive performance and create change that people can see, feel and know are real.

This report also allows us to take a breath and celebrate our achievements and the hard work of councillors and staff.

Some of the achievements I am most proud of include:

- the purchase of 67 new council homes
- a 10.7% increase in the number of people using our Park and Ride service
- a 9% increase in household waste recycling
- 3,563 graffiti images and tags being removed

But it also allows us to explain the challenges we have faced if we have not delivered and, more importantly, what we are doing to overcome those challenges going forward.

Take our Housing service. We know we need to do much better and everyone has their shoulder to the wheel to ensure we deliver its service improvement action plan.

Councils are complicated beasts. Ours delivers more than 70 services and it will always be a constant battle to hit the highest standards in all of them at the same time.

We're by no means perfect but that does not stop every single one of us aspiring to be so!



Alan Baldock
Leader of Canterbury
City Council



Commitment 1 **GREENER**

Climate change and biodiversity emergencies are at the heart of this.



11

people successfully prosecuted for fly tipping

SDGs 11, 12, 13, 16



5

open spaces receiving environmental excellence accreditation

SDGs 3, 11, 12, 13, 15



249

community volunteers took part in 28 community litter picks

SDGs 11, 12, 13, 14, 15

Partnership working/
community engagement



10.7%

increase in Park and Ride usage

SDGs 8, 11, 12, 13



1,609

net trees planted

SDGs 3, 11, 13, 15, 17

Outturn on existing KPIs being retained

A Key Performance Indicator (KPI) is a measurable value that indicates how effectively an organisation is achieving specific objectives. KPIs turn goals into measurable outcomes and provide a clear way to assess performance.

Measures	Targets (Key Performance Indicators)	2021/22	2022/23	2023/24	2024/25	Trend over given years	Outturn or availability narrative	SDG REF
Percentage of total household waste sent for recycling, compost or reuse	% of waste recycled	44.90%	45.72%	41.1%	Reports in 2026		Recycling rates below yearly targets in 2023/24 due to the nine-week strike in Summer 2023 where only some garden waste collections were done and no other recycling. Includes food waste. The 2024/25 is not yet available as it is published 12 months in arrears.	11, 12, 13, 15, 17

Proposed new KPIs to be monitored over the life of the Corporate Plan

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
Number of successful prosecutions in relation to fly tipping and illegal waste carrying.	Trend for monitoring only	2024/25 - 7 2023/24 - 11 2022/23 - 8 2021/22 - not available	In response to an area of public interest with both environmental and financial impact.		11, 12, 15, 16, 17
Percentage of total household waste that is collected separately as food waste.	Increase	Baseline will be established this year	New requirement to offer communal food waste collection being introduced, plus promotion campaign.	A promotion campaign took place between January and March 2025 and this has seen a large increase in food caddies being put out.	2, 11, 12, 13

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
Number of open spaces awarded with high environmental standard (coastal awards and green and blue flags).	Increase	2024/25 - 5 2023/24 - 6 2022/23 - 6 2021/22 - 6	These awards indicate high environmental standards and help to say something about the quality of open spaces in our direct control.	From 2024, Canterbury City Council is no longer applying for the Seaside Award (non-bathing) for Reculver as the Green flag status covers the same criteria and it isn't cost effective to also apply for this award.	3, 6, 11, 12, 13, 14, 15, 17
Net increase in number of trees in the district (planted or removed on Canterbury City Council owned land)	Increase	2024/25 - 1,609 2023/24 - 2,097 2022/23 - 990 2021/22 - not available	This indicator shows progress against the tree strategy and commitment to climate change mitigation.	Data includes trees planted by Canterbury City Council, Canenco, Friends of groups, contractors and volunteers. Trees planted as part of planning applications are excluded.	3, 11, 13, 15, 17
Number of parking permits (all).	Increase	2024/25 - 14,938 2023/24 - 10,875 2022/23 - 10,875 2021/22 - 10,927	Residents Park and Ride permits introduced to encourage use of the service to help drive down congestion. Directly links to corporate plan ambition.		3, 9, 11, 12, 13
Number of cycling journeys.	Trend for monitoring only	Multi-modal sensors are being installed so data around this can be provided from 2026 onwards.	To demonstrate progress or otherwise towards modal shift - a key commitment in the Transport strategy.	Will be dependent on the new sensors.	3, 9, 11, 12, 13
Train passenger entry and exit at all stations in the district.	Trend for monitoring only	2024/25 - not yet available 2023/24 - 5,369,510 2022/23 - 4,827,356 2021/22 - 4,080,896	To demonstrate progress or otherwise towards modal shift - a key commitment in the Transport strategy.	Passenger numbers are approaching pre-pandemic volumes of 5,891,644.	3, 9, 11, 12, 13
Number of bus trips on services in the district. Figure provided by Stagecoach.	Trend for monitoring only	127 million journeys in 2022/23 and 2023/24	To demonstrate progress or otherwise towards modal shift - a key commitment in the transport strategy.	Will be dependent on Stagecoach providing this.	3, 9, 11, 12, 13

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
Total emissions footprint for Canterbury City Council (as defined in the Green House Gas Emissions report).	Decrease	3.242 tCO ₂ e (2023 calendar year). Previous data unavailable as not collected.	To monitor the councils performance against its carbon targets.	Annual carbon emission collected for calendar year 2023 and covers the total emissions for Canterbury City Council and its partners including all offices, street lighting, cultural assets, Housing Revenue Account related properties, parks and recreation sites, Canenco buildings, waste fleet and Park and Ride fleet. Full breakdown can be found in the Greenhouse Gas Emissions Report 2025.	3, 7, 9, 11, 12, 13, 17
Number of council homes where Energy Performance Certificate (EPC) rating has been improved to at least a C rating.	Minimum 818 properties by October 2028. Annual profile to be set	1,600 properties recorded as below C rating in 2025. No historical data available.	Indicator to meet industry standard	Energy Performance Certificate (EPC) rating on an additional 800 properties to be determined. Warm Homes funding to be used to make improvements.	7, 10, 11, 13
Increasing park and ride usage - transport strategy.	Increase	2024/25 - 10.65% 2023/24 - 7.1% 2022/23 - 18.9% 2021/22 - 297%	To indicate whether the council's policies and initiatives are helping to reduce congestion and improve air quality in the city. Directly links to corporate plan ambition.	Usage equates to the number of payments made and excludes the use of free parking permits, foot passengers and drop-offs within the 15 minute grace period.	3, 9, 11, 12, 13
Parking acts - park and ride.	Trend for monitoring only	2024/25 - 284,107 2023/24 - 224,212 2022/23 - 209,313 2021/22 - 176,031	To indicate whether the council's policies and initiatives are helping to reduce congestion and improve air quality in the city. Directly links to corporate plan ambition.	Parking acts equate to the number of payments made and exclude the use of free parking permits, foot passengers and drop-offs within the 15 minute grace period.	3, 9, 11, 12, 13
City centre car parking acts.	Trend for monitoring only	2024/25 - 1,343,249 2023/24 - 1,351,907 2022/23 - 1,328,901 2021/22 - 1,258,327	To indicate whether the council's policies and initiatives are helping to reduce congestion and improve air quality in the City. Directly links to corporate plan ambition.	To be considered alongside park and ride usage. The strategy is to encourage greater use of the park and ride and reduce city centre parking to help reduce congestion and air quality issues.	3, 9, 11, 12, 13

Deep dive

Retrofit council housing

31a St Peter's Place will be the council's first whole-house retrofit home, delivering one of the actions in the council's Climate Change Action Plan.

The pilot scheme is designed to achieve the following:

- promotion of sustainable design and construction measures
- to encourage learning and inspire the district's residents to decarbonise their own home
- encourage the local construction industry to invest in retrofit skills for their workforce
- demonstrate a high-quality retrofit approach that is capable of being applied to comparable homes within the council's portfolio
- develop a retrofit-at-scale approach using the lessons learnt and experience from the project.

The proposed environmental upgrades are:

- external wall insulation and cavity wall insulation
- roof and underfloor insulation
- triple-glazed windows
- mechanical ventilation heat recovery
- solar panels
- air source heat pump.

Work started this year to thermally upgrade the existing home to the Passivhaus EnerPHit standard. Scheduled for completion in January 2026, the result will see the building be showcased as a best practice model for council housing.

Other retrofit initiatives include:

- housing stock maintenance incrementally improving energy efficiency through installation of upgrades such as new double glazing

- water flow restrictors were fitted in 100 council homes to enable the generation of phosphorous credits to help mitigate the nutrient neutrality issues in the Stodmarsh catchment area. More may follow in order to unlock developments on brownfield sites that support the Council's broader regeneration objectives.
- securing £6.6m through the government's Warm Homes: Social Housing Fund – the biggest payout in Kent, in addition to being awarded £1.5m as part of the government's Warm Homes: Local Grant scheme. This funding will be used to boost the energy efficiency of hundreds of council homes. Starting in 2025/26, the work will focus on insulating homes and installing high-performance windows and doors to keep in the heat and to replace or upgrade heating systems.

Bite size case studies – ambitions in action

Increase protected green space

The new Canterbury District Biodiversity Plan outlines our Local Nature Recovery Strategy.

Village Green designation has been secured for Burton Park Down and applications are progressing for Trilby Way and for the Gorrell Valley land next to Whitstable Heights.

In a joint partnership with Ashford Borough Council, the council also set up a not-for-profit company, Stour Environmental Credits, to enable sustainable development, which balances protecting and enhancing the biodiversity of our natural environment with delivering much needed homes and development opportunities.

Green skills 4 business

UK Shared Prosperity Funding supported 66 businesses in the Canterbury Green Skills 4 Business programme to measure their carbon footprint, reduce waste and minimise environmental impact.

19 business owners developed decarbonisation plans and/or signed up to Green Skills courses.

Many businesses reported they had adopted new or improved products or services, new to the firm technologies or processes or had engaged in new markets. Others reported improved business sustainability, for example around decarbonisation, or productivity.

Improve planning enforcement for environmental provision

The expansion of the Planning Enforcement team and a new operating model has led to improved delivery. Updates on major enforcement cases are provided quarterly to the Planning Sub-Committee.

The Sub-Committee has been proactively monitoring the progress of the South Canterbury development site to ensure compliance with the conditions of the planning permission, ensuring that ecological surveys and archaeological investigations take place as well as extensive stakeholder engagement.

The monitoring will continue to ensure the public is engaged sufficiently on the design code and design of the development prior to submitting reserved matters applications.

Introduce recycling in public spaces

A UK Shared Prosperity Funded (UKSPF) pilot initiative to reduce litter and recycle waste in the district enabled 249 community volunteers to take part in 28 community litter picks using 100 newly-purchased kits. Twenty-eight new recycling bins were also deployed to help keep our seaside towns clean, supported by additional Canenco collections, to meet the additional demand from summer visitors. Lessons learned will inform future pilots.

Improve use of Park and Ride

Following a targeted marketing campaign, Sturry Road Park and Ride reopened in April 2024.

41,876 tickets were bought during 2024/25 and use of all three park and ride services increased by 26.71%.

The new residents' rate was also introduced giving a 20% discount at Park and Ride sites.

Dane John Gardens power installation

As part of the council's drive to make events more sustainable, UKSPF funding has been used to install three-phase power in Dane John Gardens.

Available for use during events from 2026, it is estimated the reduced reliance on diesel generators could lead to CO² reductions of up to 53 tonnes per annum

87% of event organisers surveyed said that the mains power will increase their business sustainability and 50% anticipate it will attract new organisations or traders to be part of their event(s). 87% also stated that it will improve the financial sustainability of events, attract more event goers and provide more flexibility with the site.



Commitment 2 BETTER



45

rent concessions given to organisations supporting our priorities

SDGs 3, 8, 10, 11, 17



choosecanterbury.co.uk
launched to promote business investments

SDGs 8, 10, 11, 12, 17



74

new full time jobs created

SDGs 3, 8, 10, 11



1,120

hours of targeted support given to 40 local businesses

SDGs 8, 10, 11, 12, 17

Partnership working/
community engagement



67

new council homes purchased

SDGs 3, 8, 10, 11, 16

Existing KPIs to be retained

There are no existing KPIs under this theme

Proposed new KPIs to be monitored over the life of the Corporate Plan

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
Net additional dwellings in the district	Trend for monitoring only	2024/25 - not available until the winter 2023/24 - 767 2022/23 - 693 2021/22 - 785	Monitors the supply of housing in the district which directly links to a corporate plan ambition.		1, 3, 8, 10, 11, 17
Number of council housing properties purchased and built	Trend for monitoring only	2024/25 - 67 2023/24 - 17 2022/23 - 5 2021/22 - 38	Monitors the supply of housing in the district which directly links to a corporate plan ambition.		1, 3, 8, 10, 11, 17
Council home new builds started on site	Project milestones achieved	Data not currently collected in this format - baseline data to be set during 2025/26.	Monitors the supply of housing in the district which directly links to a corporate plan ambition		1, 3, 10, 8, 11, 17
Number of temporary accommodation homes purchased	20 per year from 2024/25 onwards	2024/25 - 0 2023/24 - 7 2022/23 - 0 2021/22 - 0	Monitors the supply of housing in the district which directly links to a corporate plan ambition		1, 2, 3, 4, 5, 16, 17
Return on Investment: Total value of projects supported by RISE Grants	Trend for monitoring only	2024/25 - 1:4 2023/24 - 1:2 2022/23 - 1:7 2021/22 - 1:3	Directly links to the councils performance in regard to a corporate plan ambition	2024/25 included grants funded by UKSPF; Without the UKSPF funding the ROI was 1:9; Number of organisations supported: 2024/25 - 39; 2023/24 - 24; 2022/23 - 29; 2021/22 - 44.	11, 16, 17

Deep dive

To support a circular economy

A new inward investment project called Choose Canterbury was launched this year accompanied by a website called choosecanterbury.co.uk

Using UK Shared Prosperity Fund money, the council collaborated with the county's inward investment agency – Locate in Kent and the Canterbury Business Improvement District (BID) to focus on promoting the district as a great place to do business. Choose Canterbury is also a platform for attracting future investment and developing an attractive portfolio of opportunity sites aimed at new hotel investors.

Other new initiatives have included:

- a digital marketing campaign and a series of events promoting the district's virtues to potential investors
- practical help for businesses to get a foothold in the area including finding premises, accessing grants and loans and help signposting to help with support services such as IT, legal advice and recruitment
- support for key employees and their families that are moving to the area.

A total of 59 companies engaged with the project and 12 live investment enquiries have been generated including interest from hotel operators and coworking providers in key properties and sites that currently lie vacant.

The biggest success was securing commitment from Regus/IWG to create a new coworking and office space in the former Curry's site at the corner of Longmarket and Burgate in Canterbury. This is due to open in January 2026.

Also supporting the local economy last year was a programme that aimed to help accelerate the growth of some of the district's most ambitious firms.

Financed by the UK Shared Prosperity Fund, it saw the council commission Kent Invicta Chamber of Commerce growth coaches to work intensively with 40 local businesses.

Firms received 1,120 hours of 121s, workshops and networking events to help them develop and implement their business growth strategies.

The programme covered a range of topics from marketing and finance management to business planning and leadership techniques.

To date this support has resulted in 74 new full-time jobs created, £1.2m of new capital investment committed as well as a £767,595 increase in company profits.

One of the participants, business owner Margot Selby, said: "Philip (growth coach) is so good and has taught me to understand 'the numbers' in my business to help me grow. In fact, my business has grown 30% since starting to work with Philip and is still on a sharp trajectory, which is invaluable."

Social Enterprise Kent and the Canterbury BID delivered a range of free, bite-sized, in-person and virtual training sessions and workshops this year.

A total of 212 start-up enterprises, sole traders, micro-businesses, non-profits and small businesses engaged in 59 workshops delivering courses that ranged from business planning, finance/managing cashflow and managing people effectively to digital marketing, sales and business development.

An online training resource called SEEDL was also made available to 135 businesses across the district with 150 individuals accessing training. A choice of more than 550 courses including sales, customer service, leadership, compliance, health and safety, mental wellness, business growth, upskilling and soft skills were available.

Bite size case studies – ambitions in action

To encourage apprenticeships

During 2024-25, the council supported nine apprentices (1.7% of the council's workforce) of which five have completed their courses during the year.

To extend the reach and impact of the council's commitment to apprenticeships, the council also pledged unspent levy funds to fund the training costs of apprentices outside of the organisation.

The council paid for the training of three apprentices within the care sector locally and has committed to paying for a further two apprentices for a marketing company.

Canterbury retail market

Canterbury's retail market is back open one day a week in St George's Street and UK Shared Prosperity Funding enabled the purchase of new kit such as gazebos for 12 traders to use which has helped the market provide a brighter, tidier and more consistent offer to customers.

To grow the financial resilience of LATCOs

The Public Conveniences Cleansing and Maintenance Contract was awarded to the Canterbury Environment Company (Canenco) in a move that diversifies the service they deliver and provides future development and growth opportunities with the potential to gain economies of scale across all the service areas in its portfolio.

A brand-new local authority trading company began its work delivering the administration of revenues and benefits and customer services for our district. PartnershipOne combines the public sector ethos with commercial best practice.

Increase council house provision

The newly drafted Housing Revenue Account (HRA) Acquisition and Development Policy sets out how best to achieve acquisition of new stock and disposal of poor performing stock, enabling the council to move forward with implementing our acquisition and development programme and bring schemes forward for development.

Sixty-seven new flats and houses were purchased for £9.45m to provide new affordable housing.

To better utilise property as a means of supporting the voluntary sector

In recognition of the important contribution that organisations make towards council priorities, rent concessions were in place for 45 properties that are leased as community assets. This supports the growth and development of the cultural, sports and voluntary sectors across the district.



Commitment 3 FAIRER

We can play a big role in supporting services and people most in need.



681

families supported with the Household Support Fund

SDGs 1, 3, 4, 10, 11



welfare rights grant increased by almost

10%

SDGs 1, 3, 4, 10, 11



75%

of families housed into private rented sector under Homes for Ukraine Scheme

SDGs 1, 3, 10, 11, 17



13

tennis courts transformed in partnership with the Lawn Tennis Association

SDGs 3, 4, 5, 9, 10, 11, 17

Partnership working/
community engagement

Outturn on existing KPIs to be retained

Measures	Targets (Key Performance Indicators)	2021/22	2022/23	2023/24	2024/25	Trend over given years	Outturn or availability Narrative	SDG REF
Council Tax collected	97.4% collected in year	97.45%	97.48%	96.51%	96.62%	↓	Performance has remained relatively static and target is yet to be achieved. Canterbury's rate is better than the Kent average (96.53%) and slightly lower than the South East average (97.4%)	16, 17
Business Rates collected	99.5% collected in year	96.04%	100.59%	97.49%	97.46%	→	Performance has remained relatively static and target is yet to be achieved. Canterbury's rate is very close to the Kent average (97.9%) and the South East average (97.8%)	16, 17

Proposed new KPIs to be monitored over the life of the Corporate Plan

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
Service to council tenants and management of council housing					
Percentage of homes that do not meet the Decent Homes Standard	100% of stock is surveyed every five years	Stock condition surveys underway. Data will be available next year.	An important quality of life indicator that the council has direct control of and an area we want to do better in.		1, 3, 6, 7, 10, 11, 13

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
Number of major and minor adaptations to council housing properties	Trend for monitoring only	2024/25 - 184 (minor) and 59 (major)	Helps to indicate the scale of need within our housing tenants and the level of demand on the service		1, 3, 9, 10, 11, 17
Time taken to delivery major and minor adaptations to council housing properties	Will be set after baseline year	Baseline data to be established in 2025/26.	Would show how long people need to wait in order to have their council homes adapted for their circumstances.		1, 3, 9, 10, 11, 17
Number of people who have been supported by the tenancy sustainment team	Trend for monitoring only	2024/25 - 92	Captures our performance in relation to a specific Corporate plan objective		1, 3, 10, 11, 17
Number of evictions prevented by the tenancy sustainment team	Will be set after baseline year	Baseline data to be established in 2025/26.	Captures our performance in relation to a specific Corporate plan objective	We do not currently record this data, so we are unable to provide any trends.	1, 3, 10, 11, 17
Average number of days to relet all properties including major works	Will be set after baseline year	Baseline data to be established in 2025/26.	This is an area of improvement that the council recognises it needs to make.	This replaces an old metric which did not include major works.	1, 3, 10, 11, 12, 17
Total households on the Council housing waiting list	Trend for monitoring only	2024/25 - 1,356 2022/23 - 2,809 2021/22 - 2,809	Directly measures the demand for housing, the effectiveness of housing services, and progress toward strategic aims to reduce housing need.		1, 3, 10, 11, 17
Homelessness and hardship					
Number on the Housing Needs Register	Trend for monitoring only	2024/25 - 1,550 2023/24 - 1,254	Helps to indicate how the service is dealing with the level of demand – new resource has been put in this area recently.		1, 3, 10, 11, 17

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
Number of households re-housed per year	Trend for monitoring only	2024/25 - 225	Helps to indicate how the service is dealing with the level of demand – new resource has been put in this area recently.		1, 3, 10, 11, 17
Number of families housed in bed and breakfast for more than six week	Monitor trend	2024/25 - 0 2023/24 - 1 2022/23 - 1 2021/22 - 0	We would always want to shine a light if we were failing in this measure		1, 3, 5, 10, 11, 17
Number of homelessness approaches made to the council	Trend for monitoring only	No historical data available following the move to a new system last year. To be monitored from 2025/26.	Context setting for the number of families re-housed		1, 3, 5, 10, 11, 17
Number of households where homelessness was prevented	Trend for monitoring only	2024/25 - 58 2023/24 - 81	Captures our performance in relation to a specific Corporate plan ambition	*Please note that data is missing for 2024/25, so does not present a full year.	1, 3, 10, 11, 17
Number of statutory homeless households in Temporary accommodation - per 1,000 of population of district	Trend for monitoring only	2024/25 - 2.53 2023/24 - 1.8 2022/23 - 2.09 2021/22 - 1.78	Captures our performance in relation to a specific Corporate plan ambition	This is taken from the government calculation and should be readily benchmarkable though note our performance will be effected by higher house prices than our neighbours	1, 3, 4, 5, 10, 11, 17
Total number of households with children in temporary accommodation	Trend for monitoring only	2024/25 - 66 2023/24 - 48 2022/23 - 70 2021/22 - 57	Helps to indicate the scale of need within our community and where a high priority group is placing demand on council resources.	This is the number at the end of each financial year.	1, 3, 4, 5, 10, 11, 17

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
Temporary accommodation out of area placements - Percentage per capita	Trend for monitoring only	2024/25 - 58% 2023/24 - 60% 2022/23 - 60% 2021/22 - 71%	Captures our performance in relation to a specific Corporate plan ambition		1, 3, 4, 5, 10, 11, 17
Number of people sleeping rough on a single night	Trend for monitoring only	2024/25 - 31 2023/24 - 33 2022/23 - 22 2021/22 - 18	Helps to indicate the scale of need within our community	Submitted yearly to MHCLG	1, 3, 5, 10, 11, 16, 17
Number of people sleeping rough over the month who are long term	Trend for monitoring only	August 2025 - 33 July 2025 - 28 June 2025 - 32 May 2025 - 32	Helps to indicate the scale of need within our community	Available as submitted monthly to MHCLG as part of Delta return.	1, 3, 5, 10, 11, 16, 17
Number of people supported by Money and Benefits Team	Trend for monitoring only	2025/26 Q1 - 89	This work can go unnoticed but demonstrates both a level of need of some of the most disengaged within our community but also of the importance of an early intervention approach.	This team targets individuals who are underclaiming benefits.	1, 3, 5, 10, 11, 17
Total amount of additional income that the Money and Benefits Team helped tenants to claim	Trend for monitoring only	Baseline data to be established - new process for collating data currently being introduced	This work can go unnoticed but demonstrates both a level of need of some of the most disengaged within our community but also of the importance of an early intervention approach.	This team targets individuals who are underclaiming benefits.	1, 3, 5, 10, 11, 17

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
Number of households assisted by hardship funds including council tax support and Housing Support funds	Trend for monitoring only	2024/25 - 12,161 2023/24 - 12,374 Council tax support only: 2022/23 - 9,552 2021/22 - 9,696	Helps to indicate the scale of need within our community and show one way the council is supporting.	Includes pension age and working age households receiving council tax support as well as households receiving Housing Support funds. Council tax is the amount supported as at the end of 31 March as it is a snapshot in time.	1, 3, 5, 10, 11, 17
Environment					
Number of new or improved play areas	Increase	2024/25 - 2 2023/24 - 6 2022/23 - 2 2021/22 - 6	Demonstrates continued investment in the quality of play provision	Covers any new and/or refurbished play areas using s106 and capital budgets	3, 4, 5, 10, 11, 13, 17
Number of new or improved community sports facilities	Average of 2 per year	2024/25 - 3 Historical data not collated.	Demonstrates continued investment in the quality of sport provision		3, 4, 5, 9, 10, 11, 17
Number of reports of internal flooding due to coastal or fluvial flood events	Zero	2024/25 - 0 2023/24 - 0 2022/23 - 0 2021/22 - 0	This indicator should demonstrate that we are discharging our duties in regard to managing sea and flood defences – given the scale of risk within our district the target set is not easy and with climate change this will only get harder.		3, 6, 9, 11, 13, 15, 17

Deep dive

To embed an early intervention approach into our housing services

The service proactively works with those rough sleeping or at risk of rough sleeping to ensure appropriate support is offered to prevent rough sleeping and repeat homelessness.

Supporting current tenants

An early intervention approach is taken across housing services including within the neighbourhood service, dealing with low level anti-social behaviour (ASB) to avoid escalation and intervening early when tenants are in arrears to prevent eviction.

The homeless service creates Personalised Housing Plans (PHP) with homeless households and works with households to prevent eviction.

This will include actions for the household and actions for the case worker, and they will work on interventions such as helping to maximise income to make a property affordable, helping customers to pay arrears or make arrears agreements and working with households to find alternative accommodation.

Partnership working

The Housing Solutions service works closely with services such as the hospital discharge team, probation, prisons and the leaving care team to identify households that may be at risk of homelessness and rough sleeping to provide appropriate support and prevent homelessness.

Triage resourcing

The service completed 1,848 assessments for homelessness in 2024/25.

An additional Triage Officer, Housing Solutions Officer and Temporary Accommodation Officer have been put in place reducing staff caseloads from 80 cases to an average of 47 and appointment waiting times from 10 weeks to three weeks. This has allowed for earlier intervention to help with preventing homelessness.

Domestic abuse

Work started in the Council's bid to achieve Domestic Abuse Housing Alliance (DAHA) accreditation and best practice is already starting to be implemented.

Health

A Canterbury Local Health Alliance (LHA) has successfully been established to improve the health and wellbeing of residents of the district with more than 100 partners involved.

The LHA has agreed on three priorities:

1. reducing poverty, maximising income and managing debt
2. reducing homelessness and the health-related risk factors associated with poor housing
3. improving resident health and wellbeing and helping to encourage self-care

Resettlement projects successes

One hundred and fifty households on Homes for Ukraine supported out of the programme and action plans in place for the remaining 50 households to enable them to move into independent accommodation

Ten families on the UK Resettlement Scheme and Afghan Resettlement Schemes supported to move.

Bite size case studies – ambitions in action

To reduce our use of temporary accommodation out of area

A Local Authority Housing Fund (LAHF) project has delivered 22 units to date that are now in use and eight additional units have been purchased for future use as temporary accommodation.

The council agreed to purchase up to an additional 25 properties for temporary accommodation and work is underway to deliver on these units which will all be within the district to reduce the number of out-of-area placements.

A total of 67 new Housing Revenue Account (HRA) properties were purchased at Broad Oak and advertised through Homechoice with priority given to current council tenants. The resulting voids were then used for temporary housing, therefore providing additional units of accommodation within the area.

Our Social Lettings Agency supports the homeless service by managing 28 private accommodation units for previous homeless applicants within the district and it also manages the eight units of General Fund-owned temporary accommodation and five units for the rough sleeper service, all located within the district.

To establish a cost of living fund

The Welfare Rights grant was increased by almost 10%, resulting in a total grant of £176,728 allocated to support residents in need of advice and support to manage their housing and living costs.

This grant programme has supported the Canterbury Citizens Advice Bureau and Canterbury Housing Advice Centre to help 4,750 clients. This included supporting 2,756 cases relating to homelessness prevention and 1,994 relating to welfare and financial support enquiries and 90 cases preventing eviction, resolving employment disputes and negotiated debt settlements, preventing some of our districts most vulnerable residents from further hardship.

Round 5 and 6 of the Household Support Fund was open between 1 April 2024 and 31 March 2025, with a total allocation of £388,351.

Round 5 offered grants for support with food, energy, essential items and rent arrears, supporting 681 households. Money was also given to the food bank, which provided 114 food parcels.

Round 6 offered a carpet and furniture scheme.

A total of 605 households were supported with these schemes along with an additional 1,136 food parcels through the food bank.

Pride in Place and Skills and Employability Grants

We delivered two successful small, less than £10,000, grant schemes this year.

Twenty-one grants were awarded enabling charities and other community groups and organisations to deliver a range of projects. These were cultural and creative initiatives or centred on social action and skills support.

In total £173,303 in grants were awarded which in turn unlocked a further £118,000 in additional funding provided by the grant beneficiaries themselves.

Achievements reported by grant recipients include:

- 300-plus activities (such as events, workshops) supported
- Four tourism, culture or heritage assets improved (for example Herne Bay Museum)
- 13 sports and/or leisure tournaments and teams supported
- 7,068 people actively participating in community projects
- 259 volunteering opportunities created or supported
- 10,550 new visitors and users of facilities and/or amenities
- 161 people attended training sessions
- 173 economically inactive people were engaged with many taking part in work experience programmes, job searching, basic skills courses through support
- 15 people were supported to find a job
- 93 people reported increased employability
- 112 people felt better familiarised with employers' expectations in the workplace.

To support free access to sport and low-cost facilities

A Sports Development Officer has been recruited to manage the council's relationship with the Active Life leisure centres and wider sports partners. This has enabled the council to work in partnership to secure funding such as the Public Sector Decarbonisation Support fund to improve energy efficiency at our leisure centres. Whitstable Swimming Pool was awarded £85,000 to install solar panels which have been estimated to generate 52,525 kWh per year initially, which equates to more than 10kg CO² saved per year.

Building on this success, the Sports Development Officer has also started work to engage other partners, such as Kent Cricket and numerous sports clubs, to begin work on a Leisure Strategy for the district.

To support free access to sport and low-cost facilities

Using UKSPF funding secured by the council, we helped, with the Lawn Tennis Association (LTA), pay for the transformation of 13 tennis courts at West Beach in Whitstable and in Herne Bay Memorial Park.

This much-needed investment has enhanced the quality and security of the courts while improving public accessibility and improving the online booking system. The upgraded facilities have enabled LTA to offer weekly organised free park tennis sessions for all ages, playing levels and experience where equipment is provided, meaning that people will not need someone to play with or their own racket. The investment has also enabled local tennis leagues to provide friendly, sociable opportunities to get active through competition.

To support free access to sport and low-cost facilities

The extensive £8m transformation of Kingsmead Leisure Centre was completed in 2024 and has made dramatic improvements to the whole building creating a bigger, better experience for all.

The centre reopened in October 2024 following 18 months of major rebuilding works and the work has future proofed the centre for use by the community.

Kingsmead Pools and Fitness now has more 2,500 members, a growth of more than 1,500 since it fully reopened last year. Membership increased by 15% from January 2025 to March 2025 and more than 1,000 users have lessons with the swim academy following an increase of 20%.

Its pricing structure includes a range of low-cost options including a 25% discount for concessions, family membership discounts, including free swimming lessons and children under five swim for free. 250 Winter Activity Fund vouchers were also issued.

During 2024/25, there were more than 1,000,000 users to the leisure centres, of which 200,000 were from concession or low-income customers. More than 60 schools use the facilities, and the centres run much-loved events such as the Pier-to-Pier Swim and Oysterman Triathlon.

In addition, 78 people attended the Active 50 Programme and a further 50 exercise referrals were made to a new wellbeing scheme at a reduced membership price with support from a qualified professional.

Awareness of inclusive urban design

We have appointed an Urban Designer to act as the primary design resource within the Planning and Health team, supporting Development Management, Policy and Heritage colleagues.

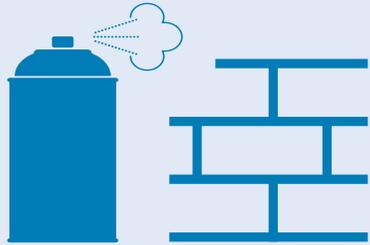
He has worked to uphold and promote high-quality, sustainable and inclusive design across the district.

Working to strengthen ongoing collaboration between the Development Management team and Policy team, he has shared his expertise between the two as the council pushes towards its next Local Plan.



Commitment 4 **STRONGER**

Our council will be inclusive and give the best value services to all our residents.



3,563

graffiti images and tags removed

SDGs 11, 12, 15, 16



378,000

visitors to our museums

SDGs 4, 8, 10, 11



76

school safety operations carried out

SDGs 3, 4, 11, 16



124

events supported on public land

SDGs 8, 10, 11, 16



2nd

annual Great Stour Riverfest ran in partnership with community organisations

SDGs 4, 8, 11, 13, 14, 15

Partnership working/
community engagement

Outturn on existing KPIs to be retained

Measures	Targets (Key Performance Indicators)	2021/22	2022/23	2023/24	2024/25	Trend over given years	Outturn or availability narrative	SDG REF
Total number of Penalty Charge Notices (PCNs) issued for all contraventions	Trend data	33,418	29,984	31,938	28,566		<p>The 10% (3,372) drop in PCNs issued is directly attributable to the reduction in resource in Enforcement having gone from 21 officers to 12. Enforcement have also covered staffing issues in the Park & Ride team demonstrating the resilience of officers. The peak in 2021/22 related to introduction of on the spot fines for littering which then decreased in the following years.</p> <p>The introduction of new anti-idling legislation prioritises education above enforcement. Every person who has been asked to switch off their engine has done so and therefore no fines have been issued. Multiple educational signs have been placed around the District's Junior Schools, but the departure of the Air Quality Officer has made it harder to pinpoint problematic areas.</p>	3, 9, 11, 16

Measures	Targets (Key Performance Indicators)	2021/22	2022/23	2023/24	2024/25	Trend over given years	Outturn or availability narrative	SDG REF
Major planning applications dealt with within 13 weeks or an extended period if agreed with the developer	80%	87%	91%	100%	94%		The total number of major development planning application decisions in 2024/25 was 16. Whilst 2024/25 saw a drop from the previous year, there has been an upward trend over the last 4 years, consistently achieving the 80% target. 94% is better than the Kent average (91%) and the South East average (92%).	8, 9, 11, 16
Total missed bin rates	0.13% of all bins missed where collections due	Not available	0.14%	0.11%	0.14%		The total missed bin rate of 0.14% equates to a monthly average of 1,136 bins out of 797,444 collected. The 2023/24 outturn is lower as people could not report bins missing during the 9 week strike.	3, 11, 12, 16
Number of repeat litter/detritus reports within a 1-month period for the same street	125 (10% less than the year before)	Not available	125	139	126		The rate has not significantly changed since 2022/23.	3, 11, 12, 16
Garden missed bin rates	0.13% of bins missed where collections were due – Garden Waste	Not available	0.14%	0.04%	0.19%		The 2023/24 outturn is lower as people could not report bins missing during the 9 week strike.	3, 11, 12, 16

Proposed new KPIs to be monitored over the life of the Corporate Plan

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
Customer experience					
Percentage of stage 1 complaints fully responded to within 10 working days	Increase	Baseline data to be established in 2025/26.	This is an area we want better data on and a more standardised approach to give customers a better experience and better use our resources.	We have recently centralised complaints handling, revised our procedures and implemented a program of training for staff	3, 11, 16
Percentage of complaints becoming stage 2	Decrease	Baseline data to be established in 2025/26.	This is an area we want better data on and a more standardised approach to give customers a better experience and better use our resources.	We have recently centralised complaints handling, revised our procedures and implemented a program of training for staff	3, 11, 16
Number of stage 1 complaints received	Trend for monitoring only	Baseline data to be established in 2025/26.	This is an area we want better data on and a more standardised approach to give customers a better experience and better use our resources.	We have recently centralised complaints handling, revised our procedures and implemented a program of training for staff	3, 11, 16
Customer wait time (telephone) - PartnershipOne (customer services, council tax & business rate collection)	Annual average of no more than 233 seconds	2024/25 - 170. No previous data as PartnershipOne established in February 2024.	Captures our performance in relation to a specific Corporate plan objective. Customer experience is also important to us.	There are two peak months for Canterbury where call volumes significantly increase.	9, 10, 16

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
Customer satisfaction score PartnershipOne (customer services, council tax & business rate collection)	96%	2024/25 - 98.8%. No previous data as PartnershipOne established in February 2024.	Customer experience is important and this is a key area of activity.	Partnership One launched in February 2024	9, 10, 16
Percentage of minor planning applications dealt within in eight weeks	75%	2024/25 - 78% 2023/24 - 75% 2022/23 - 80% 2021/22 - 80%	This outturn is monitoring whether we are making the best use of our resources.	The total number of minor development planning application decisions in 2024/25 was 199.	8, 11, 16
Community engagement and local economy					
Total Number of visitors to museums and galleries	No decrease	2024/25 - 382,015 2023/24 - 374,807 2022/23 - 318,521 2021/22 - 188,264	It's important to understand how well council facilities are being used.		4, 8, 10, 11
Number of children and young people engaged in formal learning opportunities at the Museums	Number and % of total visitors for trend monitoring	2024/25 - 11,162 2023/24 - 10,021 2022/23 - 6,848 2021/22 - 2,236	It's important to understand how well council facilities are being used and whether we are being inclusive in our offer. This also relates to a specific corporate plan ambition.		4, 8, 10, 11
Number of events with over 500 attendance held on council land	Trend for monitoring only	2024/25 - 57 2023/24 - 50 2022/23 - 51 2021/22 - 39	This helps to demonstrate one of the way the council can contribute to the local economy. This also relates to a specific corporate plan ambition.	This includes non ticketed events that attract large numbers of people such as parades. Multi day events will be counted only once	8, 10, 11, 16

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
Relevant consultations actively targeting younger people	Trend for monitoring only	Baseline data to be established in 2025/26.	This helps to engage young people in our work and to gain a better understanding of their needs and perspectives, leading to more effective policies and services.		4, 10, 16, 17
Overall views to the Newsroom website	Increase	56,777 in 2024/25; Data unavailable for previous years due to changes in collection method.	The outturn relates to the council's performance in regard to a specific corporate plan ambition	Previous years have had much higher pageview counts, but periods of increased traffic clearly coincide with crisis events or controversies, like the bin strike in 2023 summer.	11, 16, 17
Parking acts (off street + Park & Ride)	Increase	2024/25 - 2,640,479 2023/24 - 2,669,772 2022/23 - 2,317,957 2021/22 - 2,224,203	This is an indicator of visitors into the District seen in the context of other transport methods.	Includes Whitefriars	3, 9, 11, 12, 13
% of planning applications granted	Trend for monitoring only	2024/25 - 92.2% 2023/24 - 89.0% 2022/23 - 92.0% 2021/22 - 92.5%	This outturn is not diagnostic on its own but could act as an indicator of a range of things if we saw a downward trend, so further investigation would be needed.	In 2024/25, 15 major development planning applications were granted, 165 minor and 834 other planning applications. Other applications include Changes of use, Listed Building Consent, Advertisements, Tree Preservation Orders, Permitted Development. Each planning applications is decided on its merits. Further investigation would be needed if there is a change in trend to understand underlying causes, as this figure on its own is not diagnostic.	3, 9, 11, 13, 15, 16

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
% year on year change in footfall in Canterbury high street	Trend for monitoring only	2024 - +6.5% 2023 - +11.9% 2022 - +8.7% 2021 - +22.9%	This is an indicator of visitors into the City which impacts on the local economy.	Gathered by the Canterbury BID. This is the number of pedestrians passing a static camera over a calendar year accounting for double counting.	8,9,11,12
Value for money					
Percentage of litigation matters (where a claim has been issued at court) successfully defended or resolved in favour of the council	Monitor – but not below 75%	Baseline data to be established in 2025/26.	This indicator is one of the ways we can monitoring if we are using our resources effectively.		10, 16, 17
% of planning decisions upheld at appeal	Monitor – but not below 70%	2024/25 - 61%; 2023/24 - 67.5% 2022/23 - 71% 2021/22 - 87%	This indicator is one of the ways we can monitoring if we are using our resources effectively.	There were 20 planning appeal decisions in 2024/25. As we are in 'presumption' we have lost a number of recent appeals, with Inspectors more readily supporting housing development	16, 17
Percentage of council owned commercial voids relet within 90 days (excluding where a decision has been taken to hold a property empty)	Will be set after baseline year	Baseline data to be established in 2025/26.	This outturn is monitoring whether we are making the best use of our resources and is an area we have identified needs improvement.		1, 3, 10, 11, 12, 17
Grounds maintenance : grass cutting compliance - % of areas completed within scheduled frequencies	Will be set after baseline year	Baseline data to be established in 2025/26.	This indicator contributes to an understand of whether we are getting the service we are paying for.		3, 11, 12, 13, 15

Measures	Targets	Current data	Rationale for inclusion	Additional details	SDG REF
% of planning enforcement actions upheld after appeal	70%	Zero appeals have been permitted by the planning inspector in the last three years.	This indicators is one of the ways we can monitoring if we are using our resources effectively.		11, 15, 16
% of sundry debt (over 30 days) outstanding - general fund	Trend for monitoring	1 April 2025 - 43.43% 1 April 2023 - 27.28%	This indicator is important for evidencing financial sustainability and responsible financial management and accounting.		16, 17
% of sundry debt recovered - general fund	Trend for monitoring	2024/25 - 78.71% 2022/23 - 79.22%	This indicator is important for evidencing financial sustainability and responsible financial management and accounting.	Sundry debt excludes Council Tax, Business Rates and Housing Rents and Housing Benefits.	16, 17
Safety					
Number of school safety operations carried out - parking enforcement	Trend for monitoring	2024/25 - 76 2023/24 - 181	Captures our performance in relation to a specific Corporate plan objective.	The number of enforcement officers has reduced from 21 to 12.	3, 4, 11, 16
Total number of graffiti items including tags removed	Trend for monitoring only	2024/25 - 3,563 2023/24 - 2,837 2022/23 - 1,757 2021/22 - not held	Speaks to pride of place and quality of life for our residents and appeal and impression set with our visitors		11, 12, 15, 16
% of food premises inspected within risk-based frequency (categories A-C)	Will be set after baseline year	Baseline data to be established in 2025/26.	This outturn monitors whether we are discharging our duties in regard to keeping residents & visitor safe from harm		2, 3, 11, 12, 16

Deep dive

To improve public participation in cultural events and activities

The council has supported 124 events taking place on public land in 2024/25. From community fun days to large parades, the district has hosted activities for the community to enjoy.

A highlight of the year was a royal visit from Her Majesty The Queen to unveil the newly-installed sculpture of Aphra Behn outside the Beaney House of Art and Knowledge.

This was followed by a tour and showcase of creative activities inspired by Canterbury's literary heritage.

Participation in our cultural venues has also continued to grow.

During 2024/25, more than 350,000 visited the Beaney Museum and 28,000 the Roman Museum. This is an increase of around 8,000 visitors compared to 23/24.

This activity has been supported by updating the Museum's Equality, Diversity and Inclusion Action Plan, which has been delivered via funding from Arts

Council England as part of the National Portfolio Organisation (NPO) programme.

The programme has enabled 83,793 people to take part in workshops and activities designed to increase access to members of our community who often face barriers to participation.

From longstanding workshops such as Sensing Culture, which support blind and partially-sighted participants to experience the collection through tactile workshops, to the introduction of sensory backpacks to support families with children who have additional educational needs to enjoy an independent visit to the museum, the museums and galleries service continues to break down boundaries so everyone feels welcome.

Opportunities to engage in cultural activities have also increased in the coastal towns, with a particular focus on increasing visibility of opportunities in Herne Bay.

The King's Hall has hosted 84 events, with an annual footfall of just fewer than 33,000 visitors. This was supported by the development of a new website



for the hall, paid for by UKSPF, which includes a dedicated community page to promote cultural activities delivered by groups such as Theatrecraft and Herne Bay Festival, Herne Bay Jazz Festival and many more.

This initiative also included the installation of colour flags lining the seafront to promote activities and create a welcoming arrival to Herne Bay.

During 2024, we carried out a review of our Events Management Policy which was formally adopted in April this year.

This review included thorough engagement with stakeholders including residents and event organisers to create a policy that balances the social, economic and environmental dimensions of event management.

The new policy offers clear guidance on how to plan a successful event and encourages organisers to make the most out of the infrastructure improvements in sites across Canterbury.

It also removes barriers to participation for community events by offering reduced fees for not-for-profit organisations and removing admin and site fees for small community events.

The Events department continues to work in partnership with Kent Film Office and approved 22 filming requests in 2024/25.

The coastal towns of Whitstable and Herne Bay remain popular locations and were included as locations for Black Mirror Season 7, to be shown on Netflix this year, bringing an estimated £58,000 based on production costs alone into the local economy.

The Great Stour Riverfest successfully ran for a second year from Saturday 14 to Sunday 22 September. The festival celebrates the Stour which is a great ecological, historical and cultural asset and is organised by the city council in partnership with many community organisations.

It was bookended with a single day open-air fair in the Westgate Gardens kicking things off, and the Canterbury Rotary Club's annual duck race bringing it to a conclusion on what will also be World Rivers Day 2024.

In between there was a week of free Stour-related events for the whole community to get involved in. These included:

- art competitions
- river clean ups
- nature talks
- bat and insect walks
- river dipping
- an ecology and botany walk
- an interfaith rivers walk from Westgate Gardens to Hambrook Marshes



Bite size case studies – ambitions in action

To improve access to council services for people that cannot get online

We have been proactively working to support those customers who are unable to transact with the council online. We've offered support with garden waste subscriptions, Housing Need Register (HNR) applications, homelessness applications and submission of evidence.

In homelessness, if customers are unable to upload evidence to the Kent Homechoice portal, we invite people in for face-to-face appointments. We can scan copies of documents and upload them to ensure there are no barriers to verification processes and answer any questions they may have.

Customers who cannot apply online to join the Housing Needs Register (HNR) have been contacted via the telephone to ensure customers are not excluded from joining the register. Face-to-face appointments have also been booked if required.

We set up auto bidding for 112 customers who are on the HNR including homeless applicants so that the system automatically places bids for properties that are suitable for applicant's needs. This ensures people are not excluded from the bidding process and they don't miss properties being advertised and it gives the best opportunity for being successfully housed. There are 50-60 HNR applications set up for direct bidding where officers bid on properties on behalf of applicants for properties that have specific adaptations. This is done via Kent Homechoice and ensures those customers who need specific adaptations within a home have bids placed on properties which meet their needs.

When it comes to garden waste, we have helped customers to set up subscriptions over the phone and processed 533 phone payments and 234 cheque payments for those customers who are unable to apply and renew their annual subscription online.

To improve safety in and around schools

Throughout the year we have carried out a rolling programme of anti-idling enforcement operations at schools and we have placed educational signs around schools across the district.

We tackle parking around schools when illegal parking is more problematic during drop off and collection times. Parking and Transport Officers are deployed to carry out enforcement to any vehicle found to be in contravention of the parking regulations. We have focused on those where the demands are greatest across the district and we have rotated our enforcement visits to ensure an even balance to tackle illegal parking. Working with Kent County Council we have implemented a school safety zone at St Peter's School in Canterbury.

Reported elsewhere

The following performance information is also published by the council in other ways:

- **Scrutiny Committee**

One of the important activities of this committee is to consider performance information regarding the services provided by the council and its companies. A rolling programme of themed meetings enables a deeper dive into a topic area. Details can be found on each of its agendas for its regular meetings.

In its capacity as the Crime and Disorder Scrutiny Committee it receives an annual report on the delivery of the Community Safety Action Plan.

- **Audit Committee**

A range of performance reporting is considered by the Audit Committee this includes the Annual Governance Statement, the opinion of the external auditor, Grant Thornton on the financial and governance arrangements, and the Quarterly Internal Audit report which is undertaken by the East Kent Audit Partnership on the council's behalf.

An annual report summarising the complaint numbers submitted to the Local Government

.....
Committee reports can be accessed at democracy.canterbury.gov.uk

Ombudsman and Housing Ombudsman is provided, together with Kent-wide comparison figures.

- **Companies Advisory Committee**

The committee receives six monthly reports on the activities of Council owned companies. This includes the annual business plan and an update on the corporate health of the company including commentary on finance, compliance, quality assurance and risk management.

- **Cabinet**

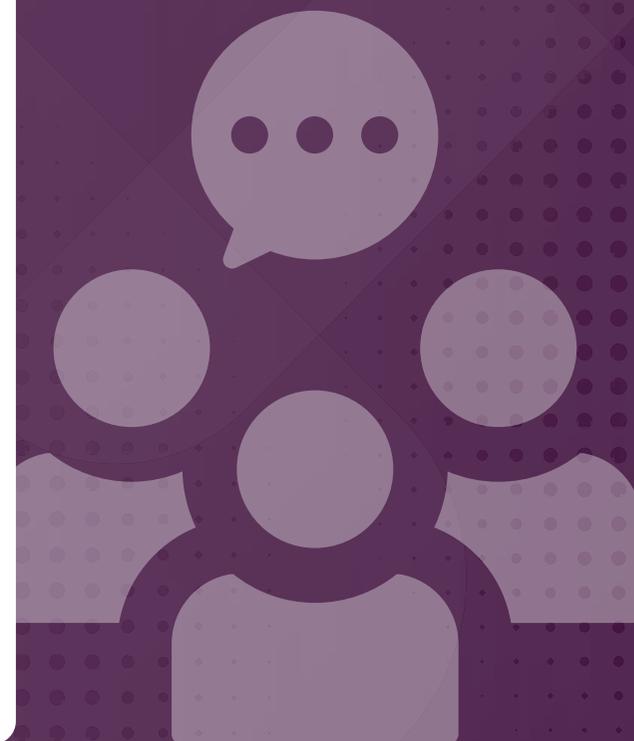
In addition to the annual reports, Cabinet receives six monthly updates on contract performance, housing performance and financial monitoring.

- **Standards Committee**

The committee receives an Annual Ethical Governance statement providing updates on code of conduct complaints and councillor training/briefing information.

- **Whitstable Harbour Board**

The Board receives updates on the strategic and business plan delivery and financial monitoring.



UN Sustainable Development Goals

un.org/sustainabledevelopment

