

Cabinet

Tuesday

3 November 2026

at no earlier than* 7pm

The Guildhall
St Peter's Place
Canterbury
CT1 2DB

*Please note at 7pm there will be a representation from the public session with the Cabinet prior to the commencement of the meeting. It will last for a maximum of 20 minutes

Membership of the Cabinet

Councillors:

Councillor Alan Baldock (Chair)
Councillor Charlotte Cornell
Councillor Chris Cornell
Councillor Mel Dawkins
Councillor Pip Hazelton
Councillor Connie Nolan
Councillor Paul Prentice

Quorum: 4 councillors

1. Members of the public may speak at meetings of the Cabinet so long as the item has not already been heard at the Overview 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.

Anyone filming a meeting is asked to only focus on those actively participating but please also be aware that you may be filmed or recorded whilst attending a council meeting and that attendance at the meeting signifies your agreement to this if it occurs. You are also reminded that the laws of defamation apply and all participants whether speaking, filming or recording are reminded that respect should be shown to all those included in the democratic process.

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.

Notes for the Representation from the Public session

1. Members of the public must live or work within the district and they must contact Democratic Services to register to speak prior to 12.30pm the working day before the meeting.

2. Representations will be limited to three minutes, and called in order, at the discretion of the Chair.

3. No discussion will follow the representations, Cabinet Members may later refer to issues raised if they are pertinent to that meeting's agenda. The Chair may give an indication if an issue raised will be considered for discussion at a future meeting.

4. This section of the meeting will be recorded and live streamed but will not be minuted as it does not form part of the formal meeting.

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

Contact: Democratic Services 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 5 October 2026

7 - 16

TO CONFIRM as a true record.

6 References from Committees

TO NOTE the minutes of the Overview Committee on 8 October 2026

Part A - Items to be considered with public participation

- 7 Proposed changes to charges and conditions in council car parks 2027/28 (OSPPO)** 17 - 28

TO CONSIDER the report from the Director of Place and Head of Transport and Environment

- 8 Draft General Fund revenue and capital budgets 2027/28 and financial outlook: Seeking approval to consult on the budget proposals** 29 - 107

TO CONSIDER the report from the Director of Finance and Procurement and S151 Officer, and the Head of Finance

- 9 Draft Housing Revenue Account budget 2027/28** 108 - 126

TO CONSIDER the report from Director of People, Director of Finance & Procurement and Head of Housing and Community

- 10 South East Water Stakeholder Group update** 127 - 136

TO NOTE the update from the Director of Place

Part B - Items for consideration with no public participation

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

- 11 Homelessness and Rough Sleeping Strategy and Plan to End Homelessness** 137 - 217

TO CONSIDER the report from the Director of People and Head of Housing and Community

- 12 Date of next meeting**

- 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

Date Published: 9 October 2026

Any decision in the minutes below will come into force, and may be implemented, on the expiry of three clear working days after the publication of the decision, unless a valid request has been received by a Joint Chief Executive objecting to the decision and asking for it to be called in.

CANTERBURY CITY COUNCIL

CABINET

**Minutes of a meeting held on Monday, 5th October, 2026
at 7.00 pm in The Guildhall, St Peter's Place, Westgate, Canterbury**

Present: Councillor Alan Baldock (Chair)
Councillor Charlotte Cornell
Councillor Chris Cornell
Councillor Mel Dawkins
Councillor Pip Hazelton
Councillor Connie Nolan
Councillor Paul Prentice

In attendance Councillor Tom Mellish*
Councillor David Thomas

Officers: Suzi Wakeham - Joint Chief Executive
Peter Davies - Joint Chief Executive
Lauren Wheeler - Democratic Services Officer
Nick Churchill - Senior Economic Development Officer
Martin Hall - Senior Environment Manager
William Hicks - Director for Place
Lora McCourt* - Head of Locality Services
Leo Whitlock - Head of Policy and Communications

(*present for part of the meeting)

296 APOLOGIES FOR ABSENCE

There were no apologies for absence.

297 DECLARATION OF ANY INTERESTS

There were no declarations of interest.

Later in the meeting, Councillor Paul Prentice made a voluntary announcement that he was an employee of Network Rail.

298 **ANNOUNCEMENTS**

Members welcomed Councillor Prentice to his first meeting of Cabinet as Portfolio holder for Transport and Planning.

Councillor Chris Cornell provided an update regarding horse-drawn carriages operating in the city following a petition earlier this year. The relevant statute that applied and the rationale for removing the item from the Public Forward Plan were clarified.

The council has so far been unable to find any legislation that provides a way for the current operation to be controlled or banned. KCC have been approached about the potential to use their powers under a TRO. Officers would prepare a report for Cabinet in the new year once additional legal advice had been explored. The Animal Welfare Act is policed by trading standards officers who can carry out welfare checks following a resident complaint. Residents can report concerns to Kent Trading Standards on 03000 41 20 20.

Councillor Hazelton announced that curtains were now included in the Household Support Fund and urged councillors to consider eligible residents that may be suitable to receive support under the scheme. Further information was available online.

Councillor Prentice reminded members that the Travel Choices survey remained open until 26 October and encouraged residents across the district to share their views and travel experiences to help inform future transport planning.

Councillor Dawkins attended a Trees Action Plan event that encouraged partnership working and ongoing engagement with stakeholders and residents' groups to help identify suitable planting locations. A plan would be produced by spring with further tree planting scheduled for the autumn.

A Canterbury Climate Change Business Breakfast would be held on 21 October at the Westgate Hall for businesses to consider their resilience to climate change and to learn more about any support available. A People's Emergency online briefing for councillors would be held on 18 November.

Councillor Dawkins encouraged councillors to share details of the Great British Energy Community Fund with local community groups that may be interested in developing suitable projects. Further information was available online; applications would be subject to viability assessments.

St. Peters House had won a Highly Commended award recently in the Development and Regeneration category at the Kent Housing Excellence Awards 2026. Councillor Dawkins attended the event with officers and tradespeople who worked on the project to celebrate the achievement.

299 **PUBLIC PARTICIPATION**

There were two speakers registered to speak on agenda item 9, Right to Grow – report back to Cabinet.

300 **MINUTES OF THE MEETING HELD ON 30 JUNE 2026**

The minutes of the 30 June 2026 were agreed as a true record by general assent.

301 **REFERENCES FROM COMMITTEES**

The minutes from the Overview Committee on 10 September 2026 were noted and the comments were discussed at the relevant agenda item.

302 **CHANGE IN ORDER OF THE AGENDA**

The revised order was agreed by general assent – agenda item 9 would be taken first, followed by 11, 7, 8, 10 and item 12 in that order.

303 **RIGHT TO GROW - REPORT BACK TO CABINET**

Councillor Mellish and Lucy Platel (Herne Bay in Bloom) spoke directly before the item.

Councillor Mel Dawkins Cabinet Member for Environment and Sustainability introduced the report that presented the outcomes, learning and recommendations following completion of the two-year Right to Grow (RtG) pilot, which tested community cultivation on four council owned sites and assets. Learning from the pilot had informed the recommendations for any future RtG scheme.

There were three options for Cabinet to consider within the report:

Option 1. Continue Right to Grow in a revised form (as detailed in the report).

Option 2. Continue with Right to Grow operating in line with the original criteria and concept of the pilot, with the requirement of groups to enter into a legally binding licence which means groups will need to be a legal entity to participate. Continue to support the existing Salt Marsh Lane scheme.

Option 3. Do not progress

Officers provided clarification where necessary, and the Cabinet discussed the report including the following points:

- Members reflected on the two-year pilot and observed that this period had provided valuable learning, and the opportunity to establish projects and to understand what worked in practice. The pilot had highlighted several challenges around legal structures, community engagement and the capacity of local groups.
- The requirement for a formal legal entity had created barriers for some groups. Alternative approaches were explored by environment officers along with property and legal colleagues to help increase participation and identify solutions to some of the challenges. These included less formal partnership arrangements and memorandums of understanding,
- Engaging with objectors had produced positive results in some cases. Individuals who had initially raised concerns had been invited to join steering groups and had gone on to become active contributors after gaining a better understanding of the projects.
- A public-facing website and expression of interest process were proposed in the revised recommendations to help community groups come forward with ideas. It was recognised that expectations would need to be managed and

that it would be beneficial if support was provided to smaller groups that wished to work together on projects.

- The benefits of a partnership approach were emphasised, particularly when working with established community groups. It was suggested that encouraging early conversations and involving communities from the outset could improve project outcomes and increase local support.
- The wider benefits of community-led initiatives included improved wellbeing, stronger local networks and opportunities to identify alternative uses for land.
- The preferred and agreed approach by Cabinet for the scheme going forward would focus on working in partnership with community groups, with support, oversight and governance provided through the Open Space Biodiversity Group.

It was then proposed, seconded and when put to a recorded vote

RESOLVED

To continue the Right to Grow scheme, delivered in accordance with the revised approach and recommendations set out in Option 1 of the report.

Record of the voting:

For (7): Councillors Baldock, Charlotte Cornell, Chris Cornell, Dawkins, Hazelton, Nolan and Prentice

Against (0)

Abstained (0)

Reason for decision: Option 1 provided a more accessible and flexible model while reducing the legal burden on community groups and the council. The use of a clear criteria checklist and public-facing webpage would help retain the ability to support and formalise appropriate, robust RtG schemes, in line with Corporate Plan objectives.

304 CITY AND TOWN CENTRE STRATEGIES

Councillor Chris Cornell, Cabinet Member for Economic Development and Regeneration introduced the report that provided information on structured delivery planning that is required following the adoption of the City and Town Centre Strategies at Cabinet in February. The report set out three-part delivery framework: project directories for each place, place panels for strategic stewardship and partnership advocacy, and a focused CCC action plan setting out the commitments the council can realistically progress ahead of LGR.

The report included a summary of the feedback from Overview Committee on 10 September on the proposed next steps, primarily on the creation of place panels. Overview Committee recommended to Cabinet that the proposal to create place panels be approved (Option 1 below).

The three options for Cabinet to consider within the report were:

Option 1: Approve the establishment of three strategic place panels, underpinned by project directories and a focused CCC action plan.

Option 2: Continue with project directories and an action plan but delay the establishment of place panels.

Option 3: Rely on existing service planning and do not create place panels, project directories or a specific CCC action plan.

Officers provided clarification where necessary, and the discussion by members included the following points:

- The strategies introduced a new, community-led approach to supporting high streets and local areas following extensive public engagement with over 1,000 residents and set out a long-term vision for the next 15 to 20 years.
- Feedback gathered through engagement was developed into the project directories that were intended to be 'live' documents that continued evolving with new ideas and projects added over time by residents and partner organisations. A process for which would be outlined and introduced.
- Officers confirmed they would begin progressing actions from the plan while work continued to develop and refine project proposals in the directories.
- The introduction of Place Panels, supported by Overview Committee were proposed to help shape priorities and support delivery. They were intended to be community-led rather than officer-led and to provide a mechanism for ongoing local involvement.
- The panels were expected to focus on identifying 'quick wins' where possible, prioritising areas requiring investment, and helping move early ideas into deliverable projects. They were intended to be supported by residents and local anchor organisations.
- A transparent process to recruit independent members to the panels would take place to include open applications and interviews, with independent chairs. A timetable and appointment arrangements would be confirmed but would be similar to the process used to recruit independent members to the Whitstable Harbour Board. This can also be refined if required.
- Officers confirmed that the panels would work alongside existing governance arrangements and would not replace or bypass established democratic decision-making processes. Formal decisions would remain with the appropriate bodies.
- Membership arrangements would remain flexible to reflect local circumstances and priorities. Where vacancies arose, appointments would be reviewed by the Director of Place, in consultation with the Cabinet Member, based on the needs of the panel rather than automatically filled by a representative from the same organisation.

It was then proposed, seconded and when put to a recorded vote

RESOLVED

That the Council:

1. establishes place panels for Canterbury, Herne Bay and Whitstable; and
2. delegates authority to the Director of Place, in consultation with the Cabinet Member responsible for overseeing the place panels, to:
 - a. invite identified local anchor institutions, partnerships and key community organisations to nominate representatives to serve as non-elected members of the panels; and
 - b. appoint, following an open invitation for applications, individuals to serve as non-elected members of the panels, with those appointments reported to Full Council for noting.

And Cabinet NOTED:

- Project directories for Canterbury, Herne Bay and Whitstable.
- Canterbury City Council's City & Town Centre Strategies action plan.

Record of the voting:

For (7): Councillors Baldock, Charlotte Cornell, Chris Cornell, Dawkins, Hazelton, Nolan and Prentice

Against (0)

Abstained (0)

Reason for decision: This option would provide the clearest route from strategy adoption to strategic place stewardship, while managing expectations, preserving officer delivery responsibility and supporting transition through LGR.

305 **DRAFT CIL ACTION PLAN 2026**

Councillor Baldock, Cabinet Member for Strategy and Finance introduced the report that seeks agreement of the final CIL Action Plan (2026), to deliver the priority projects from within the Infrastructure Delivery Plan, based on the agreed approach to distributing and ringfencing CIL monies.

There were three options for Cabinet to consider within the report:

Option 1 – To approve the CIL Action Plan (2026) as per the recommendations of the CIL Spending Advisory Board

Option 2 – Partially accept the spending recommendations of the CIL Action Plan (2026)

Option 3 – Reject the CIL Action Plan (2026)

Cabinet discussed the report and officers provided clarification as required, including the following points:

- The establishment of the Community Infrastructure Levy (CIL) Advisory Board was welcomed, with the first meeting having recently taken place.
- Officers outlined the proposed CIL Action Plan and summarised the allocation of funding towards a range of transport, education and community infrastructure projects. The role of CIL funding in supporting the Local Plan and wider strategic priorities was acknowledged.
- The importance of maintaining an open, transparent and collaborative approach to prioritising infrastructure investment across the district was highlighted.
- Monitoring of the impact of funded projects would be essential to ensure that measurable benefits were delivered for residents and contributed to the council's longer-term objectives.
- Future cycle hire funding and any extension of the existing scheme would be considered across the district.
- Members discussed the future allocation of funding within unparished areas; officers confirmed that proposals could be suggested and brought forward through the Advisory Board and Cabinet. Arrangements for local engagement

and the process of funding distribution (including smaller 'pots') would require further development, particularly in unparished areas, to ensure a fair and strategic approach across the district.

- Cabinet expressed support in principle for greater local involvement in identifying spending priorities, including the potential role of upcoming Place Panels in suggesting projects for unparished areas to ensure that funding reflected local needs.
- Current resource pressures for officers were acknowledged, comments raised during the discussion would be considered and brought forward for future consideration where appropriate.

It was then proposed, seconded and when put to a recorded vote

RESOLVED

That:

(1) The CIL Action Plan (2026) be approved as per the recommendation of the CIL Spending Advisory Board.

(2) Authority be delegated to the Joint Chief Executives, in consultation with the Leader and Deputy Leader, to approve expenditure of up to 10% above the project budgets set out in the CIL Action Plan (2026). (Option 1)

Record of the voting:

For (7): Councillors Baldock, Charlotte Cornell, Chris Cornell, Dawkins, Hazelton, Nolan and Prentice

Against (0)

Abstained (0)

Reason for decision: Approval of the recommended CIL allocations would enable the council to begin delivering infrastructure necessary to support planned growth across the district and implement key priorities within the emerging Local Plan, Infrastructure Delivery Plan and Transport Strategy. The recommended projects identified in partnership with infrastructure providers would help to secure external funding opportunities, address infrastructure capacity pressures and support sustainable development.

306 **CANTERBURY DISTRICT COMMUNITY SAFETY PARTNERSHIP - REPORT BACK ON 25/26 AND DELIVERY PLAN 26/27**

Councillor Connie Nolan, Cabinet Member for Community Engagement, Safety and Enforcement introduced the report that presented the annual review and Scrutiny committee's feedback to Cabinet, and summarised partnership achievements during 2025/26 and priorities for 2026–2029.

The Cabinet discussed the report, and officers were praised for their strong partnership working that underpinned community safety activity across the district.

Strong relationships with local organisations, volunteers and educational institutions continued to make a valuable contribution in achieving positive outcomes in reducing crime, tackling exploitation, improving community reassurance, and addressing issues such as domestic abuse, environmental crime and road safety.

Work was ongoing to support victims of domestic abuse and to progress the council towards accreditation in this area. The importance of understanding and responding to the needs of vulnerable groups, including women experiencing rough sleeping, was highlighted by members.

Officers confirmed that the impact of recent prisoner release schemes would be monitored and they would continue to work closely with partners to manage any emerging community safety issues.

The following was

NOTED by general assent:

1. The Community Safety Partnership's achievements during 2025/26;
2. The Community Safety Partnership's new priorities and actions for 2026–2029; and
3. The feedback provided by the Scrutiny Committee and the operational updates made in response.

307 **PROVISION OF TOILETS ON HERNE BAY SEAFRONT**

Councillor Charlotte Cornell, Cabinet Member for Council Services, Culture and Heritage introduced the report that set out an options appraisal for the relocation of the public toilets currently attached to The King's Hall, Herne Bay, required as part of the wider Kings Hall refurbishment works.

Officers answered questions and provided additional information that included costs, strengths and weaknesses for the following options:

Option 1: Kings Hall site - modular public toilets

Option 2: Near the new beach huts / East Cliff Promenade - modular public toilets

Option 3: NCI & coastguard lookout building, East Cliff Parade

The Cabinet discussed the report including the following points:

- Members expressed support for option 2 which was considered the best option by officers for accessibility and increased provision during the Kings Hall refurbishment.
- The scheme would be funded from the existing toilets budget which would also include additional (modular) toilet provision for Hampton to be completed at the same time. An update on related projects in Herne Bay would be provided in due course.
- Members suggested ideas for additional facilities, including external amenities. Officers would review the suggestions; some nearby facilities were already in place.

It was then proposed, seconded and when put to a recorded vote

RESOLVED

1. That Cabinet agrees that new modular public toilets are provided at the East Cliff Promenade, near the new beach huts (Option 2), funded from the existing public

toilets budget, and that officers proceed to develop this option through the necessary governance, design and procurement stages.

2. The proposal is that the new modular toilet block consists of one accessible and baby changing facility, and two further toilets. See SK02 Plans and Elevations. Total provision three toilets. Costs in this report refer to this size of modular unit.

Record of the voting:

For (7): Councillors Baldock, Charlotte Cornell, Chris Cornell, Dawkins, Hazelton, Nolan and Prentice

Against (0)

Abstained (0)

Reason for decision: A new modular toilet block near the beach huts on the East Cliff Promenade best supports the council's wider ambitions and increased footfall at the East Cliff Promenade and avoids undermining the improvements at The King's Hall.

It is the lowest-cost option, at an estimated £135,000, and could be delivered within around six months, potentially avoiding the circa £12,000 cost of temporary portaloos.

308 **ADOPTION OF THE CANTERBURY DISTRICT BIODIVERSITY PLAN – A NATURE RECOVERY STRATEGY**

Councillor Mel Dawkins, Cabinet Member for Environment and Sustainability introduced the report and the Canterbury District Biodiversity Plan that followed involvement of the Open Space and Biodiversity Group, a three-month public consultation and presentation to Overview Committee.

The report seeks Cabinet approval to adopt the Canterbury District Biodiversity Plan – a nature recovery strategy, as a supporting document to the draft Local Plan.

The three options for Cabinet to consider were:

Option 1: Adopt the Canterbury District Biodiversity Plan

Option 2: Do not adopt the Canterbury District Biodiversity Plan

Option 3: Request a redraft and further consultation

The Cabinet discussed the report including the following points:

- Members welcomed the Biodiversity Plan and recognised the significant amount of work undertaken by officers and stakeholders to reach this stage. The strategy was praised as a well-evidenced document with a clear and ambitious long-term vision.
- Extensive consultation and engagement, including input from specialist groups and feedback from Overview Committee, had strengthened the document and helped to ensure that the proposed actions were practical and deliverable.
- The strategy's importance as a supporting evidence document for the Local Plan was acknowledged. It provided a clear framework and would be used as a resource to inform and inspire, and to help guide future decision-making and development proposals.
- Officers were thanked and congratulations were given to all those involved in preparing the strategy for its content quality and presentation. It was

suggested that some of the images could be displayed in the public-facing council offices to showcase the work and further increase public engagement with the strategy.

It was then proposed, seconded and when put to a recorded vote

RESOLVED

That Cabinet adopt the Canterbury district biodiversity plan 2026-2042/43.

Record of the voting:

For (7): Councillors Baldock, Charlotte Cornell, Chris Cornell, Dawkins, Hazelton, Nolan and Prentice

Against (0)

Abstained (0)

Reason for decision: Option 1 respects the council's biodiversity declaration, supports delivery consistent with the Regulation 19 Local Plan policies and informs the council's biodiversity duty.

309 **DATE OF NEXT MEETING**

Tuesday 3rd November 2026

310 **ANY OTHER URGENT BUSINESS TO BE DEALT WITH IN PUBLIC**

There was none.

311 **EXCLUSION OF THE PRESS AND PUBLIC**

Not required.

312 **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 none.

There being no other business the meeting closed at 9.10 pm

Cabinet

3 November 2026

Subject: Proposed changes to charges and conditions in council car parks 2027/28

Director and Head of Service:

Bill Hicks, Service Director, Place

Richard Moore, Head of Transport and Environment

Officer:

Richard Moore

Cabinet Member:

Cllr Paul Prentice

Cabinet Member for Transport and Planning

Key or Non Key decision:

Non Key

Decision Issues:

These matters are within the authority of Cabinet

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:

This report sets out proposed changes to the charges and conditions contained in the Off-Street Parking Places Order for 2027/28 and seeks authority to undertake public consultation on those proposals.

To Resolve:

That Cabinet authorises public consultation on proposals as set out in Appendix 1.

Next stage in process:

Public consultation will be undertaken, and all representations and comments received reported to the Overview Committee on 21st January 2027 and to Cabinet on 9th February 2027.

1. Introduction

Parking charges and operational aspects of the council's car parks are considered in the context of the district's parking and transportation strategies. Charges and conditions are set out in the Off-Street Parking Places Order (OSPPO).

The council's parking strategy is one of the main ways to influence how people choose to travel. The aim of the strategy is to allow choice based on cost, convenience and environmental impact.

In Canterbury, the objective is to encourage as many people as possible who can't walk, cycle or use public transport, to use Park & Ride and therefore this cost is kept as low as possible.

For people who want or need to drive, tariffs are set in bands with hourly costs reflecting how popular the car parks are and their proximity to the city centre.

Reducing the number of spaces in the city centre is also part of the strategy to gradually redistribute parking supply to Park & Ride sites whilst ensuring sufficient overall supply overall.

In Herne Bay and Whitstable, tariffs are also set in bands to reflect their popularity whilst ensuring they remain attractive and competitive.

A Resident Rate discount is available for all residents in the district for use in ANPR car parks (except Band 1 car parks) in Canterbury, Whitstable and Herne Bay and these currently provide a 10% discount on the hourly tariff rate. A 20% discount is provided for Park and Ride.

2. Detail

Comparing parking activity during the first six months of 2026/27 (April to September) with the same period in 2025/26 shows the following:

- Parking acts in Canterbury decreased by 1.9%
- Park & Ride usage increased by 5%
- Parking acts in Whitstable decreased by 0.5%
- Parking acts in Herne Bay decreased by 4.5%

Footfall in Canterbury decreased by 0.3% in the period April to August compared with the previous year.

The 5% increase in Park & Ride use is encouraging. As footfall fell by less than parking activity, this suggests that more people are travelling into Canterbury by sustainable modes, in line with the strategy.

However in view of these usage figures, no tariff increases are proposed for next years' OSPPO and this includes the cost of parking permits which are usually raised in line with inflation.

There are four proposals set out in the table below which are intended to support residents and businesses while retaining incentives to use sustainable travel. Full details of the proposals are contained in Appendix 1.

Ref	Item	Objective	Impact on income
1	Increase the resident rate discount from 10% to 20% in Band 2 and 3 ANPR car parks, and from 20% to 25% at Park and Ride sites. Also change terms and conditions so no need for permit holders to reapply for 3 years	To provide residents with cheaper parking options	£50,000
2	Free parking on Sundays at Band 5 car parks	To encourage greater use of leisure car parks particularly on the coast	£4,000
3	Create a Herne Bay market trader parking permit for Market Street car park for the annual cost of £100	To support the objective to grow the Herne Bay market	cost neutral
4	Allow a sum for sustainable transport incentives or parking promotions/ discounts	To provide targeted incentives and discounts to support residents and businesses	£25,000
	Total Revenue Loss		£79,000

Appendix 2 compares the council's current parking tariffs with those charged in other historic cities and coastal towns.

3. Relevant Council policy, strategies or budgetary documents

The proposals support the Corporate Plan objectives relating to residents and businesses, while retaining the sustainable travel objectives of the Local Plan and Canterbury District Transport Strategy. Their financial effects have been considered in the context of the council's overall budget position.

4. Consultation planned or undertaken

Public consultation will be undertaken through notices in the Kentish Gazette and at each affected car park where terms and conditions are more restrictive. Consultation responses will be reported to the Overview Committee on 21 January 2027 and to Cabinet on 9 February 2027 before any final decisions are made.

5. Options available with reasons for suitability

- Commence public consultation on proposals 1 set out in Appendix 1.
- Amend one or more of proposals set out in Appendix 1 and undertake public consultation.
- Do not commence public consultation on any proposal set out in Appendix 1.

6. Reasons for supporting option recommended, with risk assessment

Option a. is recommended for the following reasons :

Option a is recommended because consultation will provide residents, businesses and other affected parties with an opportunity to comment on the proposals before any final decision is made. The proposals are intended to support residents and businesses while maintaining the overall policy aim of encouraging sustainable travel.

7. Implications

(a) Financial

The financial implications for each of the proposals are set out in the report.

(b) Legal

The proposed changes will require amendments to the Off-Street Parking Places Order. Those amendments will be made under the Road Traffic Regulation Act 1984.

(c) Equalities

An equality impact assessment is shown in Appendix 3.

(d) Environmental including carbon emissions and biodiversity

A climate change impact assessment is shown in Appendix 4

Contact Officer: Richard Moore, Head of Transport and Environment

Background documents and appendices

Appendix 1	Detailed OSPPO proposals
Appendix 2	Tariff Benchmarking (Sept 26)
Appendix 3	Climate Change Impact Assessment
Appendix 4	Equality Impact Assessment

APPENDIX 1

Ref	Proposal	Objective	Impact on income
1	Increase the resident rate discount from 10% to 20% in Band 2 and 3 ANPR car parks, and from 20% to 25% at Park and Ride sites. Also change terms and conditions so no need for permit holders to reapply for 3 years	To provide residents with cheaper parking options	£50,000
2	Free parking on Sundays in Band 5 car parks	To encourage greater use of leisure car parks particularly on the coast	£4,000
3	Create a Herne Bay market trader parking permit for Market Street car park for the annual cost of £100	To support the objective to grow the Herne Bay market	cost neutral
4	Allow sum for sustainable transport incentives or parking promotions and discounts	To provide targeted incentives and discounts to support residents and businesses	£25,000
	Total		£79,000

Proposed Resident Rate Tariff Changes as per Ref 1

Car Park	Current Resident Rate Tariff	Proposed Resident Rate Tariff
St Radigund' s Street (Band 2)	£2.40 per hour	£2.20 per hour
Millers Field (Band 2)	£2.40 per hour	£2.20 per hour
Longport (Band 2)	£2.40 per hour	£2.20 per hour
Riverside (Band 3)	£1.70 per hour	£1.50 per hour
Station Road West Multi-Storey (Band 3)	£1.70 per hour	£1.50 per hour
Castle Street Multi-Storey (Band 3)	£1.70 per hour	£1.50 per hour
Park and Ride sites	£3.20 per day	£3.00 per day
Middle Wall (Band 2)	£2.40 per hour	£2.20 per hour
Neptune (Band 2)	£2.40 per hour	£2.20 per hour
William Street (Band 3)	£1.70 per hour	£1.50 per hour
Band 2 Maximum Daily Cap	£18 per day	£16 per day
Band 3 Maximum Daily Cap	£13.50 per day	£12 per day

Notes:

The percentage discounts on the resident tariff rates are rounded up or down to the nearest 10p

The tariff rate for those without a resident rate discount will remain as follows : Band 2 £2.70 per hour, Band 3 £1.90 per hour, Band 2 maximum daily cap £20, Band 3 maximum daily cap £15

Administrative changes

Increase the maximum time permitted to park in the Marlowe Theatre disabled parking bays from 4 hours to 4.5 hours

Remove the reference to market trader parking in William Street car park

Redefine School Lane permits – the articles say that they are Herne Bay Residents' Permits but the schedules refer to them as separate permits.

Define car parks at Elizabeth Court and Margaret Court in Herne Bay and define permits to be administered by Housing

Restrict permit eligibility in Sydenham Street Residents Car Park to residents living in Sydenham Street only

Current Tariffs

Historic Cities/Local Regional Centres

Charge Period	Canterbury*	Ashford	Bath	Chester	Exeter	Lincoln	Norwich	Oxford	Cambridge	Winchester	York	Brighton
Up to 1 Hour	£1.90-£3.80	£1.30	£1.90 - £2.90	£1.50	£4.90	£2.30 - £3.00	£2.30-£2.50	£3.70-£6.30	£2.00 - £3.70	£2.00	£5 - £5.50	£1.50-£4.00
Up to 2 Hours	£3.80-£7.60	£2.60	£3.80 - £5.20	£3.00	£4.90	£4.10 - £5.00	£3.30-£4.90	£5.80-£8.10	£4.00 - £7.40	£3.60	£10 - £10.90	£3.40 - £10.50
Up to 4 Hours	£7.60-£15.20	£5.20	£7.60 - £10.40	£12.00	£7.20	£8.10 - £12.00	£7.50 - £9.90	£9.30 - £14.40	£8.00 - £16.00	£7.30	£15.30 - £18	£7.10 - £16.00
Park and Ride	£4.00 per vehicle	n/a	£4.00 per person	£2.50 per person	£3.50 per person	£3.50 per person	£3.00 per person	£3.00 per car	£4.50 per person	£3.50 per vehicle	£4 per person	£3.00
Coach Parking	£15 per day	£13.20 per day	£1.00 per day	£11 per day	£10 per day	£6.00 per day	Free	£11.30	£15 per day	£7.30 max / day	£27.80/day	£15

Coastal Towns

Charge Period	Herne Bay*	Whitstable*	Birchington	Broadstairs	Ramsgate	Margate	Folkestone	Hythe	Dover	Deal	Sandwich	Hastings
Up to 1 Hour	£1.90-£2.70	£1.90-£3.80	£1.40	£1.90 - £3.10	£1.80 - £3.70	£1.80 - £3.20	£2.10 - £2.60	£2.10	£1.50 - £1.80	£1.80	£1.80	60p
Up to 2 Hours	£3.80-£5.40	£3.80-£7.60	£2.80	£3.80 - £6.20	£3.60-£7.20	£3.60 - £6.40	£4.20 - £5.20	£4.20	£3.00 - £3.60	£3.80	£3.80	60p
Up to 4 Hours	£7.20-£10.80	£7.60-£15.20	£5.60	£7.20 - £12.40	£7.20-£7.60	£7.20 - £12.80	£8.40 - £10.40	£8.40 - £12.60	£6.00 - £7.20	£7.80	£7.80	£2.10

* Excludes resident rate discounts

Appendix 3 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		
Neutral	Very minor changes unlikely to affect carbon emissions	
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.		
Neutral	Very minor changes unlikely to affect carbon emissions	
Emission of other climate changing gases including methane, CFCs, nitrous oxide		
Neutral	Very minor tariff changes unlikely to affect carbon emissions	

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
Neutral	n/a	

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

Appendix 4 - Equality Impact Assessment

Please refer to the [Equality Impact Assessment guidance](#) to help you in completing this form.

For the purposes of this form, we refer to your policy, function, project or service as a proposal.

We have contact with two groups who can be useful sounding boards as part of any consultation or pre consultation engagement. They are the Disability Advisory Board (DAP) and the Ethnic Minority Independent Council (EMIC), both are local groups. You can contact Matthew Archer for further advice.

Date of initial assessment	September 2026
Division	Transport and Environment
Proposal to be assessed	27/28 OSPPO
New or existing policy or function?	Existing
External (i.e. public-facing) or internal?	External
Statutory or non-statutory?	Non Statutory
Your name	Richard Moore
Your job title	Head of Transport and Environment
Your contact	richard.moore@canterbury.gov.uk
Decision maker	Council
Estimated proposal deadline	Final decision February 2027

Please outline your proposal, including: • Aims and objectives • Key actions • Expected outcomes • Who will be affected and how • How many people will be affected	Aims and Objectives: To support residents and businesses and encourage use of sustainable transport and Park and Ride Key actions: Changes to terms and conditions in the OSPPO Expected outcomes: Reduced parking tariffs particularly for residents, resulting in a slight increase in usage. How will be affected : All residents and visitors to the Canterbury district How many people will be affected : Over 5000 parking acts per day
What relevant data or information is currently available about the customers who may use this service or could be affected? Please give details; for example “x% of customers are female” or “x% of customers are aged over 60”	None

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	n/a	
Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it	n/a	
Foster good relations between persons who share a relevant protected characteristic and persons who do not share it	n/a	

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. Your explanation should make it clear who the assessment applies to within each protected characteristic. For example, a proposal may have high relevance for young people but low relevance for older people; it may have a positive impact on women but a neutral impact on men.			
Protected characteristic	Relevance to proposal High/ Medium/ Low/None	Impact of proposal Positive/ Neutral/ Negative	Explanation
Age	n/a		
Disability	n/a		
Gender reassignment	n/a		
Marriage and civil partnership	n/a		
Pregnancy and maternity	n/a		
Race	n/a		
Religion or belief	n/a		
Sex	n/a		
Sexual orientation	n/a		
Other groups:	n/a		

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?	Comments received during the public consultation may lead to changes.
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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)	Not known at the current time
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What additional information would increase your understanding about the potential impact of this proposal?	
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Please update the section below if:

- You have amended your proposal
- You have new information
- You have undertaken consultation

Date of revised assessment	Click here to enter a date.
Have you made any changes to your initial assessment? If so, please give brief details	
Did you undertake consultation? – if yes, give date and the consultation results:	
Do you have new information which reveals any difference in views across the protected characteristics?	
Can any new conclusions be drawn as to how the proposal will affect people with different protected characteristics?	
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?	
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)	

Should you need to revisit your assessment more than once, please ensure that you provide details of any changes or new information and the date these amendments were made.

Cabinet

3 November 2026

Subject: Financial outlook and draft budget 2027/28

Director and Head of Service:

Nicci Mills, Director Finance and Procurement and S151 Officer

Cheryl Ireland, Head of Finance

Cabinet Member:Councillor Alan Baldock Leader and Cabinet Member for Finance

Key or Non Key decision:Non 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:

This report sets out the key financial issues facing the council from 2026 to 2029, advises councillors on key budget assumptions and puts forward general fund budget proposals for 2027/28 to 2029/30 for consultation.

The draft budget has been prepared using the best information available and will be amended as more up to date information is published through the decision-making process.

To Resolve:

- a) to endorse the budget assumptions and strategy set out in the report
 - b) that the public consultation be used to seek views on the significant proposals in Appendices 1 to 4 (as amended to reflect decisions taken at this meeting)
 - c) that for the cost recovery fees and charges (highlighted in amber in Appendix 4), officers are able to further increase or decrease charges during the year by up to 5% if costs vary, in consultation with the Leader of the Council.
-

To recommend to Full Council:

- d) that the Capital Programme for the current year is amended as shown in Appendix 2.
-

Next stage in process:

Report the results of the consultation and any updated information to Overview Committee on 21 January 2027 and to Cabinet on 9 February 2027.

The decision to approve the draft general fund revenue and capital budget will be taken by Council on 22 February 2027.

1. Introduction

This report sets out the key financial issues facing the council for 2027/28 and beyond, advises the Cabinet on key budget assumptions and puts forward budget proposals for 2027/28.

Table 1 - Summary Financial Plan (£000)

£0	2026/27	2027/28	2028/29	2029/30
Net budget before savings	25,864	27,542	28,777	30,281
Savings to be found	0	0	(58)	(517)
Net budget	25,864	27,542	28,718	29,764
Central grant funding	(11,720)	(12,392)	(12,974)	(13,337)
Use of reserves	25	(375)	(375)	(375)
Council tax	(14,170)	(14,776)	(15,369)	(16,053)
Total funding	(25,864)	(27,542)	(28,718)	(29,764)

Overall, the Council's net budget increases from £25.9m in 2026/27 to £27.5m in 2027/28. The movement principally reflects inflation and growth pressures, partially offset by changes in service expenditure and income and previously agreed budget adjustments. The detailed movements are set out in Appendices 1.1 and 1.2 and further detail below.

Cabinet will be aware that inflationary pressures and global events continue to have an impact on the council's financial position and planning. The recent pause on local government reorganisation and uncertainty over the future decision also adds further financial pressure.

It is not possible to assess with any certainty what that impact will be, but the council needs to plan ahead to ensure it has funding in place to support its services.

Councillors will be aware that the government announced a three-year settlement in 2026/27 which provides some stability of funding. However, funding arrangements for 2029/30 are not yet known.

The Autumn Budget on 28 October may also impact directly or indirectly on the council's financial position.

This report has been prepared based on information available as of 23 October.

The draft budget will be updated in January and any changes highlighted to councillors at the February meeting of Cabinet.

The Cabinet will also be aware that inflation has risen during 2026/27, and the council continues to experience inflation pressures.

The ongoing conflict in the Middle East continues to affect global energy prices and inflation, placing direct pressure on supply chain costs. Contractors are facing similar financial pressures and are likely to seek to pass these additional costs on to the council.

Indirectly, the impact of rising costs will also see an increase in demand for certain council services.

It is currently estimated the impact of the increase of direct and indirect inflation will be an additional £1.9m to the General Fund's revenues in 2027/28.

If it is forecast in January that the position will be worse than set out in this report then additional budget savings may need to be considered at that time.

The International Monetary Fund forecasts UK economic growth of 1.3% in 2026, easing to 1.2% in 2027 (World Economic Outlook, 13 October 2026). There has been minimal growth in 2026 to date.

As a result of current estimates and cost pressures, in 2027/28 it is estimated that there will be a budget gap of £0.4m. It is proposed to utilise the budget stabilisation reserve to bridge the gap.

Set against this difficult financial backdrop, the Council's plan is to:

- only increase fees and charges by an inflationary rate that will seek to cover expenditure incurred by the Council for those services
- maintain good financial management arrangements
- identify potential risks and take mitigating action where possible
- utilise the budget stabilisation reserve in the short term to bridge any gaps

The council continues to face difficult financial circumstances with a reduced level of reserves and therefore resilience. In order to address this, it will need to plan to rebuild reserves and work to reduce the level of risk in its budget.

However, given the current level of uncertainty, it may need to make continued use of reserves in 2027/28.

This strategy will give the council the best chance of having the financial stability it needs to provide services to residents.

Set out below in Section 2 is information on the key assumptions made in putting together the draft budget covering major income sources and expenditure.

The schedules attached to this report are:

- Appendix 1.1 Summary Financial Plan
- Appendix 1.2 Detailed Financial Plan
- Appendix 2 Capital Programme
- Appendix 3 Risk Schedule
- Appendix 4 Fees and Charges

The budget setting timetable is:

Activity	Date
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Cabinet considers financial outlook and draft budget proposals for General Fund (GF) and parking charges	3 November
Budget consultation - GF	11 November to 6 January
Cabinet considers draft budget proposals for the Housing Revenue Account (HRA)	3 November
Budget consultation - HRA	11 November to 6 January
Council approves council tax base and confirms council tax support scheme	14 January
Cabinet considers feedback from budget consultation and the Overview Committee and updated GF and HRA budget information to make recommendations to full Council on budget and council tax	9 February
Council approves budget and council tax for 2027/28	22 February

Financial outlook and key assumptions

Set out below are the main issues to be considered in assessing the council's future financial position.

Common themes are government funding issues and economic outlook. Whilst we have some information about the impact to date, there is still significant uncertainty looking forward.

As a result, the financial outlook has been assessed up to 31 March 2028 in detail only, with indicative figures for 2028/29 and 2029/30.

This balances the need for future planning with realism over the value of forecasting the financial position in the medium term.

Overall, the forecast assumes:

- additional increases in inflation are set as a contingency and drawn upon as needed
- fees and charges are, where possible, increased in line with inflation with the aim of covering the cost of providing the service

The February budget report will update the Cabinet on any changes to these assumptions.

a) *Central Government Formula funding*

The government announced significant changes to local authority funding arrangements implementing a new allocation model that took effect from April 2026. These reforms included the implementation of a new funding model through the Fair Funding Review, the introduction of updated Relative Needs Formulas (RNFs) and a full reset of business rates baselines.

Funding has been allocated via nine RNFs, factoring in social care and children's services which are Kent County Council services, temporary accommodation demand, levels of deprivation, Area Cost Adjustments (regional cost differences) and Council Tax revenue capacity.

The transition to the new funding model will be phased over three years (2026–27 to 2028–29), with mechanisms such as cash-flat floors to protect councils from significant volatility during the transition.

The effect of this to Canterbury is that financial plans for the next two years can be prepared with increased certainty of funding levels as these have been set out in the settlement.

However, the consolidation of previous grants into one Revenue Support Grant and bringing additional grants into the Core Spending Power (CSP) calculation, reduces the overall support provided to the council.

Funding arrangements for 2029/30 are not yet known. For the purposes of this report, the final year of the medium-term financial plan assumes that funding will remain at the same level as in 2028/29.

b) Business rates (£5.8m)

As mentioned above, business rates form part of the baseline needs assessment. The government makes an estimate of the council's business rates income. It then shares the income as follows.

Table 2 – Business rates income split

Recipient	share
Government	50%
CCC (but see below re. tariff)	40%
KCC	9%
Fire	1%
Total business rates income	100%

A tariff is then applied to the council's share, reducing it to £5.8m in 2027/28.

If business rates increase, for example due to new business premises being built, then the council will receive a proportion of the increased rates due.

However, if business rates decrease, for example through demolition or conversion to residential use, or as the result of an appeal, then the council will share in the reduction in business rates, though the reduction is capped by a safety net limit i.e. the government bears any losses above the safety net limit.

As part of Local Authority Funding Reform, the Business Rates Retention System was reset in April 2026.

This involved recalibrating business rates baselines to account for growth since the 2013–14 baseline.

The reset moved from two to five rate multipliers with adjustments for property value bands.

Transitional relief schemes were introduced to mitigate financial impacts on ratepayers and help manage the transition effectively.

The council's baseline has been revised to a new baseline of £5.59 million with a safety net threshold of £5.42 million in 2027/28.

Retained business rates income for 2027/28 is projected at £32.7 million, offset by a tariff payment of £26.9 million, resulting in a net income of £5.8 million.

This shows growth above the revised baseline of £210,000, which result in an additional levy payment to government of £21,000.

Historically, the budget has been set to the baseline level with prudent assumptions for growth, only recognising additional income once growth had materialised.

Budget assumptions have been aligned to the revised baseline levels which do not differ significantly from previous years.

In order to maximise the amount of business rates retained locally, a Kent business rates retention pool has been in place.

Under the pooling arrangements, Kent County Council and the district councils in Kent are considered as one organisation for the purposes of calculating how to share any increase or reduction in business rates between the councils and the government.

This means the councils get to keep a greater proportion of any growth locally but would have to cover reductions in income up to their joint safety net limit.

The council is not currently in the Kent Pool and will not be part of it for 2027/28, as the risks to the pool of Canterbury's membership outweigh the potential benefits.

For 2027/28 it has been assumed that the council's share of business rates income will improve slightly.

c) Council Tax (£14.7m)

The council tax income is derived from three factors – the average (band D) Council Tax, the number of properties in the district (converted into band D equivalent properties and adjusted for discounts and allowances) and the collection rate.

In previous years the government has controlled increases in Council Tax through referendum limits where any proposed increase above the limit requires a referendum.

Last year, the government limited council tax increases by district councils to 3%. This limit has been assumed for 2027/28.

Any changes to this assumption following on from the governments' Autumn Statement in late October will be updated if necessary for the February Cabinet meeting.

The current level of increase assumed, plus new hereditaments being brought into the rating list and becoming liable for council tax will result in approximately £0.6m of additional income to fund the cost of services.

d) Parking income (£11m)

Off-street parking has stabilised with a slight downward movement in parking acts in the current year whilst park and ride usage continues to increase.

In terms of robustness of any estimate, parking income is heavily dependent on:

- Weather related fluctuations

- Businesses and venues being open
- People having spare cash to spend on leisure and retail activities
- Working arrangements
- International and domestic tourism
- Universities running face to face courses

The current year-end forecast for car parking income is predicted to meet net budget expectations.

There are growth items included in the 2027/28 budget to reduce parking fees in some car parks. No increases to parking charges have been included in the budget assumptions.

e) *Property rents (£12m)*

The current economic climate has had a major impact on businesses in premises owned by the city council.

Many businesses have been struggling to keep up with the increasing costs of fuel, inflationary pressures and energy costs.

Current forecasts for 2027/28 are slowly improving and forecasts for future years are on the increase.

f) *Other income*

In some areas income is at or exceeding budget but in others, services are struggling to achieve budgeted levels and these remain a risk factor for future years' budgets.

As costs increase and inflation continues to put pressure on all service areas, the income received for cost recovery services continues to struggle to meet increasing costs of delivery.

For 2027/28, it has been assumed that other fees and charges will continue to achieve similar levels to recover the cost of providing services.

However, as the cost of services rise, the proposal is to increase fees and charges by 3% or the additional costs incurred where this is possible with the need to recover the cost of providing the service.

All fees and charges in appendix 4 have been reviewed individually and where there is capacity to increase fees to cover costs, they have been increased.

Statutory/government-set charges remain unchanged where the council does not control the level.

A small number of services propose above-inflation increases, principally where charges are being aligned more closely with costs or supplier charges, including cemetery seating, chapel use and some museum charges.

Some charges are deliberately held or increased by less than inflation, including many taxi/licensing charges, Lifeline and housing charges, and certain Whitstable Harbour fishing-industry fees.

There are also a number of new charges or changes to the charging structure, particularly across Licensing, Environmental Health, Food Businesses and Foreshore services.

g) Pay costs

The national local government pay award for 2026/27 was agreed on 24 August with pay rates increasing by 3.3%.

A provisional award of 3.5% was paid to staff in May based on our commitment to pay not less than the living wage foundation rate for our lowest paid on grade 6. This is the final settlement.

The budget makes an allowance for an inflationary pay award in 2027/28 and future years.

The budget report in February will have an update on pay inflation and any implications for the budget.

The triennial review of the Kent Superannuation Scheme took place in 2026/27.

The ongoing contribution rate has decreased and has been factored into the budget. A decrease in backfunding contributions was agreed as the fund becomes near fully funded for the council and the reduction has been included in the budget.

g) Non-pay costs

The budget allows £350,000 for inflation on non-pay costs, excluding the Council owned Latcos.

These are negotiated separately and an element is included in the budget provision for these.

Non-pay expenditure budgets are not increased for inflation, instead any inflationary pressures have to be met from this allowance. The £700,000 provision held centrally for the current year will therefore be allocated to relevant service budgets during the remainder of the year post quarter two budget monitoring.

If the full allocation is not required, the unused element is used to reduce the budget gap in the next year. Any inflation over the allowance adds pressure to the budget.

In September CPI was 3.5%. Inflation continues to be an area of strain as the impacts to services and new contracts filter through.

h) Growth pressures

Table 3 – growth pressures added to budget

Growth item	£
Food packages contribution	3,000
Resident rate permit discount increase	50,000
Parking permit waiting list	15,000
Free parking on Sundays in Band 5 leisure car parks	4,000
Coastal security	8,000
Battery and small item household recycling (free)	19,513
Clinical waste service	(21,391)
Canenco fleet maintenance	200,000

Fuel Costs	200,000
Additional food waste round	179,559
IT resource	83,000
Operational budget realignment – no service change	97,800
Place Panel ongoing funding	20,000

The council has a number of financial pressures that need to be provided for in the budget for 2027/28 including the growth items below.

Additional budget provision has been made for the council's waste contractor, Canenco, for the increasing uptake of new communal food waste collections introduced by government from April 2026, maintenance to waste vehicles, investment in IT and systems to improve service information for both management and residents and increasing fuel costs.

Parking income budgets have been reduced to allow provision of cheaper parking options for residents.

Increased budget provision has been made for coastal security and safety.

Funding has been made available to support the Council's bid to be designated as a UNESCO City of Literature and to join the Creative Cities Network as a one off expenditure over a two year period.

Finally, the budget includes provision for additional support for the district's most vulnerable households, including working with the voluntary sector to provide food packages during school holidays and address poverty and deprivation.

In addition to the above growth areas, the council has increased costs of inflation to £1.9m including pay award, contract inflation and insurance costs.

i) Performance against budget in the current year

The end of September budget monitoring will be reported to the December meeting of Cabinet. Any variances with a significant impact will be picked up in the February budget report.

j) Capital Programme

The draft capital programme is set out in Appendix 2. The budget includes funding costs relating to the items set out in the programme.

For each £1 million of additional capital expenditure, the borrowing costs are around £90,000 a year for 25 years.

The capital programme includes continuing the capital projects approved in previous years, with timing and budget updated where costs and timing have been developed. 2026/27 is updated to align the timing with the updated information, with balancing budgets carrying over into later years.

Levelling Up Fund programme is finalising in 2026/27 with the final projects completing and the match funding from the council of 10%, being held for retention payments.

The programme continues to include a total provision of £10m across 2026/27 to 2028/29 to assess and, subject to a future Council decision and an approved business case, potentially deliver additional parking capacity at Wincheap Park and Ride. This comprises £0.5m in 2026/27, £1.5m in 2027/28 and £8m in 2028/29.

Budgets continue to be allocated for car park maintenance, litter bins and building maintenance across the council portfolio.

Additional budget has been allocated to the Kings Hall capital project to complete the required infrastructure works to the building.

Inflationary increases to parish council grants has been allocated.

New funding has been made available for the purchase of a land train after a successful trial in the summer, and the Sea Street project in Herne Bay.

Budget strategy

The budget strategy is intended to ensure the council has a balanced and sustainable budget that provides the financial resources needed to implement its key priorities.

The Corporate Plan sets the aim for the council to be efficient in how it delivers services, whilst also ensuring council funds are used to deliver longer term benefit for our communities.

The budget stabilisation reserve was created to smooth the impact of financial pressures over a number of years and protect services.

However, using reserves leaves the council with a lower level of reserves for future years.

The consequences of this are the council would have limited scope to:

- protect services from future adverse events such as a recession
- smooth savings targets across more than one financial year
- use earmarked reserves for their existing purpose

Whatever the future financial challenges, the council will be facing them with a reduced level of reserves, which will make it a less financially-resilient council.

To address this, it needs to revise its medium-term financial strategy with an aim to:

- rebuild reserves to help it manage future shocks
- work to reduce the level of risk in its budget rather than increasing it

This will give the council the best chance of having the financial stability it needs to provide services to residents.

The council's approach to reserves has enabled it to weather the severe financial shock caused by the pandemic and the recent period of high inflation without significant reductions in services.

Annual contributions to reserves are required to rebuild reserve levels, but this is not possible with the current budget assumptions.

In previous years the Council used the following approaches to close the budget gap:

- transforming service delivery through its digital programme
- investing in and managing its property assets to generate income streams that can support the budget
- looking to recover the cost of delivering services, particularly where the service is discretionary and/or used by a minority of taxpayers

To reduce the level of risk in the council's budget, it is recommended this approach is continued, with a focus to achieve efficiencies in existing budgets and continue to focus on actively managing assets to dispose of those that are no longer fit for purpose.

In previous years, the risks around increasing levels of borrowing have been highlighted to councillors.

Given the need to reduce rather than increase the level of risk within the council's budget, it is proposed where possible, future capital expenditure proposals are funded from sources other than borrowing.

There may be occasional cases where a project's income stream is able to more than cover borrowing costs, but these would be expected to be exceptional and of relatively low value.

In the context of these objectives, the council will continue to:

- plan its resources over a medium-term period, to enable it to manage emerging cost pressures and to address these in a considered and cost-effective manner
- keep a minimum General Fund Reserve level of 10% of net service expenditure or £3m, whichever is the greater
- respond to new demands and pressures for services by seeking compensating savings from elsewhere in the budget
- apply project appraisal, business planning and affordability processes including whole life costings to any significant new developments
- bid for external funding, recognising that some service enhancements can only be achieved in this way
- minimise any adverse impact on the revenue account of its capital programme;
- look for best value from developers in terms of Section 106/Community Infrastructure Levy (CIL) contributions for community interest
- review and tightly manage its inflation pressures

While proposals are set out for three years, the focus is on the first year given the current uncertain economic conditions and the impact of inflation.

2. Proposed savings and increases in income

The council's net budget requirement is expected to increase to £27m in 2027/28, with increases each year thereafter from inflation increases and increasing in demands for council services.

Future year's funding is based on the three-year settlement announced for 2026/27 to 2028/29. The current assumption built into this budget is that 2029/30 funding levels will remain the same.

Over the last three years, the council's financial position has been in flux, with various government grants bridging some of the gaps with savings plans and drawing on reserves to balance the budget.

It is proposed to continue to deliver the previously agreed savings, to achieve efficiencies, and allow services to embed those savings without additional pressures to achieve further savings on top of existing savings already built in.

Given the income shortfalls and growth pressures outlined above, it is inevitable that the council will have to look to make significant savings in the future.

Looking beyond 2027/28, the forecast shows a budget gap, taking into consideration the use of reserves, of just under £1m in 2029/30. This is an estimate at this time and based on future spending plans and assumptions.

3. Reserves and other funds

When the council sets the budget and council tax in February, the Director of Finance and Procurement will be required to report on whether the budget is robust and whether reserves are adequate.

The current year's budget did not require the use of reserves in 2026/27 to balance the budget.

Based on funding assumptions for 2027/28 it is assumed that the council will need to utilise £0.4m of the budget stabilisation reserve.

Work will continue between now and February to close the current forecast budget gap.

4. Capital Programme and financing

The purpose of the Capital Programme is to identify and plan the council's long-term investment in existing and new assets.

The proposed Capital Programme is set out in appendix 2 and includes an updated programme for the current year.

The new schemes added to the programme are unavoidable or to achieve longer term savings.

A contingency budget for inflationary increases continues in the Capital Programme. As the true cost of individual projects and inflationary pressures is currently unknown, a contingency is added to be drawn upon as full costs become apparent.

Capital expenditure can be funded from borrowing, capital receipts, asset sales, revenue contributions, reserves, grants and other contributions.

Any capital expenditure met from borrowing has an impact on the revenue budget.

The level of receipts, revenue contributions and external funding available are not sufficient to cover the estimated capital expenditure, and further borrowing will be required.

In 2026/27, the General Fund total financing costs are budgeted at £13.2m, including MRP and interest costs for the council's owned and leased assets, with an increase to £13.3m by the end of 2027/28.

To put this in context, this is equivalent to 12.7% of gross expenditure.

In many cases, increased financing costs are being matched by rental or other income, but this level of borrowing does increase the risk that if income falls the council could be faced with reducing expenditure on services to meet its borrowing costs.

Interest rates have remained steady during 2026/27 at 3.75%, which affects the borrowing costs of the council's future borrowing need.

To reduce risk levels, under the revised budget strategy set out above, work is continuing to dispose of assets identified in the Disposals Policy approved by councillors.

5. Charges review

a) *Car parking charges*

Every year the council considers the arrangements for the management and operation of its off-street car parks as part of the budgetary process.

This fulfils the legal requirements and ensures car park policies reflect the needs of the wider community in the context of current and proposed transportation and traffic management strategies.

The OSPPO report elsewhere on this agenda is the first stage in the review process.

b) *Other charges*

Appendix 4 to this report schedules proposals from the review of other charges.

The proposals take into account levels of subsidy and where it would be appropriate for users of services to bear a greater proportion of the cost rather than council taxpayers.

A number of charges are based on cost recovery – in other words, the charge is calculated to recover the cost to the council of delivering that service.

These are highlighted in amber in the appendix.

To give officers flexibility to respond to cost changes in-year, it is proposed that for cost recovery charges only, officers are able to further increase or reduce charges by up to 5%.

For charges where the council has complete control over fee levels, these have also been increased generally by 3%.

There are some exceptions which are highlighted within the consultation.

Principal museum admission charges and most existing taxi and private-hire charge, bulky waste and lifeline fees have stayed the same as 2026/27 levels.

In some areas, the costs of delivering the service has been reviewed which has resulted in a percentage increase higher than inflation. This is only to recover the cost of the service.

This includes land charges and cemeteries.

For all fees and charges, the rate has been reviewed to take into consideration the costs of providing these services, the impact of increasing fees and the demand change that may occur and the market rates or benchmarking to other local authorities to ensure charges are

reasonable for the service they provide and charged appropriately to the user of the service without subsidising a service from taxpayers.

6. Consultation

The revised Best Value statutory guidance requires that service users, businesses and the community and voluntary sector are consulted on changes to services.

Any adverse impact will be identified through the equality impact assessment process and, where needed, specific consultation is undertaken.

The general consultation via the council's website will start on 11 November and will run until 6 January.

As well as consulting on the fees and charges proposed for 2027/28 the consultation will also ask for more general views.

Parallel to the general fund consultation will be the OSPPO consultation and specific statutory consultation with those liable for licensing fees, which will feed into the budget setting process.

7. Risk assessment

The level of risk associated with the budget projections is still high this year due to the increase in costs and demands on our services, as well as an uncertain economic climate.

If the risks materialise, the council will need to change its budget plans and take corrective action in the financial year.

The ability of the council to use reserves to manage any in year budget gap is very limited.

A number of risks have been highlighted in this report and a detailed risk assessment is attached at Appendix 3.

This will continue to be reviewed and updated until the budget is set in February 2027.

8. Relevant Council Policy/Strategies/Budgetary Documents

The Corporate Plan.

9. Consultation planned or undertaken

The report has set out the consultation undertaken and planned.

The Cabinet will need to consider the responses when making decisions in February 2027 and can do so up until it makes its budget and council tax recommendations to Council.

10. Options available with reasons for suitability

The council is required to set a balanced budget for 2027/28. The proposed approach set out in this report has the following key elements:

- a council tax increase of 2.97% (£7.56 a year for a band D property)
- potential use of reserves to smooth savings across years
- savings being achieved through efficiency

- some increases in fees and charges at the current rate of CPI or cost recovery, with some exceptions

When considering its options for council tax levels for next year, the council has three options:

- freeze council tax
- increase council tax up to 3%
- increase council tax by more than 3%, which would require a local referendum

The financial consequences of freezing council tax when compared with a 2.97% increase would be the council would need to find additional ongoing savings/increases in income of £459,000 in 2027/28.

Given the exceptional level of savings recently built in this is not recommended.

The financial consequence of setting a council tax increase above 3% would be that the council would have to bear the cost of a local referendum on the increase which is unlikely to be successful. As a result, an increase up to 3% is the preferred option.

When considering the proposals for fees and charges increases, the council could decide to charge at a lower rate than published at any point throughout the financial year, alternatively a higher rate post-consultation in the February budget.

Additional savings at this point have a risk to be achieved, therefore this is not recommended.

Alternatively, a higher contribution could be taken from reserves, but this is not recommended by the Chief Finance Officer given the proposed use of reserves to support the 2027/28 budget.

11. Implications

- (a) Financial Implications – these are set out in the report.
- (b) Legal Implications – all expenditure and income must be covered by legal powers.
- (c) Staffing/resources – these are set out in the report and schedules.
- (d) Equalities – the aim of this report is to seek approval to consult on budget proposals. The report to this Cabinet in February will set out the impact of proposed budget changes along with the consultation results.
- (e) Environmental - including carbon emissions and biodiversity – the aim of this report is to seek approval to consult on budget proposals. The report to this Cabinet in February will set out the impact of proposed budget changes along with the consultation results.

12. Conclusions

The council has a successful track record in achieving a balanced budget while maintaining service levels.

However, in the current climate it is difficult to achieve this without drawing upon reserves and reviewing service levels.

The Summary Financial Plan at Appendix 1 shows a balanced budget for 2027/28 after the proposed £400,000 reserve contribution. Planned savings are still in the process of being

delivered and prove to be challenging in the current economic climate while continuing to provide services.

The level of government support will influence the level of services that can be provided and the savings that may be required in future years.

Reserve balances are finite and should only be used in the short term in difficult financial situations and the council will need to reinvest back into reserves to build up what has been depleted over recent years.

The risks associated with the proposals have been set out in the report for consideration. The Cabinet will be updated in February on significant changes in any of the key risk factors.

If there were to be unforeseen changes during the next financial year, the council would need to address them through in-year savings to avoid depleting its reserves further.

The consultation period will be used to obtain views on the options for achieving a balanced budget.

Finally, a great deal of work has gone into producing the projections and proposals and the authors of the report thank those involved.

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Appendix 1.1	Summary Financial Plan to 2029/30
Appendix 1.2	Detailed Financial Plan to 2029/30
Appendix 2	Capital Programme
Appendix 3	Risk Schedule
Appendix 4	Fees and Charges
Appendix 5	Equality Impact Assessment
Appendix 6	Climate change impact assessment

A1.1 Budget Summary

	Net Budget 2026/27	Net Budget 2027/28	Net Budget 2028/29	Net Budget 2029/30
Inflation & Growth Provision	701	3,429	4,732	6,034
Capital Financing & Interest	12,779	12,845	13,445	600
Capital Charges (contra)	(7,705)	(7,705)	(7,705)	0
Corporate Management	1,350	1,309	1,309	7,149
Corporate Services	7,113	7,246	7,246	7,246
Strategy & Improvement	3,866	4,125	4,125	4,125
Place Services	(8,476)	(8,635)	(9,304)	(9,801)
People Services	16,236	14,928	14,928	14,928
Balance of Savings	0	0	(58)	(517)
Net Budget	25,864	27,542	28,718	29,764
Contribution from reserves	25	(375)	(375)	(375)
Revenue Support Grant	(5,593)	(5,982)	(6,450)	(6,869)
NNDR growth contribution	(366)	(531)	(531)	(531)
NNDR Baseline	(5,755)	(5,879)	(5,993)	(5,937)
Other funding	(5)	0	0	0
Grant income total	(11,694)	(12,766)	(13,349)	(13,711)
CT Requirement	14,170	14,776	15,369	16,053
Band D Equivalent Properties (ctb)	55,693	56,398	56,962	57,816
Band D Equivalent Council Tax £	254.43	261.99	269.82	277.65
Increase from previous year £	7.38	7.56	7.83	7.83
Increase %	2.99%	2.97%	2.99%	2.90%

2027/28 Budget Build	2026/27 Expenditure Budget	2026/27 Income Budget	Total 2026/27 Budget	2027/28 Expenditure Budget	2027/28 Income Budget	Total 2027/28 Budget	2028/29 Expenditure Budget	2028/29 Income Budget	Total 2028/29 Budget	2029/30 Expenditure Budget	2029/30 Income Budget	Total 2029/30 Budget
Corporate Leadership & Support	360,445	(50,893)	309,552	360,445	(50,893)	309,552	360,445	(50,893)	309,552	360,445	(50,893)	309,552
Inflation Contingency Provisions	700,637	0	700,637	3,428,637	0	3,428,637	4,731,872	0	4,731,872	6,033,527	0	6,033,527
Contributions to/from Reserves	29,788	(4,400)	25,388	29,788	(404,400)	(374,612)	29,788	(404,400)	(374,612)	29,788	(404,400)	(374,612)
Corporate Costs - General	804,620	(1,362,659)	(558,039)	804,620	(1,362,659)	(558,039)	804,620	(1,362,659)	(558,039)	804,620	(1,362,659)	(558,039)
Interest & Financing Costs	13,010,986	(7,978,778)	5,032,208	13,077,281	(7,978,778)	5,098,503	13,677,281	(7,978,778)	5,698,503	14,377,281	(7,978,778)	6,398,503
Non Distributed Pension Costs	1,471,018	0	1,471,018	1,420,018	0	1,420,018	1,420,018	0	1,420,018	1,420,018	0	1,420,018
Precepts & Levies	169,246	0	169,246	179,246	0	179,246	179,246	0	179,246	179,246	0	179,246
Corporate Management	16,546,740	(9,396,730)	7,150,010	19,300,035	(9,796,730)	9,503,305	21,203,270	(9,796,730)	11,406,540	23,204,925	(9,796,730)	13,408,195
Total Corporate Management	16,546,740	(9,396,730)	7,150,010	19,300,035	(9,796,730)	9,503,305	21,203,270	(9,796,730)	11,406,540	23,204,925	(9,796,730)	13,408,195
Corporate Business Support	1,407,032	(379,910)	1,027,122	1,407,032	(379,910)	1,027,122	1,407,032	(379,910)	1,027,122	1,407,032	(379,910)	1,027,122
Case Services (Corporate)	353,626	(112,896)	240,730	353,626	(112,896)	240,730	353,626	(112,896)	240,730	353,626	(112,896)	240,730
Case Services (Corporate)	1,760,659	(492,806)	1,267,853	1,760,659	(492,806)	1,267,853	1,760,659	(492,806)	1,267,853	1,760,659	(492,806)	1,267,853
Contracts & Commissioning	518,642	(44,643)	473,999	518,642	(44,643)	473,999	518,642	(44,643)	473,999	518,642	(44,643)	473,999
Contracts & Commissioning	518,642	(44,643)	473,999	518,642	(44,643)	473,999	518,642	(44,643)	473,999	518,642	(44,643)	473,999
Democratic Services - Members	378,940	(121,400)	257,540	378,940	(121,400)	257,540	378,940	(121,400)	257,540	378,940	(121,400)	257,540
Democratic Services - Civic	118,618	0	118,618	118,618	0	118,618	118,618	0	118,618	118,618	0	118,618
Democratic Services - Election	297,894	(23,324)	274,570	336,894	(23,324)	313,570	336,894	(23,324)	313,570	336,894	(23,324)	313,570
Democratic Services Team	396,831	(12,500)	384,331	396,831	(12,500)	384,331	396,831	(12,500)	384,331	396,831	(12,500)	384,331
Information Governance	147,009	0	147,009	147,009	0	147,009	147,009	0	147,009	147,009	0	147,009
Corporate Governance	1,339,293	(157,224)	1,182,069	1,378,293	(157,224)	1,221,069	1,378,293	(157,224)	1,221,069	1,378,293	(157,224)	1,221,069
Financial Services	881,185	(156,938)	724,247	881,185	(156,938)	724,247	881,185	(156,938)	724,247	881,185	(156,938)	724,247
Insurance & Risk Management	29,746	0	29,746	29,746	0	29,746	29,746	0	29,746	29,746	0	29,746
Internal Audit	128,007	0	128,007	131,787	0	131,787	131,787	0	131,787	131,787	0	131,787
Payroll Services	95,539	(26,339)	69,200	98,184	(26,339)	71,845	98,184	(26,339)	71,845	98,184	(26,339)	71,845
Procurement	128,815	(22,477)	106,338	128,815	(22,477)	106,338	128,815	(22,477)	106,338	128,815	(22,477)	106,338
Financial Services	1,263,291	(205,754)	1,057,537	1,269,717	(205,754)	1,063,963	1,269,717	(205,754)	1,063,963	1,269,717	(205,754)	1,063,963
HR & Training	552,426	(187,924)	364,502	552,426	(187,924)	364,502	552,426	(187,924)	364,502	552,426	(187,924)	364,502
HR & Training	552,426	(187,924)	364,502	552,426	(187,924)	364,502	552,426	(187,924)	364,502	552,426	(187,924)	364,502
Legal Team	1,134,022	(691,646)	442,376	1,134,022	(691,646)	442,376	1,134,022	(691,646)	442,376	1,134,022	(691,646)	442,376
Legal Team	1,134,022	(691,646)	442,376	1,134,022	(691,646)	442,376	1,134,022	(691,646)	442,376	1,134,022	(691,646)	442,376
Revs & Bens - CT	880,369	(410,100)	470,269	906,748	(410,100)	496,648	906,748	(410,100)	496,648	906,748	(410,100)	496,648
Revs & Bens - HB	39,760,986	(37,858,986)	1,902,000	39,808,615	(37,852,367)	1,956,248	39,808,615	(37,852,367)	1,956,248	39,808,615	(37,852,367)	1,956,248
Revs & Bens - NNDR	231,089	(278,202)	(47,113)	237,931	(278,202)	(40,271)	237,931	(278,202)	(40,271)	237,931	(278,202)	(40,271)
Revenues & Benefits	40,872,443	(38,547,288)	2,325,155	40,953,295	(38,540,669)	2,412,626	40,953,295	(38,540,669)	2,412,626	40,953,295	(38,540,669)	2,412,626
Total Corporate Services	47,440,776	(40,327,285)	7,113,491	47,567,053	(40,320,666)	7,246,387	47,567,053	(40,320,666)	7,246,387	47,567,053	(40,320,666)	7,246,387
ICT & Digital Services	2,823,560	(74,697)	2,748,863	3,073,560	(74,697)	2,998,863	3,073,560	(74,697)	2,998,863	3,073,560	(74,697)	2,998,863
Performance & Project Mgt	62,235	0	62,235	62,235	0	62,235	62,235	0	62,235	62,235	0	62,235
Digital, Data & Improvements	2,885,794	(74,697)	2,811,097	3,135,794	(74,697)	3,061,097	3,135,794	(74,697)	3,061,097	3,135,794	(74,697)	3,061,097
Emergency Planning	60,288	0	60,288	60,288	0	60,288	60,288	0	60,288	60,288	0	60,288
Emergency Planning	60,288	0	60,288	60,288	0	60,288	60,288	0	60,288	60,288	0	60,288
Climate Change & Air Quality	154,174	(53,500)	100,674	154,174	(53,500)	100,674	154,174	(53,500)	100,674	154,174	(53,500)	100,674
Planning Policy	482,978	0	482,978	482,978	0	482,978	482,978	0	482,978	482,978	0	482,978

2027/28 Budget Build	2026/27 Expenditure Budget	2026/27 Income Budget	Total 2026/27 Budget	2027/28 Expenditure Budget	2027/28 Income Budget	Total 2027/28 Budget	2028/29 Expenditure Budget	2028/29 Income Budget	Total 2028/29 Budget	2029/30 Expenditure Budget	2029/30 Income Budget	Total 2029/30 Budget
Communication & Consultation	60,841	(63,551)	(2,710)	60,841	(63,551)	(2,710)	60,841	(63,551)	(2,710)	60,841	(63,551)	(2,710)
EKS Customer Services	366,871	(118,000)	248,871	375,340	(118,000)	257,340	375,340	(118,000)	257,340	375,340	(118,000)	257,340
Policy & Communications	1,064,863	(235,051)	829,812	1,073,332	(235,051)	838,281	1,073,332	(235,051)	838,281	1,073,332	(235,051)	838,281
Strategic Business Planning	213,712	(48,600)	165,112	213,712	(48,600)	165,112	213,712	(48,600)	165,112	213,712	(48,600)	165,112
Strategic Business Planning	213,712	(48,600)	165,112	213,712	(48,600)	165,112	213,712	(48,600)	165,112	213,712	(48,600)	165,112
Total Strategy & Improvement	4,224,658	(358,348)	3,866,310	4,483,127	(358,348)	4,124,779	4,483,127	(358,348)	4,124,779	4,483,127	(358,348)	4,124,779
Commercial & Cultural Dev	245,074	0	245,074	245,074	0	245,074	245,074	0	245,074	245,074	0	245,074
Concessionary Rents	95,992	0	95,992	95,992	0	95,992	95,992	0	95,992	95,992	0	95,992
Events	62,153	(34,379)	27,774	62,153	(34,379)	27,774	62,153	(34,379)	27,774	62,153	(34,379)	27,774
External Support	576,264	(64,500)	511,764	604,264	(64,500)	539,764	604,264	(64,500)	539,764	604,264	(64,500)	539,764
Herne Bay Pier	46,741	(20,000)	26,741	46,741	(20,000)	26,741	46,741	(20,000)	26,741	46,741	(20,000)	26,741
Kings Hall	237,241	(38,570)	198,671	222,772	0	222,772	222,772	0	222,772	222,772	0	222,772
Marlowe Theatre	653,695	0	653,695	653,695	0	653,695	653,695	0	653,695	653,695	0	653,695
Museums & Galleries	1,821,793	(397,458)	1,424,335	1,821,793	(397,458)	1,424,335	1,821,793	(397,458)	1,424,335	1,821,793	(397,458)	1,424,335
Parish Activities	181,876	0	181,876	226,876	(45,000)	181,876	226,876	(45,000)	181,876	226,876	(45,000)	181,876
Sports	792,984	0	792,984	792,984	(42,000)	750,984	792,984	(230,000)	562,984	792,984	(418,000)	374,984
The Guildhall	58,192	0	58,192	58,192	0	58,192	58,192	0	58,192	58,192	0	58,192
Tower House	60,619	(10,212)	50,407	60,619	(10,212)	50,407	60,619	(10,212)	50,407	60,619	(10,212)	50,407
Cultural & Commercial Develop	4,832,623	(565,119)	4,267,504	4,891,154	(613,549)	4,277,605	4,891,154	(801,549)	4,089,605	4,891,154	(989,549)	3,901,605
Deputy Director Place	131,862	0	131,862	131,862	0	131,862	131,862	0	131,862	131,862	0	131,862
Deputy Director Place	131,862	0	131,862	131,862	0	131,862	131,862	0	131,862	131,862	0	131,862
Beach Huts	15,132	(495,295)	(480,163)	15,132	(618,370)	(603,238)	15,132	(618,370)	(603,238)	15,132	(618,370)	(603,238)
Coast Protection & Cliffs	996,432	(45,000)	951,432	996,432	(45,000)	951,432	996,432	(45,000)	951,432	996,432	(45,000)	951,432
Engineers	895,533	(702,978)	192,555	895,533	(702,978)	192,555	895,533	(702,978)	192,555	895,533	(702,978)	192,555
Foreshore & Water Safety	209,693	(44,500)	165,193	209,693	(44,500)	165,193	209,693	(44,500)	165,193	209,693	(44,500)	165,193
Highways Asset Management	216,901	(32,100)	184,801	142,901	(32,100)	110,801	142,901	(32,100)	110,801	142,901	(32,100)	110,801
Sewers & Drainage	46,427	0	46,427	46,427	0	46,427	46,427	0	46,427	46,427	0	46,427
Sluice Gates & Met Station	10,159	0	10,159	10,159	0	10,159	10,159	0	10,159	10,159	0	10,159
Whitstable Harbour	900,125	(1,161,305)	(261,180)	900,125	(1,161,305)	(261,180)	900,125	(1,161,305)	(261,180)	900,125	(1,161,305)	(261,180)
WH - South Quay Shed	397,981	(398,000)	(19)	407,981	(398,000)	9,981	407,981	(398,000)	9,981	407,981	(398,000)	9,981
Engineering Services	3,688,384	(2,879,178)	809,206	3,624,384	(3,002,253)	622,131	3,624,384	(3,002,253)	622,131	3,624,384	(3,002,253)	622,131
Building Control - Corporate	246,138	0	246,138	246,138	0	246,138	246,138	0	246,138	246,138	0	246,138
Environmental Health	666,615	(40,430)	626,185	666,615	(40,430)	626,185	666,615	(40,430)	626,185	666,615	(40,430)	626,185
Land Charges	241,625	(128,000)	113,625	241,625	(128,000)	113,625	241,625	(128,000)	113,625	241,625	(128,000)	113,625
Licensing	512,146	(702,289)	(190,143)	512,146	(689,289)	(177,143)	512,146	(689,289)	(177,143)	512,146	(689,289)	(177,143)
Planning & Conservation	2,086,382	(1,955,100)	131,282	2,086,382	(1,955,100)	131,282	2,086,382	(1,955,100)	131,282	2,086,382	(1,955,100)	131,282
Planning & Health	3,752,906	(2,825,819)	927,087	3,752,906	(2,812,819)	940,087	3,752,906	(2,812,819)	940,087	3,752,906	(2,812,819)	940,087
Business & Regeneration	903,497	(422,448)	481,049	818,281	(308,723)	509,558	818,281	(308,723)	509,558	818,281	(308,723)	509,558
Commercial Sites	1,563,591	(10,657,839)	(9,094,248)	1,563,591	(11,130,862)	(9,567,271)	1,563,591	(11,511,662)	(9,948,071)	1,563,591	(11,820,662)	(10,257,071)
Industrial Estates	776,110	(1,602,594)	(826,484)	776,110	(1,702,594)	(926,484)	776,110	(1,802,594)	(1,026,484)	776,110	(1,802,594)	(1,026,484)
Markets & Boot Fairs	94,619	(47,515)	47,104	94,619	(47,515)	47,104	94,619	(47,515)	47,104	94,619	(47,515)	47,104
Property Team	286,257	(58,943)	227,314	286,257	(58,943)	227,314	286,257	(58,943)	227,314	286,257	(58,943)	227,314
Property & Regeneration	3,624,074	(12,789,339)	(9,165,265)	3,538,858	(13,248,637)	(9,709,779)	3,538,858	(13,729,437)	(10,190,579)	3,538,858	(14,038,437)	(10,499,579)
Environment	329,506	(57,322)	272,184	345,506	(66,322)	279,184	345,506	(66,322)	279,184	345,506	(66,322)	279,184
Parking Services - Off Street	4,031,163	(10,593,647)	(6,562,484)	4,031,163	(10,039,647)	(6,008,484)	4,031,163	(10,039,647)	(6,008,484)	4,031,163	(10,039,647)	(6,008,484)
Parking Services - On Street	381,672	(653,865)	(272,193)	410,672	(693,865)	(283,193)	410,672	(693,865)	(283,193)	410,672	(693,865)	(283,193)

2027/28 Budget Build	2026/27 Expenditure Budget	2026/27 Income Budget	Total 2026/27 Budget	2027/28 Expenditure Budget	2027/28 Income Budget	Total 2027/28 Budget	2028/29 Expenditure Budget	2028/29 Income Budget	Total 2028/29 Budget	2029/30 Expenditure Budget	2029/30 Income Budget	Total 2029/30 Budget
Parking Services - Park & Ride	1,871,216	(1,182,793)	688,423	1,871,216	(1,182,793)	688,423	1,871,216	(1,182,793)	688,423	1,871,216	(1,182,793)	688,423
Transport	492,769	(65,560)	427,209	518,769	(91,560)	427,209	518,769	(91,560)	427,209	518,769	(91,560)	427,209
Transport & Environment	7,106,326	(12,553,187)	(5,446,861)	7,177,326	(12,074,187)	(4,896,861)	7,177,326	(12,074,187)	(4,896,861)	7,177,326	(12,074,187)	(4,896,861)
Total Place Services	23,136,175	(31,612,642)	(8,476,467)	23,116,490	(31,751,445)	(8,634,955)	23,116,490	(32,420,245)	(9,303,755)	23,116,490	(32,917,245)	(9,800,755)
Administrative Offices	541,218	(168,560)	372,658	541,218	(168,560)	372,658	541,218	(168,560)	372,658	541,218	(168,560)	372,658
Building Maintenance Team	323,816	(91,533)	232,283	345,741	(71,237)	274,504	345,741	(71,237)	274,504	345,741	(71,237)	274,504
Buildings	273,945	(67,234)	206,711	273,945	(67,234)	206,711	273,945	(67,234)	206,711	273,945	(67,234)	206,711
Facilities Support/Caretakers	239,201	(2,449)	236,752	239,201	(2,449)	236,752	239,201	(2,449)	236,752	239,201	(2,449)	236,752
Heritage Buildings	19,861	0	19,861	19,861	0	19,861	19,861	0	19,861	19,861	0	19,861
Cemeteries	712,321	(302,800)	409,521	712,321	(392,800)	319,521	712,321	(392,800)	319,521	712,321	(392,800)	319,521
Asset & Estate Management	2,110,361	(632,576)	1,477,785	2,132,286	(702,280)	1,430,006	2,132,286	(702,280)	1,430,006	2,132,286	(702,280)	1,430,006
CCTV and City Centre Security	1,046,957	(11,514)	1,035,443	1,046,957	(11,514)	1,035,443	1,046,957	(11,514)	1,035,443	1,046,957	(11,514)	1,035,443
Enforcement	642,664	0	642,664	642,664	0	642,664	642,664	0	642,664	642,664	0	642,664
Lifeline Service	169,168	(545,967)	(376,799)	169,168	(545,967)	(376,799)	169,168	(545,967)	(376,799)	169,168	(545,967)	(376,799)
Parking Enforcement	1,555,004	(954,910)	600,094	1,555,004	(954,910)	600,094	1,555,004	(954,910)	600,094	1,555,004	(954,910)	600,094
Community Safety	222,777	(120,908)	101,869	230,777	(90,200)	140,577	230,777	(90,200)	140,577	230,777	(90,200)	140,577
Locality Services	88,426	0	88,426	88,426	0	88,426	88,426	0	88,426	88,426	0	88,426
Community Safety	3,724,996	(1,633,299)	2,091,697	3,732,996	(1,602,591)	2,130,405	3,732,996	(1,602,591)	2,130,405	3,732,996	(1,602,591)	2,130,405
Allotments	14,555	(12,300)	2,255	14,555	(12,300)	2,255	14,555	(12,300)	2,255	14,555	(12,300)	2,255
Churchyards	26,068	0	26,068	26,068	0	26,068	26,068	0	26,068	26,068	0	26,068
Central Bandstand	149,143	(41,500)	107,643	149,143	(41,500)	107,643	149,143	(41,500)	107,643	149,143	(41,500)	107,643
Outdoor Sports Pitches	174,923	(14,400)	160,523	174,923	(14,400)	160,523	174,923	(14,400)	160,523	174,923	(14,400)	160,523
Parks & Open Spaces	2,201,590	(103,770)	2,097,820	2,201,590	(103,770)	2,097,820	2,201,590	(103,770)	2,097,820	2,201,590	(103,770)	2,097,820
Public Conveniences	692,785	(21,500)	671,285	692,785	(21,500)	671,285	692,785	(21,500)	671,285	692,785	(21,500)	671,285
Refuse Collection	7,065,120	(2,580,254)	4,484,866	7,065,120	(3,903,310)	3,161,810	7,065,120	(3,903,310)	3,161,810	7,065,120	(3,903,310)	3,161,810
Street Cleansing	3,495,931	(251,550)	3,244,381	3,495,931	(251,550)	3,244,381	3,495,931	(251,550)	3,244,381	3,495,931	(251,550)	3,244,381
Contracts	13,820,115	(3,025,274)	10,794,841	13,820,115	(4,348,330)	9,471,784	13,820,115	(4,348,330)	9,471,784	13,820,115	(4,348,330)	9,471,784
Deputy Director People	132,594	0	132,594	132,594	0	132,594	132,594	0	132,594	132,594	0	132,594
Deputy Director People	132,594	0	132,594	132,594	0	132,594	132,594	0	132,594	132,594	0	132,594
Community Support	1,800,762	(1,570,430)	230,332	1,800,762	(1,570,430)	230,332	1,800,762	(1,570,430)	230,332	1,800,762	(1,570,430)	230,332
Homelessness	4,210,924	(3,298,302)	912,621	4,210,924	(3,274,502)	936,421	4,210,924	(3,274,502)	936,421	4,210,924	(3,274,502)	936,421
Private Sector Housing Renewal	189,959	(151,205)	38,754	189,959	(151,205)	38,754	189,959	(151,205)	38,754	189,959	(151,205)	38,754
Street Name & Numbering	1,785	(40,000)	(38,215)	1,785	(40,000)	(38,215)	1,785	(40,000)	(38,215)	1,785	(40,000)	(38,215)
Housing & Community Services	6,203,430	(5,059,937)	1,143,492	6,203,430	(5,036,137)	1,167,292	6,203,430	(5,036,137)	1,167,292	6,203,430	(5,036,137)	1,167,292
Total People Services	25,991,496	(10,351,086)	15,640,410	26,021,421	(11,689,339)	14,332,082	26,021,421	(11,689,339)	14,332,082	26,021,421	(11,689,339)	14,332,082
Case Services (P&P)	787,447	(191,508)	595,939	787,447	(191,508)	595,939	787,447	(191,508)	595,939	787,447	(191,508)	595,939
Case Services (P&P)	787,447	(191,508)	595,939	787,447	(191,508)	595,939	787,447	(191,508)	595,939	787,447	(191,508)	595,939
Total Case Services (P&P)	787,447	(191,508)	595,939	787,447	(191,508)	595,939	787,447	(191,508)	595,939	787,447	(191,508)	595,939
NDR Baseline Funding	0	(5,755,352)	(5,755,352)	0	(5,879,007)	(5,879,007)	0	(5,993,007)	(5,993,007)	0	(5,937,381)	(5,937,381)
NDR Business Rates	0	(366,000)	(366,000)	0	(530,615)	(530,615)	0	(530,615)	(530,615)	0	(530,615)	(530,615)
Collection Fund Adjustment	0	(5,000)	(5,000)	0	0	0	0	0	0	0	0	0
New Homes Bonus	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Support Grant	0	(5,593,493)	(5,593,493)	0	(5,982,203)	(5,982,203)	0	(468,201)	(6,450,404)	0	(468,201)	(6,868,605)
Grant Funding	0	(11,719,845)	(11,719,845)	0	(12,391,825)	(12,391,825)	0	(6,991,823)	(12,974,026)	0	(6,936,197)	(13,336,601)

2027/28 Budget Build	2026/27 Expenditure Budget	2026/27 Income Budget	Total 2026/27 Budget	2027/28 Expenditure Budget	2027/28 Income Budget	Total 2027/28 Budget	2028/29 Expenditure Budget	2028/29 Income Budget	Total 2028/29 Budget	2029/30 Expenditure Budget	2029/30 Income Budget	Total 2029/30 Budget
Total Grant Funding	0	(11,719,845)	(11,719,845)	0	(12,391,825)	(12,391,825)	0	(6,991,823)	(12,974,026)	0	(6,936,197)	(13,336,601)
Balance of savings to find	0	0	0	0	0	0	(58,465)	0	(58,465)	(517,300)	0	(517,300)
Grand Total	118,127,292	(103,957,445)	14,169,848	121,275,573	(106,499,861)	14,775,712	123,120,343	(101,768,659)	15,369,481	124,663,163	(102,210,033)	16,052,726

Capital Plan 2026/27 to 2029/30												Appendix 2	
		2026/27 Expenditure	2026/27 Income	Revised 26/27 Budget	2027/28 Expenditure	2027/28 Income	2027/28 Original Budget	2028/29 Expenditure	2028/29 Income	2028/29 Original Budget	2029/30 Expenditure	2029/30 Income	2029/30 Original Budget
Corporate Services Capital													
VC0502	CEC - IT Modules	140,000		140,000	0		0	0		0	0		0
FC9830	General Provision	1,377,350		1,377,350	500,000		500,000	500,000		500,000	500,000		500,000
VC0205	Litter Bin Purchase	9,861		9,861	10,000		10,000	10,000		10,000	10,000		10,000
VC0175	Public Convenience Refurb	200,000		200,000	156,380		156,380	0		0	0		0
VC0501	Environment Vehicles	1,018,148		1,018,148	0		0	300,000		300,000	300,000		300,000
Total Corporate Services Capital		2,745,359	0	2,745,359	666,380	0	666,380	810,000	0	810,000	810,000	0	810,000
People Services Capital													
FC1736	1-3 Whitefriars - Tenant Costs	367,493		367,493	0		0	0		0	0		0
GC6005	31a St Peter's Place (TA)	0		0	0		0	0		0	0		0
FC7076	CCTV Equipment Replacement	70,000		70,000	50,000		50,000	50,000		50,000	50,000		50,000
FC1780	Corporate Printers	8,965		8,965	0		0	0		0	0		0
GC6001	LAHF R4 - GF TA Properties	0		0	0		0	0		0	0		0
EC1660	Other Building Maintenance	1,285,036		1,285,036	500,000		500,000	500,000		500,000	500,000		500,000
GC6000	Temporary Accommodation Prjs	556,949		556,949	0		0	0		0	0		0
VC4101	Warden Call System (Lifeline	50,000		50,000	50,000		50,000	50,000		50,000	50,000		50,000
EC1318	Westgate Towers	50,000		50,000	0		0	0		0	0		0
Total People Services Capital		2,388,443	0	2,388,443	600,000	0	600,000	600,000	0	600,000	600,000	0	600,000
Place Services Capital													
SC3275	Beach Street	1,000,000		1,000,000	1,434,267		1,434,267	0		0	0		0
NEW	Sea Street	195,000		195,000	370,000		370,000	0		0	0		0
AC0200	Building Beach Huts	181,832		181,832	60,000		60,000	60,000		60,000	60,000		60,000
SC3220	Canterbury Riverside	863,714		863,714	50,000		50,000	50,000		50,000	50,000		50,000
PC0508	Car Park Maintenance	660,000		660,000	193,304		193,304	150,000		150,000	150,000		150,000
LC5135	District Wide Conservation Projects	19,000		19,000	0		0	0		0	0		0
SC7095	District Signage	50,000		50,000	90,000		90,000	0		0	0		0
PC0593	EV Charging Points	48,291		48,291	0		0	0		0	0		0
AC4153	Herne Bay Sub-Structure Maintenar	35,300		35,300	250,000		250,000	0		0	0		0
EC0205	Infrastructure repairs	85,000		85,000	111,493		111,493	0		0	0		0
AC2620	Kings Hall building improvements	934,345		934,345	1,500,000		1,500,000	0		0	0		0
FC6011	Parish Council Capital Grants	23,447		23,447	24,150		24,150	24,875		24,875	25,621		25,621
AC0108	Hampton Recreation Ground	150,000		150,000	0		0	0		0	0		0
NEW	Old Park	30,000		0	0		0	0		0	0		0
NEW	Land Train	0		0	70,000		70,000	0		0	0		0
PC0592	Replacement of Car Parks Equip	75,000		75,000	75,000		75,000	75,000		75,000	75,000		75,000
NEW	On-Street Parking Equipment	0		0	71,000	(71,000)	0	0		0	0		0
EC1354	Property capital contingency	400,000		400,000	200,000		200,000	200,000		200,000	200,000		200,000
EC9020	Whitstable Harbour improvements	64,273	(60,000)	4,273	0		0	0		0	0		0
NEW	Waste Depot Relocation contingenc	0		0	500,000		500,000	0		0	0		0
SC3260	Park and Ride option	500,000		500,000	1,500,000		1,500,000	8,000,000		8,000,000	0		0
Total Place Services Capital		5,315,202	(60,000)	5,225,202	6,499,214	(71,000)	6,428,214	8,559,875	0	8,559,875	560,621	0	560,621
Strategy & Improvement Capital													
VC1150	Air Monitoring Equipment	18,153		18,153	0		0	0	0	0	0		0
FC1037	Computer Develop - Hardware	191,893		191,893	100,000		100,000	0	100,000	100,000	100,000		100,000
SC3233	LUF Match Funding	1,845,017		1,845,017	0		0	0	0	0	0		0
AC3240	Marlowe Theatre	500,000		500,000	0		0	0		0	0		0
Total Strategy & Improvement Capital		2,555,063	0	2,555,063	100,000	0	100,000	0	100,000	100,000	100,000	0	100,000
Total General Fund		13,004,067	(60,000)	12,914,067	7,865,594	(71,000)	7,794,594	9,969,875	100,000	10,069,875	2,070,621	0	2,070,621

Risks for 2027/28 budget

Appendix 3

Item	Value 2027/28	Risks and opportunities 2027/28	Future years
Revenue Income			
Council Tax	£14.6m	The in-year council tax collection rate is expected to be slightly below target for the current year, reflecting the prevailing economic conditions. However, the value collected after April and over the following 5 years is expected to meet or exceed the amounts budgeted for: The in-year collection rate is slightly above target (0.02%) as at the end of September, but is expected to reach circa 99% over the next 5 years. The number of residents receiving council tax support (9,891) is broadly in line with the previous year. For 2027/28, collection rates will depend on the economic climate and the significant pressures on household budgets.	Council tax referendum rules will limit the Council's ability to use council tax increases as a solution to balancing the budget. The government announces the referendum rules annually so it is not possible to forecast their impact on future years. The cost of living crisis is expected to continue to have an impact on collection rates in future years. Council agreed changes to the council tax support and the taxbase in January 2026, the council tax support changes will help vulnerable residents in the district and overall support the improvement of collection rate.
Formula grant including Business Rates	£6.0m Revenue Support Grant (RSG) and balancing grant £5.6m Business Rates baseline £0.2m Business rates growth	A fair funding review was implemented in April 2026 based on updated Relative Needs Formulas and a full reset of business rates baselines. The multi-year settlement was also announced, providing more stability over a three year period. Core Spending Power calculation has been redesigned to include other grants. Future funding assumptions have been built into the budget based on the settlement.	The business rates system has been reset; the council started in a safety net threshold, triggering a top-up payment from government, which has reduced in 2027/28 and the council are now expecting to achieve business rates growth.

Risks for 2027/28 budget

Appendix 3

Item	Value 2027/28	Risks and opportunities 2027/28	Future years
Commercial rents	£12m	Rents continue to be impacted by the economic climate but are at budgeted levels. This is covered in the main body of the report.	The downward pressure on high street rents continues due to the uptake in online shopping and future economic uncertainty. Rental income continues to make up a significant proportion of the Council's income, so shortfalls would have an adverse effect on services that can be provided in the future. For the future the Council needs to replenish the commercial rent stabilisation reserve to smooth future fluctuations in rent income.
Parking income	£11m	Parking income depends on economic growth and tourism trends. This is covered in the main body of the report.	Same as 2027/28.
Other variable income sources		Other income areas are holding up well in the current financial year.	Same as 2027/28.
Other specific government grants		Various grants have been consolidated into the RSG grant for 2027/28 as part of the Fair Funding Review. Overall this has been reduced as funding to the council and grants added into the Core Spending Power calculation. Grants that have not been consolidated are included within the budget.	All government support is expected to continue to be reduced over the next few years.
Revenue contributions from Reserves	£0.4m from reserves in 2027/28	Contributions from reserves are being reviewed to ensure, when possible, contributions to reserves can be reinstated so there is availability to draw upon in future years. Around £0.4m is expected to be drawn from reserves in 2027/28 to balance the budget in that year.	The Council has reserves for two main purposes: - to smooth expenditure over a number of years - for example the elections reserve; and - to provide a contingency for future adverse events - for example the commercial rent stabilisation reserve. Having a low level of reserves makes it difficult for the Council to manage any unforeseen impacts on its services. In order to

Risks for 2027/28 budget

Appendix 3

Item	Value 2027/28	Risks and opportunities 2027/28	Future years
			rebuild resilience, it has been assumed that the GF minimum balance should be 10% or £3m. This reflects the increased volatility being experienced in recent years and the lack of flexibility in revenue budgets.
Revenue Expenditure			
Major contracts		Inflation has increased during 2026/27 and continues to have a big impact on pay and fuel costs which are likely to feed into major contract uplifts for 2027/28. An additional contingency has been allowed for inflation.	It is assumed that for 2028/29 inflation will continue to be in the region of the rates predicted for 2027/28.
Employee costs	£22m	The cost of a one percent pay increase is estimated at £220,000 pa. The pay award for 2027/28 will be the national award, which has not yet been agreed.	As for 2027/28.
Sup'n Fund backfunding	£1.1m	The results of the recent triennial review were received in December. The costs built into the budget remain consistent for the next three years.	The results of the recent triennial review will cover the next three-year period until 31 March 2029.
Other major non-pay costs		Although energy costs continue to rise, which is feeding through into major contract costs. The council continues to look at replacing equipment with energy efficient options. Inflation on costs for which no inflation has been allowed may create budget pressure. CPI is currently 3.5% and is rising. £250k is allowed for each year. An additional contingency of £100k has been provided for in 2027/28 to reflect inflationary pressures.	Energy costs will feed in mainly through the Refuse Collection, Street Cleansing and Grounds Maintenance costs as well as accommodation costs and capital works. Maintenance requirements for all the Council's buildings have been assessed through a stock condition survey, and provision made for this in the capital programme. From this a planned maintenance programme will be drawn up.
Unavoidable growth/income reductions	£198k	This provision covers unbudgeted cost pressures and income shortfalls and is usually significantly less than the total of bids received each year. For 2027/28 the growth is mainly for unavoidable changes to assumptions.	The budget for future years is likely to face further unavoidable cost pressures.

Risks for 2027/28 budget

Appendix 3

Item	Value 2027/28	Risks and opportunities 2027/28	Future years
Planned savings for future years		Savings proposals for 2027/28 relate to a combination of increased fees and charges together with other minor efficiencies.	There is huge uncertainty over many aspects of the Council's budget due to the economic position and lack of clarity over local government reorganisation. There will likely be further savings required in 2028/29.
Borrowing costs	£13.3m	Interest rates have maintained steady throughout 2026/27 and are expected to remain steady throughout 2027/28. The Plan assumes a mix of funding for capital projects, including capital receipts, revenue contributions and borrowing. 'Internal borrowing' will reduce as reserves are used. This means that external borrowing will need to increase. However, the budget already includes MRP for borrowing whether internal or external, so the additional cost is interest only. Existing loans are on lower than current fixed rates and therefore not affected by interest rate reductions/rises.	It will take time for interest rates to return to much reduced levels. Loans are taken out on a fixed rate basis to give certainty over future costs. Short-term borrowing from other local authorities is also being used to reduce borrowing costs, though this comes at a risk that if interest rates increase, borrowing costs will rise in year. As the proportion of the revenue budget that is taken up by borrowing costs increases, the Council's ability to redirect funding or make further savings is reduced.
Capital			
Planned use of Capital receipts		The value and timing of capital receipts is subject to significant uncertainty. If receipts cannot be achieved, capital spending will have to be funded from borrowing, placing additional pressure on the revenue budget.	The properties now planned for disposal are the more complex situations and therefore disposal timings and values are harder to predict. As a result, the assumed receipts are calculated on a prudent basis. The level of borrowing required can be reduced downwards if a higher level of receipts is achieved.
Capital Programme		The plan has been reviewed and reprofiled as part of the budget preparation. Any additional borrowing costs will require further revenue savings to compensate.	As for previous years, planned capital expenditure is outstripping receipts, which will lead to increased borrowing and revenue costs, requiring further revenue savings to ensure a balanced budget unless further revenue contributions can be used to close the funding gap or a project generates sufficient revenue income to be self-funding.
Other			

Risks for 2027/28 budget

Appendix 3

Item	Value 2027/28	Risks and opportunities 2027/28	Future years
2026/27 outturn		The forecast year end position will be reported to Cabinet in December. There were no issues identified that would impact the 2027/28 budget which had not already been included within the budget assumptions.	

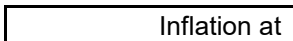
Division	Service	Page
Corporate Services	Finance & Legal	2
Place Services	Land Charges	3
Place Services	Development Management (planning fees)	4
Place Services	Museums & Galleries	5-7
Place Services	Events	8-9
Place Services	Licensing	10-19
Corporate Services	Outdoor Leisure	20-21
Place Services	Taxi	22-23
Place Services	Halls	24-27
Place Services	Foreshore & Beach Huts	28-29
Place Services	Whitstable Harbour	30-32
Place Services	Transport	32
Place Services	Licensing Environmental Health(AnimalWelfa	33-35
Place Services	Property Services	36
People & Place Service	Markets & Lifeline	37
Corporate Services	Waste Services	38-40
People Services	Cemeteries	41-46
People Services	Houses of Multiple Occupation	47-48
People Services	Street Naming & Numbering	49
People Services	Contaminated Land Searches	50
People Services	Food Businesses	51
People Services	Housing	52-53

The fees and charges details on the following pages are colour coded to indicate the level of control that the council has when setting the fees charged. The key to the coding is as follows:

 Red shading indicates fees that are set by central government

 Amber shading indicates fees that we can set to recover our costs only

 Green shading indicates fees that we can set to the market rate

 Inflation at 3%

Finance	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included	Fee setting structure (please see key on contents page)
	£	£			Yes/No	
Costs for Local Authorities Summons and Liability charges						
Council tax summons	82.16	60.00	-27%	No		
Council tax liability	62.40	40.00	-36%	No		
NDR Summons	82.16	60.00	-27%	No		
NDR Liability	62.40	40.00	-36%	No		
Public Health Burials						
Administration Fee	360.00	370.00	3%	No		
Legal Services						
Regulatory and Litigation (p/hr)	177.00	182.00	3%	Yes	No	
Advice on Property Law Advice (p/hr)	177.00	182.00	3%	Yes	No	
Legal charge out rates apply to work done for external clients or relate to costs schedules and are based on salary costs, pension contributions and other on costs based on work done using the IKEN case management system when possible.						

Local Land Charges	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included	Fee setting structure (please see key on contents page)
	£	£			Yes/No	
Individual CON29R questions - Non-commercial x 81 in total fee per question	1.43	1.50	5%	Yes	No	
Individual CON29R questions - Non-Commercial 3.15a	8.00	8.25	3%	Yes	No	
Individual CON29R questions - Non-Commercial 3.15b	4.00	4.17	4%	Yes	No	
Individual CON29R questions - Non-Commercial x6 Questions 2.2, 2.3, 2.4, 3.3a, 3.3b, 3.3c. Fee per question.	2.75	3.00	9%	Yes	No	
CON29R - NON-COMMERCIAL Total of all of the above for all questions totalled	144.33	151.92	5%	Yes	No	
CON29R via NLIS - Non-COMMERCIAL same as CON 29R total above	144.33	151.92	5%	Yes	No	
Individual CON29R questions - Commercial x 81 in total fee per question	2.00	2.18	9%	Yes	No	
Individual CON29R questions - Commercial 3.15a	8.00	8.25	3%	Yes	No	
Individual CON29R questions - Commercial 3.15b	4.00	4.17	4%	Yes	No	
Individual CON29R questions - Commercial x6 Questions 2.2, 2.3, 2.4, 3.3a, 3.3b, 3.3c. Fee per question.	3.50	3.68	5%	Yes	No	
CON29R - COMMERCIAL Total of all of the above for all questions totalled	195.00	211.08	8%	Yes	No	
CON29R via NLIS - COMMERCIAL same as CON 29R total above	195.00	211.08	8%	Yes	No	
CON29 Optional Questions (except question 22, 10, 13, AND 14) - NON-COMMERCIAL	13.00	13.42	3%	Yes	No	
CON29 Optional Questions (except question except question 22, 10, 13, AND 14) - COMMERCIAL	17.75	18.50	4%	Yes	No	
CON29 Optional Question 22 - NON-COMMERCIAL	19.50	20.08	3%	Yes	No	
CON29 Optional Question 22 - COMMERCIAL	26.58	27.42	3%	Yes	No	
Additional Questions	26.92	27.75	3%	Yes	No	
Additional parcel of land	20.00	20.00		Yes	No	

Development Management	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included	Fee setting structure (please see key on contents page)
	£	£			Yes/No	
Pre Application Advice						
Householder development - fee for meeting, site visit where required and written advice	535.60	551.67	3%		Yes	
Minor development - (1-9 houses) fee for meeting, site visit where required and written advice	1,560.00	1,606.80	3%		Yes	
Major development - (10-49 houses) fee for meeting, site visit where required and written advice	5,460.00	5,623.80	3%		Yes	
Larger major development (eg 50 or more dwellings or 1,000sqm and 4,999sqm commercial floorspace)	7,793.76	8,027.57	3%		Yes	
Works to Listed Buildings (site visit and written advice)	535.60	551.67	3%			
High hedges complaints	535.60	551.67	3%		Yes	
Section 106 monitoring and reporting fee						
1-10 dwellings (price per dwelling)	129.62	133.50	3%		Yes	
11-99 dwellings	6,493.61	6,688.42	3%		Yes	
100 dwelling or more	12,988.30	13,377.95	3%		Yes	
Statutory Planning fees						

http://www.planningportal.gov.uk/uploads/english_application_fees.pdf

Museums and Galleries	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
Museums	£	£				
Adults (Roman Admission)	11.00	11.00	0%			
Schools (Canterbury District) Subject to minimum booking fee	4.00	4.00	0%	No		
Schools (Non Canterbury District) subject to minimum booking fee	5.00	5.25	5%	No		
Concessions	9.00	9.00	0%	Yes	Yes	
Child	5.50	5.50	0%			
Beaney: House of Art and Knowledge						
All visitors	0.00	0.00	0%			
Assess each exhibition to determine pricing model - ticketed or Pay What You Can (voluntary giving)	Up to £20	Up to £25				
Half day artist led workshops (per group) up to	343.20	350.00	2%			
Full day artist led workshops (per group) up to	686.40	700.00	2%			
Learning Lab school & concessions hire (day rate)	160.00	160.00	0%	No		
Learning Lab school & concessions hire (half day rate)	110.00	115.00	5%			
Learning Lab Commercial Hire - per half day (benchmarked)	165.00	170.00	3%			
Learning Lab Commercial Hire - per day (benchmarked)	240.00	250.00	4%			
Full museum evening hire - 17:00 - 23:59						
Explorer Gallery 5 hours hire	TBA	TBA				
Front Room Gallery Hire (standard 8 week hire)	1,500.00	1,545.00	3%			
Additional weeks	230.00	235.00	2%			
Special Exhibitions Gallery Hire	Negotiated case by case basis up to £1,250 pw	Negotiated case by case basis up to £1,300 pw	4%			

Museums and Galleries	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
Museums	£	£				
Other charges						
In School outreach sessions half day (plus VAT and petrol)	255.00	260.00	2%			
Public Tours & Workshops	5.00-15.00	5.00-15.00				
Specialist out of hours workshop						
Explorers University Hire (hourly)	47.00	48.50	3%			
Explorers Self led handling session (25 students)	47.00	48.50	3%			
Reproduction charges for books and magazines. Plus VAT as applicable						
Full rate	110.00	120.00	9%			
Education rates	60.00	65.00	8%			
Local History rates	30.00	35.00	17%			
Academic publications	60.00	65.00	8%			
NB Special higher prices may be negotiated for certain types including calendars and promotions						
Loan requests – Where an item needs to be photographed or conserved or have special crating or transport, cost recovery is required.				Yes		
Charges for filming in the museums or for using museum objects in filming	To be negotiated on case by case basis			Yes		
Where filming is not part of a specific promotion of the district museums, cost recovery for staff involved will be applied plus a facility/reproduction fee to be negotiated on a case by case basis	To be negotiated on case by case basis			Yes		
Collections enquiries/research (first hour free) per hour	up to £55 p/hr	up to £60 p/hr				
Public Art Gifts & Requests, Endowments for Gifts to the City						

The council reserves the right to request a decommissioning endowment for artworks offered as 'gifts' to the council to be used for future removal and emergency repair costs

Deposits

Artwork occupying CCC land via licence or loan may also be subject to maintenance deposits for emergency repairs or removal.

The charge will be dependant on the associated costs and be calculated prior to installation.

At all venues: flexibility retained to set fees and charges for retail, bar, catering and commercial services.

Event Fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included	Fee setting structure (please see key on contents page)
	£	£			Yes/No	

Event Management Policy Proposed Fee structure

Commercial Organisers						
Small Gatherings	-	-		NA		
Small Event Charge (up to 499 attendees)- 1 Day	599.00	620.00	4%	Yes	No	
Small Event Charge (up to 499 attendees)- Subsequent Day Rate	364.00	375.00	3%	Yes	No	
Medium Event Charge (500-1999 attendees)- 1 Day	919.00	950.00	3%	Yes	No	
Medium Event Charge (500-1999 attendees)- Subsequent Day Rates	520.00	535.00	3%	Yes	No	
Large Event Charge (2000-4999 attendees)- 1 Day	1,320.00	1,360.00	3%	Yes	No	
Large Event Charge (2000-4999 attendees)- Subsequent Days	780.00	800.00	3%	Yes	No	
Major Event Charge (5000+ attendees) 1 Day	2,265.00	2,350.00	4%	Yes	No	
Major Event Charge (5000+ attendees) Subsequent Days	1,560.00	1,600.00	3%	Yes	No	
Non Operating Days (max 3 days)	50% of Subsequent Day Charge	50% of Subsequent Day Charge		Yes	No	
Site Deposit	2,080.00	2,150.00	3%			

Registered Not for Profit Organisers (Charity/ CIC)

Small Gatherings	0.00	0.00		NA		
Small Event Charge (up to 499 attendees)- 1 Day	0.00	0.00		NA		
Small Event Charge (up to 499 attendees)- Subsequent Day Rate	0.00	0.00		NA		
Medium Event Charge (500-1999 attendees)- 1 Day	368.00	380.00	3%	Yes	No	
Medium Event Charge (500-1999 attendees)- Subsequent Day Rates	208.00	215.00	3%	Yes	No	
Large Event Charge (2000-4999 attendees)- 1 Day	528.00	545.00	3%	Yes	No	
Large Event Charge (2000-4999 attendees)- Subsequent Days	312.00	320.00	3%	Yes	No	
Major Event Charge (5000+ attendees) 1 Day	801.00	825.00	3%	Yes	No	

Event Fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included	Fee setting structure (please see key on contents page)
	£	£			Yes/No	
Major Event Charge (5000+ attendees) Subsequent Days	624.00	640.00	3%	Yes	No	
Non Operating Days (max 3 days)	0.00	0.00		Yes	No	
Site Deposit	By Negotiation	By Negotiation		Yes	No	
Events not CCC Land but require SAG Processing	50% of Day 1 Charge	50% of Day 1 Charge		Yes		

Additional fees

Town Police Clauses Act (1847) Road Closure Order (fee per order)	41.50	45.00	8%	Yes	No	
Electric recharge	NEW	35-50 p/day		Yes	No	

Exclusive Use Charge to be negotiated on a case by case basis in line with the Policy

Commercial charges for waste, toilets and power are charged on a cost recovery basis.

Event Concessions are available to a limited number of organisations

Yes

Licensing Fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Boat Licences						
Operators Licence (first grant)	1,261.03	1,298.86	3%			
Operators licence renewal	325.17	334.93	3%			
Boat Licence (per boat)	325.17	334.93	3%			
Crew Licence (per person)	52.12	53.68	3%			
Transfer of boat licence	130.30	134.21	3%			
Variation	378.42	389.77	3%			
Application to amend the licensing conditions	389.75	401.44	3%			
Game Dealers Licences						
Licensing Authorities will also be able to charge other fees in relation to their duties, most notably for temporary events and personal licences. NB - These fees are set by Government and we are unable to alter them.						
Application for the grant or renewal of a personal licence	38.11	38.11	0%			
Application for a provisional statement where premises being built etc	324.45	324.45	0%			
Notification of change of name or address	10.82	10.82	0%			
Fees payable under the Licensing Act 2003						
Main fee levels						
Non domestic rateable value						
Band A - From						
to	4,300.00	4,300.00	0%			
Band B - From	4,301.00	4,301.00	0%			
To	33,000.00	33,000.00	0%			
Band C - From	33,001.00	33,001.00	0%			
To	87,000.00	87,000.00	0%			
Band D - From	87,001.00	87,001.00	0%			
To	125,000.00	125,000.00	0%			
Band E - From	125,000.00	125,000.00	0%			
New application and variation						

Licensing Fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Band A	100.00	100.00	0%			
Band B	190.00	190.00	0%			
Band C	315.00	315.00	0%			
Band D	450.00	450.00	0%			
Band E	635.00	635.00	0%			
Multiplier applied to premises used exclusively or primarily for the supply of alcohol for consumption on the premises (Bands D and E only)						
Band D x 2	900.00	900.00	0%			
Band E x 3	1,905.00	1,905.00	0%			
Annual charge*						
Band A	70.00	70.00	0%			
Band B	180.00	180.00	0%			
Band C	295.00	295.00	0%			
Band D	320.00	320.00	0%			
Band E	350.00	350.00	0%			
Annual charge multiplier applied to premises used exclusively or primarily for the supply of alcohol for consumption on the premises (Bands D and E only)						
Band D x 2	640.00	640.00	0%			
Band E x 3	1,050.00	1,050.00	0%			
Club premises certificates						
New application and variation						
Band A	100.00	100.00	0%			
Band B	190.00	190.00	0%			
Band C	315.00	315.00	0%			
Band D	450.00	450.00	0%			
Band E	635.00	635.00	0%			
Annual Charge						
Band A	70.00	70.00	0%			
Band B	180.00	180.00	0%			
Band C	295.00	295.00	0%			
Band D	320.00	320.00	0%			

Licensing Fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Band E	350.00	350.00	0%			
Premises fees are additional fees for premises licence application, and the annual fee for exceptionally large scale events (£5,000+) unless certain conditions apply.						
Please read Regulation 4(4) and 4(5) of The Licensing Act 2003 (Fees) Regulations 2006						
Additional Fees						
To cover the number in attendance at any one time:						
5,000 to 9,999 - Additional Premises Licence fee	1,000.00	1,000.00	0%			
5,000 to 9,999 - Additional annual fee payable if applicable	500.00	500.00	0%			
10,000 - 14,999 - Additional Premises Licence fee	2,000.00	2,000.00	0%			
10,000 - 14,999 - Additional annual fee payable if applicable	1,000.00	1,000.00	0%			
15,000 - 19,999 - Additional Premises Licence fee	4,000.00	4,000.00	0%			
15,000 - 19,999 - Additional annual fee payable if applicable	2,000.00	2,000.00	0%			
20,000 - 29,999 - Additional Premises Licence fee	8,000.00	8,000.00	0%			
20,000 - 29,999 - Additional annual fee payable if applicable	4,000.00	4,000.00	0%			
30,000 - 39,999 - Additional Premises Licence fee	16,000.00	16,000.00	0%			
30,000 - 39,999 - Additional annual fee payable if applicable	8,000.00	8,000.00	0%			
40,000 - 49,999 - Additional premises licence fee	24,000.00	24,000.00	0%			
40,000 - 49,999 - Additional annual fee payable if applicable	12,000.00	12,000.00	0%			
50,000 - 59,999 - Additional premises licence fee	32,000.00	32,000.00	0%			
50,000 - 59,999 - Additional annual fee payable if applicable	16,000.00	16,000.00	0%			
60,000 - 69,999 - Additional Premises licence fee	40,000.00	40,000.00	0%			
60,000 - 69,999 - Additional annual fee payable if applicable	20,000.00	20,000.00	0%			

Licensing Fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
70,000 - 79,999 - Additional Premises licence fee	48,000.00	48,000.00	0%			
70,000 - 79,999 - Additional annual fee payable if applicable	24,000.00	24,000.00	0%			
80,999 - 89,999 - Additional Premises licence fee	56,000.00	56,000.00	0%			
80,999 - 89,999 - Additional annual fee payable if applicable	28,000.00	28,000.00	0%			
90,000 and over - Additional Premises licence fee	64,000.00	64,000.00	0%			
90,000 and over - Additional annual fee payable if applicable	32,000.00	32,000.00	0%			

Licensing Fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Gambling Act 2005 Premises Licence Fees						
Existing casinos						
Transitional non-fast track application	300.00	300.00	0%			
Transitional non-fast track application	1,600.00	1,600.00	0%			
New application	0.00	0.00	0%			
Annual fee	2,400.00	2,400.00	0%			
New small casino						
Transitional non-fast track application	0.00	0.00				
Transitional non-fast track application	0.00	0.00				
New application	6,400.00	6,400.00	0%			
Annual fee	4,000.00	4,000.00	0%			
New large casino						
Transitional non-fast track application	0.00	0.00				
Transitional non-fast track application	0.00	0.00				
New application	8,000.00	8,000.00	0%			
Annual fee	8,000.00	8,000.00	0%			
Regional casino						
Transitional non-fast track application	0.00	0.00				
Transitional non-fast track application	0.00	0.00				
New application	12,000.00	12,000.00	0%			
Annual fee	12,000.00	12,000.00	0%			
Bingo Club						
Transitional non-fast track application	267.90	267.90	0%			
Transitional non-fast track application	1,400.00	1,400.00	0%			
New application	2,800.00	2,800.00	0%			
Annual fee	800.00	800.00	0%			
Betting Premises (excluding tracks)						
Transitional non-fast track application	267.90	267.90	0%			
Transitional non-fast track application	1,200.00	1,200.00	0%			

Licensing Fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
New application	2,400.00	2,400.00	0%			
Annual fee	480.00	480.00	0%			
Tracks						
Transitional non-fast track application	267.90	267.90	0%			
Transitional non-fast track application	1,000.00	1,000.00	0%			
New application	1,205.44	1,205.44	0%			
Annual fee	800.00	800.00	0%			
Family entertainment centres						
Transitional non-fast track application	267.90	267.90	0%			
Transitional non-fast track application	800.00	800.00	0%			
New application	1,600.00	1,600.00	0%			
Annual fee	600.00	600.00	0%			
Adult Gaming Centre						
Transitional non-fast track application	267.90	267.90	0%			
Transitional non-fast track application	800.00	800.00	0%			
New application	1,600.00	1,600.00	0%			
Annual fee	800.00	800.00	0%			
Unlicenced fee	318.25	318.25	0%			
New	106.10	106.10	0%			
Change of name	26.50	26.50	0%			

Additional Premises Licence Fees						
Existing casinos						
Application to vary	1,591.35	1,591.35	0%			
Application to transfer	1,071.50	1,071.50	0%			
Application for reinstatement	1,071.50	1,071.50	0%			
Application for provisional statement	0.00	0.00				
Licence Appliction (Provisional Statement holders)	0.00	0.00				
Copy Licence	26.50	26.50	0%			
Notification of change	53.05	53.05	0%			

Licensing Fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
New small casino						
Application to vary	3,200.00	3,200.00	0%			
Application to transfer	1,440.00	1,440.00	0%			
Application for reinstatement	1,440.00	1,440.00	0%			
Application for provisional statement	6,400.00	6,400.00	0%			
Licence Appliction (Provisional Statement holders)	2,400.00	2,400.00	0%			
Copy Licence	26.50	26.50	0%			
Notification of change	53.05	53.05	0%			
New large casino						
Application to vary	4,000.00	4,000.00	0%			
Application to transfer	1,720.00	1,720.00	0%			
Application for reinstatement	1,720.00	1,720.00	0%			
Application for provisional statement	8,000.00	8,000.00	0%			
Licence Appliction (Provisional Statement holders)	4,000.00	4,000.00	0%			
Copy Licence	26.50	26.50	0%			
Notification of change	53.05	53.05	0%			
Regional casino						
Application to vary	6,000.00	6,000.00	0%			
Application to transfer	5,200.00	5,200.00	0%			
Application for reinstatement	5,200.00	5,200.00	0%			
Application for provisional statement	12,000.00	12,000.00	0%			
Licence Appliction (Provisional Statement holders)	6,400.00	6,400.00	0%			
Copy Licence	26.50	26.50	0%			
Notification of change	53.05	53.05	0%			
Bingo club						
Application to vary	1,400.00	1,400.00	0%			
Application to transfer	960.00	960.00	0%			
Application for reinstatement	960.00	960.00	0%			
Application for provisional statement	2,800.00	2,800.00	0%			
Licence Appliction (Provisional Statement holders)	960.00	960.00	0%			

Licensing Fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Copy Licence	26.50	26.50	0%			
Notification of change	53.05	53.05	0%			
Betting premises (excluding tracks)						
Application to vary	1,200.00	1,200.00	0%			
Application to transfer	960.00	960.00	0%			
Application for reinstatement	960.00	960.00	0%			
Application for provisional statement	2,400.00	2,400.00	0%			
Licence Appliction (Provisional Statement holders)	960.00	960.00	0%			
Copy Licence	26.50	26.50	0%			
Notification of change	53.05	53.05	0%			
Tracks						
Application to vary	1,000.00	1,000.00	0%			
Application to transfer	760.00	760.00	0%			
Application for reinstatement	760.00	760.00	0%			
Application for provisional statement	2,000.00	2,000.00	0%			
Licence Appliction (Provisional Statement holders)	760.00	760.00	0%			
Copy Licence	26.50	26.50	0%			
Notification of change	53.05	53.05	0%			
Family entertainment centres						
Application to vary	800.00	800.00	0%			
Application to transfer	760.00	760.00	0%			
Application for reinstatement	760.00	760.00	0%			
Application for provisional statement	1,600.00	1,600.00	0%			
Licence Appliction (Provisional Statement holders)	760.00	760.00	0%			
Copy Licence	26.50	26.50	0%			
Notification of change	53.05	53.05	0%			
Adult Gaming						
Application to vary	800.00	800.00	0%			
Application to transfer	960.00	960.00	0%			
Application for reinstatement	960.00	960.00	0%			

Licensing Fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Application for provisional statement	1,600.00	1,600.00	0%			
Licence Application (Provisional Statement holders)	960.00	960.00	0%			
Copy Licence	26.50	26.50	0%			
Notification of change	26.50	26.50	0%			
Scrap Metal Dealers						
Three year Collectors Licence	481.32	495.76	3%			
Three year site licence	721.96	743.62	3%			
Replacement of licence	27.54	28.37	3%			
Minor variations to licence, eg change of address	41.28	42.52	3%			
Detailed variations to licence, eg change of site manager	68.75	70.82	3%			
Conversion of Collector's Licence to Site Licence	302.52	311.59	3%			
Conversion of Site Licence to Collector's Licence	110.05	113.35	3%			
Street Trading Licence - daily charge						
Standard location pitch	20.27	20.88	3%			
Prime location pitch	33.88	34.89	3%			
Yearly administration fee	135.20	139.26	3%			

Two-tier charging schedule

Pavement Licence						
INITIAL LICENCE						
Larger business (5 or more *tables)	520.00	500.00	-4%			
Smaller businesses (less than 5 *tables)	208.00	214.24	3%			
RENEWALS						
Larger business (5 or more *tables)	364.00	350.00	-4%			
Smaller businesses (less than 5 *tables)	156.00	160.68	3%			

*The tables are of a size that could accommodate a maximum of 4 chairs

New Proposed fees						
Temporary Event Notice	NEW	21.00				

Licensing Fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Application for a copy of Temporary Event Notice on theft, lo	NEW	10.50				
Leaflet Distribution	NEW	cost recovery				
Pre application licensing advice	NEW	120.00				

Outdoor Leisure	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Allotments (Full plot)	107.06	110.27	3%	No		
Allotments (Half plot)	53.53	55.13	3%	No		
Allotments (One Third plot)	35.68	36.75	3%	No		
If you receive a means-tested benefit, you'll get a 33% discount on these charges						
Trading concessions on public land - Application fee	133.35	137.35	3%	Yes	No	
Sports Pitches						
Football - per game (payable in advance)						
Herne Bay, Whitstable and Canterbury						
Adult 16 years and over With dressing room/toilets	94.10	96.92	3%	Yes	No	
Adult 16 years and over Without dressing room/toilets	57.20	58.92	3%			
Junior football (11 x 11 under 16 years) Without dressing room/toilets	36.40	37.49	3%	Yes	No	
9 x 9 (no goals) without dressing room/toilets	36.40	37.49	3%	Yes	No	
Mini soccer (no goals) without dressing room/toilets	36.40	37.49	3%	Yes	No	
Junior/mini football dressing room/toilets	5.20	5.36	3%	Yes	No	
Charge for additional hours (if available)	Based on prorata	Based on prorata per game (game is 2.5 hrs)				
Fine for damage/rule breaking	Min £50 Variable based on damage caused	Min £50 Variable based on damage caused				
Cricket pitches per game (payable in advance)						

Outdoor Leisure	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Adult 16 years and over With dressing room and shower	103.95	107.07	3%	Yes	No	
Junior Cricket (under 16 years) including dressing room and showers	38.86	40.02	3%	Yes	No	
Rounders						
Pitch only	52.04	53.60	3%	Yes	No	
Multi activity courts						
Five-a-side football, netball, basketball as appropriate per court.	Free	Free				
Bowls – Whitstable Castle	Free	Free				
Memorial Park Tennis – per hour, per court	Free	Free				
Bookings on Parks, Gardens and Open Spaces	upon request					

Taxi and Private Hire	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Taxi and Private Hire	Subject to sepearte consultation					
Taxi vehicle initial	466.96	466.96	0%	No		
Private Hire vehicle initial	347.83	347.83	0%	No		
Taxi vehicle renewal	303.90	303.90	0%	No		
Private Hire vehicle renewal	295.00	£303.90	3%	No		
Electric Power Taxi Initial	NEW	273.51		No		
Electric Power Private Hire Initial	NEW	273.51		No		
Electric Power Taxi Renewal	161.62	161.62	0%	No		
Electric Power Private Hire Renewal	158.56	161.62	2%	No		
Taxi / Dual Driver initial badge	301.21	301.21	0%	No		
Private Hire Driver initial badge	301.21	301.21	0%	No		
Taxi / Dual Driver renewal badge	97.72	97.72	0%	No		
Private Hire driver renewal badge	95.86	97.72	2%	No		
Private Hire operators (valid 5 years) – charge is per vehicle (up to 20 vehicles with no further charge beyond 20)	66.38	66.38	0%	No		
Transfer of temporary vehicle (loan vehicles)	157.89	157.89	0%	No		
Taxi Drivers Knowledge Test	90.24	90.24	0%	No		
Taxi Drivers Knowledge Test (resit)	90.24	90.24	0%	No		
Plates Taxi – external	45.13	45.13	0%	No		
Plates Taxi – internal	30.05	30.05	0%	No		
Motor cycle private hire	300.68	300.68	0%	No		
Replacement fee for lost drivers badge	7.89	10.50	33%	No		
Replacement fee for lost vehicle plates	15.78	15.78	0%	No		
Charge for approval of advertising	102.37	102.37	0%	No		
Transfer from Private Hire Driver to Hackney Carriage Driver	103.00	103.00	0%	No		
Transfer from Private Hire Driver to Dual Driver	103.00	103.00	0%	No		
Transfer from Hackney Carriage Driver to Dual Driver	24.72	24.72	0%	No		
Transfer of vehicle to another driver	157.89	157.89	0%	No		

Halls and entertainment	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Guildhall						
Weekdays per hour	88.00	90.64	3%	No	No	
Weekends per hour	110.00	113.30	3%	No	No	
Tower House Room Hire						
Tower House Downstairs Weekend Half Day (4hrs)	375.00	386.25	3%			
Tower House Weekend Full day (8hrs)	750.00	772.50	3%			
Tower House Downstairs Weekday Half Day (4hrs)	190.00	195.70	3%	Yes	No	
Tower House Downstairs Full Day (8hrs)	375.00	386.25	3%			
Tower House Williamson Weekday (Hourly)	70.00	72.10	3%	Yes	No	
Tower House Williamson Weekend (Hourly)	80.00	82.40	3%	Yes	No	
Tower House Watmer Weekday (Hourly)	70.00	72.10	3%	Yes	No	
Tower House Watmer Weekend (Hourly)	90.00	92.70	3%	Yes	No	
Delegate rate per person (Hourly)	N/A	N/A		Yes	No	
South Quay Shed						
Private hire after hrs	Minimum £500- negotiated per request					
On all the above the service retains flexibility to negotiate fees and charges appropriately						
Neighbourhood Centres - Spring Lane						
Daily bookings of 6 hours or more set charge Rates can be negotiated for all regular bookings, block bookingsand bookings of 6 hrs or longer, for example;						
Residents	20.80	21.43	3%	No		
Voluntary Sector	27.74	28.57	3%	No		
Statutory Commercial Orgs	41.61	42.85	3%	No		
10% reduction for six plus consecutive bookings						

Halls and entertainment	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Main Hall inc kitchen (per hour)						
Individual local residents (residents living specifically within the Spring Lane area)	13.87	14.28	3%	No		
Voluntary and community organisations	20.80	21.43	3%	No		
Statutory and commercial organisations and private hire	28.52	29.37	3%	No		
Playroom/creche (per hour) The room is only available to certain groups as it is primarily used by Sure Start						
Voluntary and community organisations	20.80	21.43	3%	No		
Statutory and commercial organisations	35.64	36.71	3%	No		
Main kitchen (one off fee when hiring the main hall - subject to availability)						
Individual local residents (residents living specifically within the Spring Lane area)	13.87	14.28	3%	No		
Voluntary and community organisations	20.80	21.43	3%	No		
Statutory and commercial organisations and private hire	27.74	28.57	3%	No		
Small office (per hour) The small office has been rented out to a voluntary organisation and is not currently available						
Individual local residents (residents living specifically within the Spring Lane area)	13.87	14.28	3%			
Voluntary and community organisations	20.80	21.43	3%			
Statutory and commercial organisations	27.74	28.57	3%			
Out of hours, eg. weekend / evening may incur a surcharge as staff may be required to attend the centre/s, please contact us for further details.						
On all the above the service retains flexibility to negotiate fees and charges appropriately						
Additional Fees & Charges						
Additional Deep Cleaning	151.84	200.00	32%	yes	no	
Rescheduling Admin Charge	75.92	95.00	25%	yes	no	
Foyer Digital Promotion	83.20	95.00	14%	yes	no	
Table dressing (cloths, lamps per item)	12.48	15.00	20%	yes	no	

South Quay Shed - See Property. The service retains flexibility to negotiate fees and charges on additional services.

At all venues: flexibility retained to set fees and charges for bar, catering and commercial services.

Additional recharges for marketing, security etc. may be applied on a cost recovery basis.

Beach Hut sites and Foreshore	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Beach Hut sites						
West Beach, Herne Bay						
West Beach Site Fee	603.36	621.46	3%	Yes	No	
Adaptation fee (West Beach, Herne Bay per square metre)	111.95	115.31	3%	Yes	No	
Option to sub let	603.36	621.46	3%	Yes	No	
Tankerton						
Tankerton/Marine Crescent/Long Rock Site Fee	852.13	877.70	3%	Yes	No	
Adaptation fee (Tankerton) per square metre	88.67	91.33	3%	Yes	No	
Option to sub let	852.13	877.70	3%	Yes	No	
East Cliff, Herne Bay						
East Cliff Site Fee	779.18	802.56	3%	Yes	No	
East Cliff Rental Fee	NEW	1,800.00		Yes	No	
Option to sub let	779.18	802.56	3%	Yes	No	
Beach Hut Admin Fees						
Assignment administration fee	152.31	156.88	3%	Yes	No	
Tenancy administration fee	65.35	67.31	3%	Yes	No	
Beach hut Agency Marketing Fee	1,067.75	1,099.78	3%	Yes	No	
Neptune Arm Moorings						
Leisure Craft – per metre	152.43	157.01	3%	Yes	No	
Storage fees for boats on the beach	112.91	116.30	3%	Yes	No	
Environment Education programme						
1 day event	218.86	225.42	3%	Yes	No	
3 day event	437.84	450.97	3%	Yes	No	
Slipway membership Scheme						
Replacement key	77.12	79.43	3%	Yes	No	
Replacement card	44.08	45.41	3%	Yes	No	
PWC/Powercraft membership	170.09	175.19	3%	Yes	No	
Fishing/Sailing membership	56.70	58.40	3%	Yes	No	
Fishing club membership	33.99	35.01	3%	Yes	No	

Whitstable Harbour	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included	Fee setting structure (please see key on contents page)
	£	£			Yes/No	
Dues for ships when cargo is discharged. Per tonne of cargo	0.67	0.69	3%	No		
Dues for ships not discharging cargo per ships GT	0.67	0.69	3%	No		
FISHING VESSELS & COMMERCIAL WORK BOATS						
Annual dues – permanent berth per metre LOA per annum	169.63	172.17	1.5%	No		
Annual dues – pontoon berth (13.3m) per annum	4,583.79	4,721.30	3%	No		
Visiting craft per day	101.07	104.10	3%	No		
Additional pontoon key	32.76	33.74	3%	Yes	No	
CARGO WHARFAGE						
Stone per tonne	0.99	1.02	3%	No		
Type 1 Aggregate	0.65	0.67	3%	No		
CONSERVANCY						
Fee per shipping movement	49.07	50.55	3%	No		
VESSEL AND PLANT HIRE						
Fork Lift (per hour)	73.61	75.82	3%	Yes	No	
LINESMAN SERVICES						
Provision of linesman to secure ships lines (per linesman)	161.24	166.08	3%	No		
FUEL SALES						
Fuel Oil – permanent berth holder (per litre added to fuel purchase price)	0.05	0.05	1.5%	No		
Fuel Oil – visiting commercial craft (per litre added to fuel purchase price)	0.09	0.09	3%	No		
STORAGE						
WQ Compound (per quarter)	69.85	70.90	1.5%	Yes	No	
Chiller storage (per quarter)	116.41	118.16	1.5%	Yes	No	
BEACH HUTS						
Front Row (per annum)	2,376.18	2,447.46	3%	Yes	No	
Back Row (per annum)	1,664.86	1,714.81	3%	Yes	No	
Double Hut (per annum)	2,216.51	2,283.01	3%	Yes	No	

Transport	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Trades person parking waiver						
Day	20.74	21.36	3%			
week	70.58	72.70	3%			
month	212.33	218.70	3%			
year	687.55	708.18	3%			
Access Highlight Markings						
Application fee	88.37	91.03	3%	No		
Implementation	88.37	91.03	3%	No		
Repainting	88.37	91.03	3%	No		

Licensing Environmental Health(AnimalWelfare)
New Fees post Animal Welfare (Licensing of Activities involving Animals)(England) Regulations 2019

	Application fee 26/27	Grant Fee 26/27	Application fee 27/28	Grant Fee 27/28	Application fee increase	Grant fee increase	Additional cost to applicant	Vatable yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£	£	£			£			
New Horse riding establishments - plus vets fees	149.06	233.31	153.53	240.31	3%	3%	Vets fees	No		
Horse riding establishments renewal - plus vets fees	116.65	149.06	120.15	153.53	3%	3%	Vets fees	No		
New Pet animal shops Application - plus vets fees (Issued on Risk assessment - valid 1-3yrs)	213.87	311.08	220.28	320.41	3%	3%	Vets fees	No		
Pet animal shops renewal (Issued on Risk assessment - valid 1-3yrs)	181.46	213.87	186.91	220.28	3%	3%		No		
New Animal boarding establishments - plus vets fees (Issued on Risk assessment - valid 1-3yrs)	213.87	311.08	220.28	320.41	3%	3%	Vets fees	No		
Animal boarding establishments renewal (Issued on Risk assessment - valid 1-3yrs)	181.46	213.87	186.91	220.28	3%	3%		No		
New Domestic Dog boarding establishments - Plus vets fees (Issued on Risk assessment - valid 1-3yrs)	162.02	200.90	166.88	206.93	3%	3%	Vets fees	No		
Domestic Dog boarding establishments - renewal (Issued on Risk assessment - valid 1-3yrs)	149.06	181.46	153.53	186.91	3%	3%		No		
New Dog breeding establishments - plus vets fees (Issued on Risk assessment - valid 1-3yrs)	162.02	200.90	166.88	206.93	3%	3%	Vets fees	No		
Dog breeding establishments renewal (Issued on Risk assessment - valid 1-3yrs)	149.06	181.46	153.53	186.91	3%	3%		No		
New Dog Day Care registration - Plus vets Fees (Issued on Risk assessment - valid 1-3yrs)	162.02	200.90	166.88	206.93	3%	3%	Vet fees			
Dog Day Care Renewal (Issued on Risk assessment - valid 1-3yrs)	149.06	181.46	153.53	186.91	3%	3%		No		
Variation to Licence/re-evaluation including rating, number of animal and changes to licensable activities	84.25		86.78		3%	100 plus vet fee		No		
Transfer due to death of licensee	84.25		86.78		3%			No		

Pre-application advice	NEW		150.50						yes	
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					Increase			Vatable yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
Dangerous Wild Animals										
Initial fee plus vets fees	259.23		267.01		3%			No		
Renewal plus cost of any vet's inspection	194.42		200.26		3%			No		
Zoo Licensing Act 1981 (six year)										
Grant or renewal of Licence (large premises)- plus vets fees	1,749.81		1,802.30		3%			No		
Grant or renewal of Licence (small premises)- plus vets fees	1,289.67		1,328.36		3%			No		
Transfer of Licence	220.35		226.96		3%			No		
Performing Animals (Regulations) Act 1925 now superseded by Animal Welfare (Licensing of Activities involving Animals)(England)										

Licensing Environmental Health(AnimalWelfare)
New Fees post Animal Welfare (Licensing of Activities involving Animals)(England) Regulations 2019

	Application fee 26/27	Grant Fee 26/27	Application fee 27/28	Grant Fee 27/28	Application fee increase	Grant fee increase	Additional cost to applicant	Vatable yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£	£	£			£			
Regulations 2018 now states these have to be reregistered every 3 years										
Application for registration - plus vets fees	155.54		160.20		3%			No		
Miscellaneous Provisions Act 1982 (to comply with EU Services Directive)										
Sex establishments										
a) Annual fee	400.51		412.53		3%			No		
b) Cost of Hearing	2,336.31		2,406.40		3%			No		
c) Renewal of license	400.51		412.53		3%			No		
d) Annual enforcement and inspections	801.02		825.05		3%			No		
Acupuncture, tattooing, ear piercing and electrolysis licences										
Acupuncture										
Premises Registration + one practitioner	207.38		213.61		3%			No		
Additional Practitioner	103.69		106.80		3%					
Tattooing										
Premises Registration + one practitioner	207.38		213.61		3%			No		
Additional Practitioner	103.69		106.80		3%					
Electrolysis										
Premises Registration + one practitioner	207.38		213.61		3%			No		
Additional Practitioner	103.69		106.80		3%					
Cosmetic piercing and semi-permanent colouring										
Premises Registration + one practitioner	200.90		206.93		3%			No		
Additional practitioner	103.69		106.80		3%					
Changes to registration (ear piercing only) where no visit required	71.29		73.43		3%					
Inspection of register										
NEW Copy of register	51.85		53.40		3%			No		
NEW Copy of certificate	51.85		53.40		3%			No		
Advice										
Pre-application advice/ visit	150.50		150.50							

Environmental Protection										
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Environmental permitting - pre application advice upto 2 hours	NEW		200.00					yes		
Pre-planning application advice	NEW									
Small to medium planning applications	NEW		235.50					yes		
Large planning applications	NEW		385.70					yes		
Pre-Application Section 61 Control of Pollution Act Advice (up to 2 hours)	NEW		200.00					yes		
Additional rate per hour	NEW		50.00							

Licensing Environmental Health(AnimalWelfare)

New Fees post Animal Welfare (Licensing of Activities involving Animals)(England) Regulations 2019

	Application fee 26/27	Grant Fee 26/27	Application fee 27/28	Grant Fee 27/28	Application fee increase	Grant fee increase	Additional cost to applicant	Vatable yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£	£	£			£			
Pollution prevention permits (statutory)										
Standard process application	1,650.00		TBC Defra					No		
Dry cleaners / certain reduced-fee activities	155.00		TBC Defra					No		
Petrol vapour recovery I & II	257.00		TBC Defra					No		
Vehicle refinishers / other reduced-fee activities	362.00		TBC Defra					No		
Substantial change, standard process	1,050.00		TBC Defra					No		
Transfer of standard permit	169.00		TBC Defra					No		
Partial transfer	497.00		TBC Defra					No		
Late payment	52.00		TBC Defra					No		

Property Schedule of fees	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
To be negotiated on case by case basis:						
Application for landlord's consent		Minimum fee - £400		Yes	No	
Renewal of lease (if contracted outside of the 54 Act)		Minimum fee - £400		Yes	No	
Application for Wayleaves/Easements		Minimum fee - £400		Yes	No	
Early lease surrender		Minimum fee - £400		Yes	No	
Request for lease extension		Minimum fee - £400		Yes	No	
Application to purchase land		Minimum fee - £400		Yes	No	
New License application		Minimum fee - £165		Yes	No	
Officer time		Based on an estimate of officer hours involved, case complexity and seniority/technical expertise of officer(s) involved				

Lifeline & Markets	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Canterbury Market						
3x3m pitch	57.95	59.69	3%	No		
3x3m pitch Kippur Period	24.92	25.67	3%	No		
6x3m pitch	86.93	89.54	3%	No		
6x3m pitch Kippur Period	37.38	38.50	3%	No		
Herne Bay Market						
Main period	41.24	42.48	3%	No		
Kippur period	17.85	18.38	3%	No		
All traders						
Hire of a 3m (single frontage) gazebo for a day	16.07	16.55	3%			
Use of electrical socket for non market events	9.01	9.28	3%			
Use of electrical socket for a day - markets	2.58	2.66	3%			
Temporary street trading licence						
Standard pitch	20.27	20.88	3%			
Prime location pitch	33.88	34.90	3%			
Admin fee	13.52	13.93	3%			
Electricity for temporary licence per day	4.28	4.41	3%			
Lifeline charges						
Individual quarterly fee	52.01	52.01	0%	Yes	No	
Block purchase annual fee	181.21	181.21	0%	Yes	No	
Additional Pendant - Quarterly LQ	17.19	17.19	0%	Yes	No	
Safe Sockets - Can't see this on Inetgra (is it a one off charge)	29.49	29.49	0%	Yes	No	
Lost Pendant - LP (is this a one off charge??)	58.98	58.98	0%	Yes	No	
GSM Lifeline quarterly fee - GM	93.64	93.64	0%	Yes	No	
Falls Detector Quarterly - FD	21.26	21.26	0%	Yes	No	
Smoke Detector Quarterly - SD	15.36	15.36	0%	Yes	No	

New products as come on line - price as opportunities arise in year

Waste Services	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Clinical sacks price per roll (inc delivery)						
Tiger stripe clinical waste sacks per roll household, means tested benefit and pension credit (registered properties only)	Free	Free	0%		N/A	
Infectious clinical waste orange sacks per roll domestic (registered properties only)	Free	Free	0%		N/A	
Additional Purple Sacks						
Purple sacks (additional to sack deliveries, delivered) per roll*	27.45	28.28	3%	Yes	Yes	
*We reserve the right to increase the costs based on cost recovery of the cost per additional roll						
Clinical sharps waste boxes						
Yellow Sharps Box domestic (registered properties only)	Free	Free	0%	Yes	Yes	
Purple Cytotoxic Box domestic (registered properties only)	Free	Free	0%	Yes	Yes	
Dogs						
Recovery of stray dogs Fine (plus kennel fees to be paid on top)	25.00	25.00	0%	No		
Shopping Trolleys per trolley						
Collected before six weeks	156.00	160.68	3%	Yes	No	
Scrapped after six weeks	312.00	321.36	3%	Yes	No	
Bins						
Domestic landfill bin 180 litre*	67.16	69.18	3%	Yes	Yes	
Domestic landfill bin 140 litre*	57.74	59.47	3%	Yes	Yes	
Garden waste bin 240 Litre*	42.64	43.92	3%	Yes	Yes	
Recycling blue bin 240 Litre*	74.23	76.46	3%	Yes	Yes	
Recycling blue bin 360 Litre*	91.44	94.18	3%	Yes	Yes	
Recycling red bin 180 Litre*	66.58	68.58	3%	Yes	Yes	
Recycling red bin 360 Litre*	91.44	94.18	3%	Yes	Yes	
Recycling blue box 55 Litre*	14.85	15.29	3%	Yes	Yes	

Waste Services	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Recycling red box 55 Litre*	14.85	15.29	3%	Yes	Yes	
Kitchen Caddy 23 Litre*	14.73	15.17	3%	Yes	Yes	
Kitchen Caddy 5 Litre*	10.84	11.17	3%	Yes	Yes	
Metal bin 1100 Litre*	592.11	609.87	3%	Yes	Yes	
Plastic bin 1100 litre*	447.64	461.07	3%	Yes	Yes	
*We reserve the right to increase the costs based on cost recovery of the cost per bin						
Exchange to a larger container is the cost of that larger container*						
Exchange any container to a smaller container*	Free	Free	0%	Yes	Yes	
Collect any unwanted containers	7.19	7.40	3%	Yes	Yes	
Returned bin left on pavement	19.68	20.27	3%	Yes	Yes	
Second hand bins up to 180 Litre (subject to availability)				Yes	Yes	
Various discounted schemes may apply as approved by Council						
Bulky Waste (VAT not applicable)						
Each household item*	25.00	25.00	0%	No		
Multiple household items (up to 3)	50.00	50.00	0%			
additional household items	10.00	10.00	0%			
Collection of fridge/freezer (each)	25.00	25.00	0%	No		
Collection of TV	25.00	25.00	0%	No		
Corner Sofa	40.00	40.00	0%	No		
Quoted collections (not bulky waste standard items)	Quote	Quote		No		
Chosen named day collection fee (due in addition to item collection fee).	35.82	36.90	3%	No		
Rebooking Fee	11.19	11.53	3%	No		
* 33% reduction to those on means tested benefits and pension credit						
Garden Waste collection						
First bin	65.00	69.50	7%	No		
Subsequent bins	56.48	64.50	14%	No		

Cemeteries	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Interment – payable in advance except *						
Unless clients wish to select a grave, the council allocates graves in rotation. Re-opened graves will be prepared to the maximum available depth. A surcharge fee will be levied for new single depth graves. The charges below are for the interment in a single space grave of the body of a person whose age at the date of death exceeded 18 years.						
a) Two interments, second interment fee	656.00	675.00	3%	No		
b) Triple depth (re-opening/new only when maximum depth unavailable)	1,688.00	1,738.00	3%	No		
c) Double depth (re-opening/new only when maximum depth unavailable)	1,500.00	1,545.00	3%	No		
d) Single depth (re-opening only when deeper depth unavailable)	1,312.00	1,351.00	3%	No		
f) Additional fee for a casket shaped coffin measuring 30 inches or more				No		
Interment of Body Parts	487.00	501.00	3%			
For an interment where the deceased exceeded three months but not two years (at single depth in half grave space).	Free	Free	0%	No		
Child interment under the age of five (single depth in a half grave space)	Free	Free	0%			
Child interment from age five to under the age of 18 (at single depth)	Free	Free	0%	No		
If a deeper 'family' grave is required, standard charges will apply.	N/A	N/A	0%	No		
For an interment where the deceased did not exceed three months (including stillbirths and fetuses).	Free	Free	0%	No		
Additional fee for new graves selected out of rotation.	N/A	N/A	0%	No		
The above includes use of grass matting, use of bearer poles and putlogs. A bier is available for use at Canterbury City Cemetery.						

Cemeteries	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
* Surcharges for funeral corteges arriving late for services (20 minutes or any part thereof).	N/A	N/A	0%	No		
Cremated Remains						
Interment fee for burial of small urn or wooden casket or loose cremated remains at double or single depth:						
a) in a half or full grave space in the cemetery	345.00	355.00	3%	No		
b) in a cremation plot within the lawns of the Gardens of Remembrance	345.00	355.00	3%	No		
c) strewn in 'Woodland Glades'	345.00	355.00	3%	No		
d) cremated remains of baby and children under the age of 18	Free	Free	Free	No		
Exclusive Rights of Burial – payable in advance						
In earthen graves for the exclusive right of burial for a period of 50 years:						
a) in a single grave space 9' x 4' allocated by the council (including Green Burial reservations)	1,456.00	1,499.00	3%	No		
b) in a single grave space 4'6" x 4' allocated by the council for cremated remains	728.00	749.00	3%	No		
c) in a single grave space 4'6" x 4' allocated by the council for a baby	364.00	374.00	3%	No		
Non Parishioners to pay double purchase fees.				No		
Additional fee for new graves selected out of rotation (including advance purchases)	N/A	N/A	0%	No		
Exclusive right of burial in a cremation plot within the lawns of the Garden of Remembrance for a period of 20 years, renewable (for a maximum of two interments)	161.00	165.00	2%	No		

Cemeteries	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Memorials – payable in advance						
For a permit to erect and maintain on a grave in the Cemetery.						
5.1 - Headstone within permitted dimensions not exceeding four feet in height	221.00	227.00	3%	No		
5.2 - Detached and additional vase blocks and tablets	148.00	152.00	3%	No		
5.3 - On each single grave space a full memorial	643.00	662.00	3%	No		
5.4 - On each single grave space a kerb surround only	515.00	530.00	3%	No		
5.6 - Chippings and/or cover – adult grave	120.00	123.00	3%	No		
5.7 - On a half grave space for an infant, a full memorial	239.00	246.00	3%	No		
5.8 On a half grave space for cremated remains, a full memorial	376.00	387.00	3%	No		
The fees indicated at items 5.1 to 5.8 include the first inscription. For each inscription after the first the charge is, including VAT:	137.00	141.00	3%	Yes	Yes	
No fee for 'replacement memorials' except where 'additional work' is involved when the relevant fee applies.						
5.9 – Laying down unsafe Memorial	147.00	151.00	3%	No		
5.10 – Seat and Plaque: For supply, placement/fixing of plaque (not exceeding 9" x 2.5") and seat in the Cemetery or Gardens of Remembrance.						
a) Provision of new seat and plaque Grant of Right	2,062.00	2,500.00	21%	No		
b) 'Refurbished' seat and plaque Grant of Right	1,026.00	1,056.00	3%	No		
c) Additional plaque	376.00	387.00	3%	No		
d) Rustic Bench	N/A	N/A		No		
e) The Herne Bench	1,307.00	1,346.00	3%	No		
5.11 – Tree Dedication memorial scheme – 20 year term (renewal at half the future fee)	639.00	658.00	3%	No		

Cemeteries	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
5.12 Wooden markers for graves	84.00	86.00	2%			

Cemeteries	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Cemetery Chapel – payable in advance						
Hire of Chapel (including music playing facility upon request, in advance, only), 30 minute Funeral Service (additional time at proportional rates).	223.00	250.00	12%	No		
Hire of Chapel (non-Funeral) per hour.	267.00	300.00	12%	No		
Surcharges – payable in advance						
For interments and use of Chapel on Saturdays (subject to permission) Double fees						
Obitus Music - Tribute Fees & Keepsakes						
Single Photo	FREE	FREE				
Basic Slideshow	75.00	80.00	7%			
Music Tribute	85.00	90.00	6%			
Themed Music Tribute	95.00	100.00	5%			
Family-supplied Tribute	65.00	70.00	8%			
Additional Single Photo	20.00	25.00	25%			
Extra Tribute Photos****	30.00	35.00	17%			
Additional Support Service	30.00	35.00	17%			
Memory Box	130.00	135.00	4%			
Video Book	100.00	105.00	5%			
DVD/USB	60.00	65.00	8%			
Downloadable Visual Tribute	20.00	25.00	25%			
Register search fees and certificates – payable in advance						
Search fees are only to be charged where the search of the records is not part of an application for interment.						
a) Search of register per search: per name	56.00	57.00	2%	No		
b) Certified copy of entry in Register	45.00	46.00	2%	No		
c) Copy of Deed of Grant of Exclusive Right of Burial	42.00	43.00	2%	No		
d) Transfer of ownership Deed of Grant – with Probate	117.00	120.00	3%	No		

Cemeteries	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
e) Transfer of ownership Deed of Grant – Statutory Declaration	117.00	120.00	3%	No		
f) Copy of Cemetery Grave location plan – per grave	31.00	31.00	0%	No		
Garden of Remembrance – payable in advance						
Renewal fee with existing tablet for ten years	704.00	725.00	3%	No		
Metal Memorial Plaques:						
a) Single Plaque on Memorial Wall	411.00	423.00	3%	No		
Grant/Renewal of Right for ten years	308.00	317.00	3%	No		
b) Double Plaque on Memorial Wall	647.00	666.00	3%	No		
Grant/Renewal of Right for ten years	518.00	533.00	3%	No		
Leather Memorial Plaques in the Canterbury Cemetery Chapel of Remembrance (ten year lease renewable)	263.00	270.00	3%	No		
Remembrance and Commemorative Posies/Vases: Per two year lease per vase, including Plaque.	127.00	130.00	2%	No		

Cemeteries	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Granite Wall tablets						
The Herne Tablet – per ten year lease	755.00	777.00	3%	No		
Renewal of lease – ten years	496.00	510.00	3%	No		
Entries in Book of Remembrance and Memorial Cards						
Book entries						
- not exceeding two lines	119.00	122.00	3%	Yes	Yes	
- three to five lines	187.00	192.00	3%	Yes	Yes	
- special crests etc	100.00	103.00	3%	Yes	Yes	
Memorial Cards:						
- not exceeding two lines	65.00	66.00	2%	Yes	Yes	
- three to five lines	107.00	110.00	3%	Yes	Yes	
- special crests	100.00	103.00	3%	Yes	Yes	
Baby in hand/baby in shell (ten year lease/renewable)						
Small	194.00	199.00	3%	No		
Small – renewal	163.00	167.00	2%	No		
Medium	242.00	249.00	3%	No		
Medium – renewal	193.00	198.00	3%	No		
Large	326.00	335.00	3%	No		
Large – renewal	271.00	279.00	3%	No		
Exhumations - Cemeteries Service						
Exhumation service fee (includes up to 10 hours of Registrar time and Environmental Health Officer time and ancillary costs)	4,116.00	4,239.00	3%	No		
Hourly rate for additonal Registrar and Environmental Health Officer time	125.00	128.00	2%	No		
Exhumation service fee ashes (includes registrar time only)	1,183.00	1,218.00	3%	No		

Cemeteries	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Pond Plaque - 10 year lease	647.00	666.00	3%	No		
Grave Lease Renewal (20% of EROB Cost) (increased to 10 year lease)	291.00	299.00	3%	No		

Houses in Multiple Occupation (HMO)	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
NEW - Standard HMO Licence Application Fee Part A* (2-5 units)	1,098.97	1,131.94	3%			
NEW - Standard HMO Licence Compliance Fee Part B* (2-5 units)	400.00	412.00	3%			
NEW - HMO Per Additional Unit (above 5)	86.64	89.24	3%			

*Case law around this is that the fee should now be split into 2 parts: ·

Part 1 – a fee levied at the point of application, to cover the costs of the scheme's 'authorisation procedures and formalities', i.e. the costs of processing the application;
Part 2 – if the application is successful, a further fee to cover the costs of running and enforcing the scheme. I propose to split the current fee such that an annual inspection fee of £100 per year (£400) a licence is usually proposed to remain in place for a period of 5 years no inspection is carried out during the last year of the licence as a full inspection is carried out before point (A) and the application is considered complete. This split still represents a total 4% increase on last years fee.

New HMO withdrawal fee (due to be retained once license has been proposed)	749.44	771.92	3%			
Disabled Facilities Grant Agency Fee (plus 10% of cost of works) Extending service to self funding clients	723.58	745.29	3%		No	
DFG cancellation Fee	723.58	745.29	3%			
VAT payable on a small number of cases depending on the description of work						
Caravan Fees(residential sites Mobile Homes Act 2013)						
New Application for Site Licence (Sites up to 3 Units)	217.25	223.76	3%			
New Application for Site Licence - Additional Cost (per pitch over 3)	23.34	24.04	3%			
Inspection Fee 1- 5 pitches flat fee	123.09	126.79	3%			
Inspection Fee 6-30 pitches flat fee	175.03	180.28	3%			
Inspection Fee 31-100 pitches flat fee	453.71	467.32	3%			
Inspection Fee 101 or more pitches flat fee	2,566.34	2,643.33	3%			
Transfer of site licence (per licence)	298.13	307.07	3%			
Variation of site licence, including expansion of site	69.90	72.00	3%			

Houses in Multiple Occupation (HMO)	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Variation of site licence per pitch (including expansion of site)	24.71	25.45	3%			
Service of compliance notices	571.20	588.34	3%			
Depositing of site licence with Local Authority	197.23	203.14	3%			
Enforcement charges						
Improvement Notices (to be waived if notice complied with)	536.88	552.99	3%			
Improvement Notices served in respect of Licensable HMO's (No waiver)	532.76	548.74	3%			
Penalty Charge Notices The Redress Schemes for lettings Agency work and Property management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014	0-5,000	0-5,000	0%			
Penalty Charge Notices The Smoke and Carbon Monoxide Alarm (England) Regulations 2015	up to 5,000	up to 5,000	0%			
Civil Penalties under the Housing and Planning Act 2016	50-50,000	50-50,000	0%			
Immigration visit/inspection						
inspection and report/letter	206.91	213.12	3%			
Social Letting Agency						
Tenant Find	8%	8%	0%		Yes	
Full Management	10%	10%	0%		Yes	
Full Management (With Guaranteed Rent)	12%	12%	0%		Yes	

Street Naming	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
New Development of 1 unit	193.20	199.00	3%	No		
New Development of 2-10 units	367.15	378.16	3%	No		
New Development of 11-50 units	486.78	501.39	3%	No		
New Development of 51-100 units	714.39	735.82	3%	No		
New Development of 100+ units	1,021.69	1,052.34	3%	No		
For every further 100 units	1,021.69	1,052.34	3%	No		
Naming of a new building or block of flats	180.14	185.54	3%	No		
New Postal Address for an individual property	180.14	185.54	3%	No		
Change to New Address (due to development change after schedule has been issued) per unit	22.00	22.66	3%	No		
Research archive for historical information	188.38	194.03	3%	No		
New Road/Street Name	679.99	700.39	3%	No		
Changing a road/street name	1,212.82	1,249.21	3%	No		
Unaming of a property (NEW for 2020)	101.07	104.11	3%	No		
Extending a boundary of a road (NEW for 2020)	103.13	106.23	3%	No		

Contaminated Land Searches	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Residential Premises *	103.69	106.80	3%		Yes	
Commercial Premises (premises requiring information over 250m radius of the site will incur an additional fee of £40) *	142.58	146.85	3%		Yes	
Additional fee for response within 2 working days of payment	45.37	46.73	3%		Yes	

* Normal response time is within 5 working days of receipt of payment

Food Business	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Request for re-score visit to food premises						
Inspection/re-score visit (up to 2.5 hour) and formal report	207.38	213.61	3%	No		
Food business advice and certification service (non statutory) - provision of export health certificats (EHCs)						
per/hour (minimum charge of 1 hour) and additional hours to issue export health certificates	77.77	80.10	3%	Yes	Yes	
Issue of export health certificate (includes upto 1 hours attendance by certifying officer)	152.24	156.81	3%	Yes	Yes	
Primary Authority charges						
Initial set up fee	821.05	845.68	3%	No		
Annual renewal fee	246.98	254.39	3%	No		
Hourly rate for advice/consultation either as part of or in addition to the contract	69.40	71.49	3%	No		
Food business pre registration advice- Remote visit- up to 2hrs.	NEW	150.00		Yes	Yes	
Food business pre registration advice- face to face visit up to 2hrs.	NEW	250.00		Yes	Yes	
Additional hours pre-registration advice	NEW	50.00				
Replacement FHRS sticker (per sticker)	NEW	10.30		No	No	
Food safety and hygiene coaching for food business with rating 3-0. 2.5hours	NEW	285.50		Yes	Yes	
Certification and removal of unfit and unsaleable food						
Unsaleable Food Certificate (includes costs of staff attendance for 1st hour but excludes any removal and disposal costs)						
0800 to 1700 hrs:						
Certificate including one member of staff for up to one hour attendance.	278.67	287.03	3%			
Additional hour or part thereof per person.	207.38	213.61	3%			
1701 to 0759 hrs:						
Per hour or part per member of staff.	233.31	240.31	3%			

Housing	Charge wef 01/04/2026	Proposed Charge wef 01/04/2027	Increase	Vatable Yes/No	VAT included Yes/No	Fee setting structure (please see key on contents page)
	£	£				
Storage Of Belongings						
Weekly liability for those in receipt of benefits	15.50	15.50	0%			
Weekly liability for working applicants		Full cost recovery				
Removal Of Belongings (Through use of professional service)						
Liability for those in receipt of benefits	15% Of Total Costs	15% Of Total Costs	0%			
Liability for those working but in receipt of partial benefits i.e Working Tax Credit	30% Of Total Costs	30% Of Total Costs	0%			
Liability for working applicants with no eligibility for benefits	100% Of Total Costs	100% Of Total Costs	0%			
Temporary Accommodation (Nightly Paid Not Owned By The Local Authority)						
Shared room rate	126.92	126.92	0%	no		
Shared room service charge (in addition to rent)	25.20	25.20	0%	no		
One bedroom rate	155.34	155.34	0%	no		
Two bedroom rate	205.97	205.97	0%	no		
Three bedroom rate	253.15	253.15	0%	no		
Four bedroom rate	302.63	302.63	0%	no		
Five bedroom rate	332.31	332.31	0%	no		
Temporary Accommodation Units (Owned By Local Authority)	Rent equal to normal rent for the property unit.	As per rents above				
Sheltered Housing						
HRA Fees						
Guest Rooms to include cost of laundry and staff time	£25 per night	£25.75 per night	3%		No	
Lounge room hire	£26 per day	£26 per day	0%		No	
Hairdressing rooms	10	10	0%		No	

Appendix 5 - Equality Impact Assessment

Date of initial assessment	23 October 2026
Division	Finance
Proposal to be assessed	Draft General Fund Budget Report 2027/28
New or existing policy or function?	Existing
External (i.e. public-facing) or internal?	External
Statutory or non-statutory?	Non-statutory
Your name	Nicci Mills
Your job title	Director Finance & Procurement
Your contact telephone number	01227 910680
Decision maker (e.g. Community Committee, Management Team etc.)	Council
Estimated proposal deadline	February 2027

Please outline your proposal, including: • Aims and objectives • Key actions • Expected outcomes • Who will be affected and how • How many people will be affected	To provide a draft budget for the general fund for 2027/28 for consultation of specific users and the general public that is financially viable and meets the council's legal duties.
What relevant data or information is currently available about the customers who may use this service or could be affected? Please give details; for example "x% of customers are female" or "x% of customers are aged over 60"	

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	No	
Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it	No	
Foster good relations between persons who share a relevant protected characteristic and persons who do not share it	No	

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.

Your explanation should make it clear who the assessment applies to within each protected characteristic. For example, a proposal may have high relevance for young people but low relevance for older people; it may have a positive impact on women but a neutral impact on men.

Protected characteristic	Relevance to proposal High/ Medium/ Low/None	Impact of proposal Positive/ Neutral/ Negative	Explanation
Age	No	Neutral	Potential impact to be assessed when specific proposals are put forward
Disability	No	Neutral	As above
Gender reassignment	No	Neutral	As above
Marriage and civil partnership	No	Neutral	As above
Pregnancy and maternity	No	Neutral	As above
Race	No	Neutral	As above
Religion or belief	No	Neutral	As above
Sex	No	Neutral	As above
Sexual orientation	No	Neutral	As above
Other groups: for example – low income/ people living in rural areas/ single 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.	Yes	Neutral	Potential impact to be assessed when specific proposals are put forward

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?	Potential impact to be assessed when specific proposals are put forward
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)	As above

What additional information would increase your understanding about the potential impact of this proposal?	As above
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If a consultation exercise is required as part of your proposal, please complete the consultation planning form on iCan.

Please update the section below if:

- You have amended your proposal
- You have new information
- You have undertaken consultation

Date of revised assessment	Click here to enter a date.
Have you made any changes to your initial assessment? If so, please give brief details	
Did you undertake consultation? – if yes, give date and the consultation results:	
Do you have new information which reveals any difference in views across the protected characteristics?	
Can any new conclusions be drawn as to how the proposal will affect people with different protected characteristics?	
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?	
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)	

Should you need to revisit your assessment more than once, please ensure that you provide details of any changes or new information and the date these amendments were made.

Appendix 6 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
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		
Positive	The climate change reserve is still held for future projects. The capital programme will be separately identified for any new scheme that requires committee approval.	
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.		
Positive	As above	See above
Emission of other climate changing gases including methane, CFCs, nitrous oxide		
Positive	As above	See above

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
Neutral	No additional impact	

3. Further assessment work

As detailed above

Cabinet

3 November 2026

Subject: Draft Housing Revenue and Capital Budget 2027/28

Director and Head of Service:

Marie Royle, Director of People

Nicci Mills, Director of Finance & Procurement

Tracy Chambers, Head of Housing and Community

Officer:

Gary Peskett, Housing Strategy Manager

Sam Joiner, Principal Accountant

Cabinet Member:

Pip Hazelton, Cabinet Member for Housing and Planning

Alan Baldock, Leader of the Council and Cabinet Member for Strategy and Finance

Key or Non Key decision:Non Key

Decision Issues:

The annual rent variation is within the delegated authority of Cabinet providing it is in accordance with the Government's rent policy at the time.

All other aspects of the housing budget 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:

This report and Appendices A to C contain the draft proposals for the housing revenue and capital budgets for 2027/28.

The Housing Revenue Account (HRA) operates in a very challenging financial environment due to rising costs and competing priorities, and rental income will never recover from the effects of past Government rent policy.

Current Government rent policy permits annual increases of CPI (3.5%)+1%, a total of 4.5%.

In addition, the Government reintroduced rent convergence to increase weekly rents for Social Rent homes that are below Formula Rent by up to £1 per week over and above CPI+1% in 2027/28.

In recent years the formula has not kept pace with inflation in the cost of housing management, repairs and maintenance, while the HRA must address an increasing number of priorities such

as, the findings of the Regulator of Social Housing, embedding the principles of Awaab's Law, health and safety compliance, improving the condition, quality and decarbonisation of existing homes, preparing to meet the new Decent Homes Standard and increasing the number of council homes.

The draft budget has been prepared using the best information available and will be amended as more up to date information is published through the decision-making process.

The revenue budget for 2027/28 is for one year only and does not contain any projections for following years because of the need to keep many elements of the budget under constant review.

On 9 January 2025, Council delegated authority to Cabinet to approve the annual rent variation provided it is in accordance with Government rent policy.

To Resolve:

To approve the principles of the draft housing revenue and capital budgets set out in the Appendices A to C of this report for consultation.

Next stage in process:

Present the draft housing budget 2027/28, the results of the consultation and any updated information to Overview Committee for comment and feedback on 21 January 2027.

On 9 February 2027, Cabinet will consider any updated information, the results of the consultation, feedback from Overview Committee, and decide whether to exercise its delegated authority to approve the proposed annual rent increase, provided it is in accordance with Government policy and whether to recommend the draft housing budget to Council.

The decision to approve the draft housing capital and revenue budget will be taken by Council on 22 February 2027.

1. Introduction

This report explains the principles of the draft housing revenue and capital budget for 2027/28.

The council is required to have a Housing Revenue Account (HRA) by the Local Government and Housing Act 1989: a ring-fenced account for income and expenditure arising from the provision of housing accommodation under Part II of the Housing Act 1985. It cannot be funded from or make contributions to the General Fund.

The HRA has been operating in a very challenging environment for several years. The cost of managing and maintaining the council's housing stock is rising, often much more quickly than general inflation and the HRA faces an increasing number of competing priorities.

While the list of priorities has been growing, income has never recovered from previous Government changes to rent policy.

2. Detail

The main elements of the HRA are:

- € Revenue income, including rents, service charges, and cash savings, referred to as balances (Appendix A);
- € Revenue expenditure, including the cost of housing management, day-to-day repairs, maintenance, compliance and prudential borrowing (Appendix A);
- € Capital expenditure, including planned maintenance and new homes (Appendix B); and

- £ Capital financing, including capital receipts from the sale of HRA property and Right to Buy, grants, s.106 contributions (Appendix B).

The council is not permitted to set a deficit budget that would leave it with no reserves and aims to retain a prudent HRA working balance or surplus of at least £1.5 million, which has proved extremely difficult in recent years.

The situation facing the HRA is very challenging, because income from rents and service charges is limited and there are many competing priorities, such as health and safety compliance, Awaab's Law, the backlog of planned maintenance, decarbonisation of existing homes and increasing the council's housing stock.

The judgement of the Regulator of Social Housing, which was published in October 2025 is also an important factor in the preparation of the draft budget.

The council was graded as C3, meaning it is not compliant, with weakness or serious failings in one or more areas, requiring significant improvement. The regulator recognises that the council has an action plan in place and is engaging constructively.

The draft budget has been prepared to address the Regulator's findings and ensure that resources are available to support the implementation of the action plan.

Some elements of the budget may need to be amended mid-year.

Revenue income

Housing rents

Rent is the HRA's primary source of income to pay for housing management, maintenance, capital expenditure for planned maintenance and additional homes, and to repay the loans that enabled the HRA to become self-financing.

Government rent policy provides the framework for the council to increase rents by CPI+1% per annum and will remain in place for 10 years from April 2026 to provide financial certainty.

CPI is based on the rate for September 2026, which was 3.5%. To comply with Government policy, the council should increase rents by 4.5%.

The rent increase rarely keeps pace with costs. The council cannot increase rents in 2027/28 by more than CPI+1% but may agree a lower figure. However, this would have a serious impact on the long-term financial sustainability of the HRA; negate the benefits of rent convergence; reduce our ability to invest in, modernise and decarbonise ageing homes; embed the principles of Awaab's Law; prepare to meet the new Decent Homes Standard; and respond swiftly and effectively to the findings of the inspection by the Regulator of Social Housing.

Rent initiatives by previous governments significantly reduced income to the HRA with no mechanism for the council to claw back the shortfalls in subsequent financial years. If the council opts to increase rents by less than CPI+1%, it will never be able to recover the lost income.

Most tenants would not benefit from a lower rent increase, as 75% receive either full or partial Housing Benefit or Universal Credit to help pay their rent. These benefits are based on tenants' incomes and the rents they are charged: a lower rent increase means that they will receive commensurately less benefit.

On 9 January 2025, Council delegated authority to Cabinet to approve the annual rent variation provided it is in accordance with Government rent policy. If a lower increase were proposed, a decision by Council would be required.

Therefore, it is recommended that the council adheres to Government rent policy and agrees a rent increase of CPI+1% (4.5%) for its Social Rent and Affordable Rent homes in accordance with Government policy.

Rent convergence

On 28 January 2026, the Government announced that Registered Providers, including the council, will be able to increase weekly rents for Social Rent homes that are below Formula Rent by up to £1 per week over and above CPI+1% from 1 April 2027, and by up to £2 per week over and above CPI+1% each year from 1 April 2028, until Formula Rent is reached. Formula Rent refers to the formula that must be used to calculate the Social Rent for a property when it is relet.

Convergence only applies if the rent of a property is below Formula Rent.

Rent convergence is important to the HRA because on 1st October 2026, 3,754 properties were below formula rent, reducing income by £20,487.38 per week, an average of £5.46 per affected property per week. Rent convergence will gradually eliminate this shortfall, probably over an average period of three or four years. In 2027/28, the additional £1 per week raised by rent convergence will increase income by approximately £187,700 over the course of the year.

When a property becomes vacant, the council is allowed to relet it at Formula Rent, which affects about 300 properties per year. Therefore, the number of tenancies subject to rent convergence is gradually reducing.

Social Rents are the cheapest in the district, averaging about 40% to 50% of market rents, and will remain so, even with the implementation of rent convergence.

Rent convergence applies only to Social Rent homes and not to the council's 89 homes that are let at Affordable Rents because they are not based on Formula Rent. Affordable Rent is generally higher than Social Rent, at 80% of market rent, inclusive of service charges.

It is recommended that the council adheres to Government rent policy and fully implements rent convergence for its Social Rent homes in 2027/28.

Estimates of the effect of the proposed rent increase and rent convergence on average weekly rents are shown in Appendix D.

Shared ownership rents

In addition to its rented homes, the council is the freeholder of 10 shared ownership properties. The shared owners have bought leases for either 25% or 50% of their homes and pay rent on the remaining share.

The leases permit the council to increase the rents, but there is no record that this had ever been done until it was approved as part of the housing budget 2026/27.

Government rent policy for shared ownership homes with leases granted before 12 October 2023 permits rents to be increased once a year by the Retail Prices Index (RPI)+0.5%.

As the leases allow the rent to be increased on 1 April, Legal Services and the council's in-house valuers advise that RPI in April 2027 must be used. This will be published around June 2027. The council must notify leaseholders of the proposed increase at the end of February, with implementation in June, backdated to April 2027.

Service Charges

Service charges are payable for specific services in blocks of flats. They are not part of the same legislative and regulatory framework as rent but are subject to statute and extensive case law.

Government policy encourages the use of CPI+1% for service charge increases. However, the council has adopted a policy that service charges should reflect the actual cost of providing services, based on the previous year's expenditure.

In general needs flats, the only service charges are for lighting and cleaning of communal areas. These vary between blocks according to their layout but are generally fairly modest.

Service charges in sheltered housing are more extensive because there are more communal facilities and services.

It is recommended that the council should continue to adhere to the principle of basing service charges on actual costs to ensure transparency and equity in 2027/28.

Communal lighting

Costs are being assessed. There are likely to be significant increases in the standing charge, but the charges for most blocks are so small that they are likely to have only a modest impact.

Communal heating

This charge primarily affects sheltered housing schemes, where there are extensive communal facilities and central heating to accommodation provided by a communal boiler. Costs are currently being assessed.

Cleaning of communal areas

The cost of communal cleaning varies, depending on the layout of the building, and charges are based on figures provided by the contractor and the terms of the contract.

The average proposed service charges for 2027/28 for communal lighting, heating, water and cleaning will become available soon. Overall, there is a reasonable expectation that service charges will increase by about 3.5%.

Lifeline

The service charge for Lifeline in 2026/27 is £4 per week and will remain unchanged in 2027/28.

This charge will be reviewed as the Lifeline service modernises to reflect the recommendations of the Older Persons' Accommodation review and as new technology becomes available.

Estate maintenance

Generally, residents of houses do not pay service charges. The only exception is the new homes at The Woodlands, where all residents pay a service charge of £280.70 per dwelling per year levied by the estate management company for the upkeep of the estate and its open spaces, which is a common arrangement on many modern housing developments. The service charge is collected and paid to the management company by the council and there has been no notice to date of any proposed increase in 2027/28.

Service redesign in older persons' accommodation

The Older Persons' Accommodation Working Group carried out a detailed review of sheltered housing and Sheltered Plus, which was adopted on 19 January 2026.

Services in the four former Sheltered Plus schemes have been reconfigured to align with the sheltered housing service's independent living model, as recommended by the councillor working group. This has been completed and service charges for tenants in the former Sheltered Plus schemes were reduced on 14 September 2026. The HRA also benefits, as a large subsidy is no longer required.

Work is also underway to fulfil the working group's recommendations to improve service delivery by installing modern CCTV and door entry equipment.

Depooling other costs

The cost of many other services is not fully identified or recovered separately and is paid from general rental income, which leaves less money available for essential management and maintenance. Some local authorities and registered providers have depooled more service charges, such as grounds maintenance, lifts, fire extinguishers, fire alarms and costs for administering service charges to leaseholders. The process is detailed and resource intensive and any proposals must ensure that the income will exceed the effort and associated costs.

Garage Rents

On the evidence of benchmarking comparisons, garage rents were increased in 2026/27 to

£19.50 per week in accordance with the HRA Garage Management Strategy.

Management of the council's garages was outsourced during the year, as anticipated in last year's housing budget report, in return for a programme to upgrade the garages and increase occupancy for an agreed rental income.

234 garages were upgraded on 12 sites in 2026/27, including 137 vacant garages which are now available for letting.

The garage portfolio is under review for the best investment opportunities, based on demand, levels of vacancies and estimated costs, which will lead to a programme of priority sites for the next phase of improvement works. Up to £500,000 has been allowed in 2027/28 for this project.

Since the change of management, some garage tenants have terminated their licences. The management company has not received any adverse feedback from customers regarding the rent increase in 2026/27, and there is no evidence to suggest that garage costs or affordability have been a factor in the recent surrenders.

The company reports that, based on their experiences in other districts, it is common to see a rise in surrenders when a new management team takes over, as some customers take the opportunity of the handover to review their arrangements and hand their garages back.

However, there has been a gradual and modest increase in overall garage occupancy, which, it is hoped, will be supported and encouraged by the improved quality of the garages and their surroundings.

Garage rents will have to increase to pay for the improvements. For 2027/28, it is proposed to increase garage rents by CPI+1% (4.5%), in line with the housing rent increase.

Looking further ahead, given the refurbishment works currently being undertaken, the management company advises considering a larger increase for the financial year of 2028/29, based on demand and local benchmarking.

Expenditure

Many of the council's homes are over 50 years old and need significant investment to improve the condition and quality of existing homes and address important priorities, such as health and safety compliance, and damp and mould.

The Government recently confirmed that a reformed Decent Homes Standard will apply to all social rent homes from 2035 and from 2030, social landlords will also be required to upgrade homes to meet new minimum energy efficiency standards, which could include improving insulation, putting in solar panels or installing modern heating systems such as heat pumps.

It is more efficient and better value for money to address these issues through a planned maintenance programme, which relies on good quality data about the condition of the housing stock.

Stock condition

The Safety and Quality Standard requires landlords to have an accurate, up-to-date and evidenced understanding of the condition of their homes that reliably informs the provision of good quality, well maintained and safe homes for tenants and to ensure that tenants' homes meet the requirements of the Decent Homes Standard (DHS). The Regulator identified serious failings in relation to this outcome.

The council now has up-to-date information on the condition of its homes. The stock condition survey was outsourced, and the data became available in July 2026. It is being analysed and forms the basis of a costed programme of work.

It shows a maintenance backlog of approximately £26.3 million, excluding any future costs for achieving the Minimum Energy Efficiency Standard and Decent Homes 2.0, therefore the overall capital envelope will be increased by £7 million (Appendix B).

The priority is to ensure that our homes meet the current decency standard. 1,071 homes are not decent, meaning our decency stands at 79%. Additional spending in 2026/27 will increase that to 81% and the focus for 2027/28 will be on achieving 100%.

Staffing

Experienced and knowledgeable staff are needed to implement the service improvement plan arising from the regulatory inspection and to meet the increased professionalisation of housing staff required by the Conduct and Competency Standard.

Therefore, the draft budget has been structured to increase capacity in the areas where weaknesses are identified, which should provide a more efficient and effective service.

However, recruitment and retention of professionally qualified and experienced staff is challenging in all fields, where skills are in great demand and the council competes with other local authorities, registered providers and the private sector.

More council homes

Housing need is growing, emphasising the council's important role as the largest social housing landlord in the district, owning about 8% of all homes.

In recent years, the council has put significant efforts into increasing the number of homes it owns. In 2026/27 the council identified seven homes to buy for the HRA, partly funded by the Local Authority Housing Fund Round 4, and is acquiring 20 homes for the General Fund to provide families with secure, good quality temporary accommodation and to make the service more cost effective. The latter project is being analysed to ensure that it delivers the anticipated outcomes before further funding is proposed.

The council has been pursuing opportunities to develop its own land, but these sites are small and constrained. The draft budget (Appendix B) contains £3.5 million to facilitate the development of HRA sites at East Street and Warwick Road, and to progress pipeline projects to the planning stage.

The most cost-effective way to increase the number of council homes at scale is to purchase homes direct from developers and buy more s.106 housing, such as The Woodlands. Commercial discussions are taking place to explore opportunities but are at an early stage and are subject to location, valuation, an appropriate housing mix to meet local housing needs, financial viability and due diligence.

HRA Business Plan

A refresh of the HRA Business Plan 2019 is commencing in November 2026. It will reflect the ambitious programme of investment set out in this report to address the findings of the Regulator of Social Housing, improve the condition and quality of existing homes, improve energy efficiency, prepare to meet the new Decent Homes Standard and increase the number of council homes.

3. Relevant Council policy, strategies or budgetary documents

[HRA Business Plan 2019](#)

[Housing, Homelessness and Rough Sleeping Strategy 2018-2023](#)

[Housing Strategy 2026-2030](#)

[HRA Rent Setting Policy](#)

[HRA Garage Management Strategy](#)

[Councillor working group report on older persons' accommodation](#)

[Draft Asset Management Strategy](#)

[Reactive and planned housing maintenance policy](#)

[Decent Homes Standard | Canterbury City Council](#)

[Damp and mould policy in residential buildings](#)

4. Consultation planned or undertaken

(a) Overview Committee

Overview Committee will consider the draft housing budget report for 2027/28 on 21 January 2027 and their comments will be fed back to Cabinet.

(b) General consultations

Public consultation is planned to start by 11 November 2026 until 6 January 2027.

(c) Tenant engagement feedback

The Residents Engagement Panel will be consulted on 15 December 2026.

5. Options available with reasons for suitability

Option 1: Approve the draft housing revenue and capital budget for consultation. This is the recommended option because it ensures continuity of service to tenants and meets the council's legal obligations as a landlord.

Option 2: Require amendments to the draft housing revenue and capital budget and approve the amended draft budget for consultation.

Option 3: Do not approve the draft housing revenue and capital budget for consultation.

6. Reasons for supporting option recommended, with risk assessment

Option 1 is preferred because this draft budget is based on the most robust data currently available and it ensures that the council can continue to provide services to vulnerable tenants and meet its legal responsibilities as a landlord.

7. Implications

(a) Financial

Financial implications are contained in the body of the report.

(b) Legal

The council is required to have an HRA by the Local Government and Housing Act 1989 as a ring-fenced account for income and expenditure relating to the provision of council housing. The HRA cannot be funded from or make contributions to the General Fund. The council is not permitted to set a deficit budget for the HRA and a realistic and robust HRA budget must be agreed to enable the council to fulfil its legal obligations as a landlord.

The council's ability to set rents and increase rents are constrained by the Government's Policy Statement on Rents for Social Housing and the Rent Standard, published by the Regulator of Social Housing.

The council is obliged to give tenants at least four weeks written notice of its intention to vary rents and service charges.

(c) Equalities

None identified.

(d) Environmental including carbon emissions and biodiversity

Improved energy efficiency, decarbonisation and fuel poverty are a priority of the HRA assets investment programme.

Contact Officer: Gary Peskett, Housing Strategy Manager

Background documents and appendices

Appendix 1 - Climate Change Impact Assessment

Appendix 2 - Equality Impact Assessment

Appendix A - HRA Revenue Summary

Appendix B - HRA Capital Programme and Financing

Appendix C - Housing Repairs Account

Appendix D - Estimated effect of 4.5% rent increase and rent convergence on average weekly rents over 50 weeks in 2027/28

Additional document(s) containing information exempt from publication:

No

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
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		
Positive	Elements of the HRA budget will be spent on maintenance & investment expenditure that will reduce carbon emissions, heat inefficiency and fuel poverty.	
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.		
Positive	The council's housing stock has been assessed as the council's largest contributor to carbon emission.	See above
Emission of other climate changing gases including methane, CFCs, nitrous oxide		
Positive	The HRA budget places a high priority on maintenance & investment expenditure that will reduce carbon emissions, heat inefficiency and fuel poverty.	See above

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
Neutral	No additional impact	

3. Further assessment work

Is a further more detailed assessment required at a later stage of this proposal? No.

If yes, please give a brief description

Appendix 2 - Equality Impact Assessment

Date of initial assessment	21 October 2026
Division	Housing and Community
Proposal to be assessed	Draft Housing Revenue and Capital Budget Report 2027/28
New or existing policy or function?	Existing
External (i.e. public-facing) or internal?	External
Statutory or non-statutory?	Non-statutory
Your name	Gary Peskett
Your job title	Housing Strategy Manager
Your contact telephone number	01227 910574
Decision maker (e.g. Community Committee, Management Team etc.)	Council
Estimated proposal deadline	February 2027

Please outline your proposal, including: • Aims and objectives • Key actions • Expected outcomes • Who will be affected and how • How many people will be affected	To provide a draft budget for the HRA for 2027/28 for consultation with the council's housing tenants and the general public that is financially viable and meets the council's legal duties.
What relevant data or information is currently available about the customers who may use this service or could be affected? Please give details; for example "x% of customers are female" or "x% of customers are aged over 60"	Extensive information is available about the circumstances of households on the Housing Needs Register and the council's housing tenants. This budget will affect every household that lives in the council's residential properties.

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	No	All council tenants are treated equally, with due attention paid to individual circumstances.
Advance equality of opportunity between persons who share a relevant	No	As above

protected characteristic and persons who do not share it		
Foster good relations between persons who share a relevant protected characteristic and persons who do not share it	No	As above

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.

Your explanation should make it clear who the assessment applies to within each protected characteristic. For example, a proposal may have high relevance for young people but low relevance for older people; it may have a positive impact on women but a neutral impact on men.

Protected characteristic	Relevance to proposal High/ Medium/ Low/None	Impact of proposal Positive/ Neutral/ Negative	Explanation
Age	No	Neutral	As above
Disability	No	Neutral	As above
Gender reassignment	No	Neutral	As above
Marriage and civil partnership	No	Neutral	As above
Pregnancy and maternity	No	Neutral	As above
Race	No	Neutral	As above
Religion or belief	No	Neutral	As above
Sex	No	Neutral	As above
Sexual orientation	No	Neutral	As above
Other groups: for example – low income/ people living in rural areas/ single 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.	Yes	Neutral	Most of the council's housing tenants have low incomes. The draft budget addresses issues of housing affordability.

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?	No
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)	No

What additional information would increase your understanding about the potential impact of this proposal?	None
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If a consultation exercise is required as part of your proposal, please complete the consultation planning form on iCan.

Please update the section below if:

- You have amended your proposal
- You have new information
- You have undertaken consultation

Date of revised assessment	
Have you made any changes to your initial assessment? If so, please give brief details	
Did you undertake consultation? – if yes, give date and the consultation results:	
Do you have new information which reveals any difference in views across the protected characteristics?	
Can any new conclusions be drawn as to how the proposal will affect people with different protected characteristics?	
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?	
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)	

Should you need to revisit your assessment more than once, please ensure that you provide details of any changes or new information and the date these amendments were made.

Appendix A

Actual 2025/26 £	<u>Housing revenue account</u>	Original 2026/27 £	Forecast 2026/27 £	Estimate 2027/28 £
<u>Income</u>				
(29,772,990)	Dwelling rents	(30,926,395)	(31,159,505)	(32,903,291)
(619,160)	Non-dwelling rents	(684,645)	(620,809)	(691,299)
(378,698)	Leaseholder charges for services and facilities	(340,000)	(340,000)	(340,000)
(2,323,571)	Other charges for services and facilities	(2,165,927)	(2,004,920)	(1,674,465)
(33,094,419)	Total income	(34,116,967)	(34,125,234)	(35,609,055)
<u>Expenditure</u>				
842,656	Self financing debt repayments	706,075	706,075	564,167
9,701,714	Repairs and maintenance	9,535,567	9,244,019	11,089,660
5,483,730	General management	6,832,890	6,760,169	7,602,011
2,794,429	Special services	2,954,057	2,859,481	2,480,109
1,167,534	Rent, rates, taxes & insurances	1,477,553	1,477,553	1,477,553
318,836	Increase provision for bad or doubtful debts	300,000	300,000	300,000
<u>Capital financing costs</u>				
4,438,054	Depreciation charges	4,750,000	4,750,000	4,750,000
204,751	External borrowing repayments	89,640	382,640	81,771
21,943	Debt management expenses	25,000	25,000	25,000
24,973,646	Total expenditure	26,670,782	26,504,937	28,370,271
(8,120,773)	HRA services - net position	(7,446,185)	(7,620,297)	(7,238,784)
121,400	HRA share of corporate and democratic core	121,400	121,400	121,400
(7,999,373)	Net operating position	(7,324,785)	(7,498,897)	(7,117,384)
260,373	Interest payable (item 8 debit)	726,000	433,000	261,000
<u>Interest and investment income</u>				
(431,956)	Notional cash balances (Item 8 credit)	(200,000)	(200,000)	(200,000)
0	Transfer to Major Repairs Reserve	6,450,000	6,450,000	7,000,000
(8,170,956)	Total deficit/surplus(-)	(348,785)	(815,897)	(56,384)
(8,300,028)	Balance as at 1st April	(4,683,114)	(16,470,984)	(5,286,881)
0	Transfer to Major Repairs Reserve	0	12,000,000	0
(8,170,956)	Deficit/(surplus) for the year	(348,785)	(815,897)	(56,384)
(16,470,984)	Balance as at 31st March	(5,031,899)	(5,286,881)	(5,343,266)

Appendix B

[illegible]

Appendix C

Actual		Original	Forecast	Estimate
2025/26	<u>Housing repairs account</u>	2026/27	2026/27	2027/28
£		£	£	£
3,454,827	Day to day repairs - PPP	3,716,166	3,436,260	3,977,651
613,882	Gas & heating service & remedial work	938,791	760,000	966,955
1,356,318	Repairs to buildings - non PPP	1,183,943	1,303,067	1,419,461
93,508	Lift maintenance	163,526	125,000	168,432
24,830	Play ground repairs	30,076	27,554	30,076
2,616,763	Voids	1,008,000	1,508,000	1,738,240
0	External decorations	30,000	30,000	70,900
90,958	Communal boilers	226,291	226,291	233,080
8,251,087	Total responsive repairs	7,296,793	7,416,172	8,604,795
10,554	Asbestos removal	222,990	100,000	229,680
2,905	Lightning protection	7,654	7,654	7,884
424,367	Cleaning housing estates - PPP	542,489	448,715	542,489
84,710	Fire prevention works	434,485	300,000	447,520
150,651	Flytipping	159,975	148,198	169,975
78,343	Warden call schemes	57,112	77,200	78,825
295,662	Fire alarm & emergency lighting	191,435	280,000	297,178
260,143	Electrical testing	395,556	240,000	407,423
30,950	Asbestos surveying & sampling	50,172	50,172	51,677
20,133	Compliance auditing services	30,000	30,000	30,000
63,464	Water hygiene management	118,520	115,000	122,076
45,106	FRA's & fire surveys	55,748	55,748	57,420
1,345	Dry riser & sprinkler system servicing	2,714	2,714	2,795
7,124	Radon surveying & sampling	0	0	0
0	Planned energy performance certificates	0	0	70,000
1,475,457	Total planned maintenance	2,268,850	1,855,401	2,514,942
9,726,544	Total housing repairs account	9,565,643	9,271,573	11,119,736

Estimated effect of 4.5% rent increase and rent convergence on average weekly rents over 50 weeks in 2027/28

Property size	Social Rent				Affordable Rent			
	Average Social Rent p.w. 26/27	CPI+1% (4.5%)	Rent convergence	Estimated total rent p.w. 27/28	Average Affordable Rent p.w. 26/27	CPI+1% (4.5%)	Rent convergence	Estimated total rent p.w. 27/28
Studio	£94.18	£4.24	£1	£99.42	n/a	n/a	n/a	n/a
1-bed	£105.76	£4.76	£1	£111.52	£143.59	£6.46	n/a	£150.05
2-bed	£124.33	£5.60	£1	£130.93	£196.99	£8.87	n/a	£205.86
3-bed	£140.93	£6.34	£1	£148.27	£248.44	£11.18	n/a	£259.62
4-bed	£161.89	£7.29	£1	£170.18	£247.98	£11.16	n/a	£259.14
5-bed	£166.26	£7.48	£1	£174.74	£314.74	£14.16	n/a	£328.90

Cabinet
3 November 2026

Subject: South East Water Stakeholder group - initial meeting 7th October 2026

Director and Head of Service:

Bill Hicks, Director of Place

Officer:

Matthew Archer, Head of Corporate Governance

Cabinet Member:

Cllr Alan Baldock

Key or Non Key decision: Non Key

Decision Issues: For information

These matters are within the authority of the Council/Cabinet/Board.

Is any of the information exempt from publication:

This report is open to the public.

CCC ward(s): N/A

Summary and purpose of the report:

To update cabinet following the initial meeting of the South East Water Stakeholder Group.

To Note

The progress made in establishing the South East Water Stakeholder Group.

Next stage in process:

The working group and stakeholder group will meet to support future meetings.

1. Introduction

Progress Update Since Cabinet Decision

At its meeting on 30 June 2026, Cabinet considered a report responding to the Notice of Motion referred from Council concerning the establishment of a South East Water Stakeholder Group. Cabinet resolved to establish a regional stakeholder group comprising nominated representatives from local authorities within the South East Water supply area, with governance arrangements and terms of reference to be developed with participating

authorities. The decision reflected concerns set out in the motion regarding water resilience, supply interruptions, customer communications, infrastructure investment and the ability of water infrastructure to support existing communities and planned growth.

2. Detail

The motion proposed the creation of a coordinated regional forum through which local authorities could raise concerns collectively, engage with South East Water and relevant regulators, improve transparency around performance and investment, and provide ongoing scrutiny of issues affecting residents, businesses and community resilience.

Following Cabinet's decision, Democratic Services undertook a review of the South East Water operational area and identified 33 local authorities covering the company's four geographic regions. Formal invitations were issued to each authority, together with invitations to South East Water, MHCLG and Kent County Council. This approach reflected the model considered by Cabinet, which drew heavily on the experience of the established Southern Water Stakeholder Group.

The response was positive, with 23 local authorities agreeing to participate and attend the inaugural meeting of the Stakeholder Group on 7 October 2026. Representatives from South East Water, MHCLG and Kent County Council also attended. The draft minutes of that meeting are appended to this report.

The inaugural meeting confirmed that concerns regarding water resilience and future water supply are shared across a significant proportion of the South East Water area. Authorities highlighted the impact that water resource constraints are having on local plan preparation, housing delivery and strategic planning. Members also discussed recurring supply interruptions affecting residents and businesses, the need for greater confidence in long-term water availability, improvements in incident communications, climate change and drought resilience, leakage reduction, network maintenance, reservoir development and the wider infrastructure required to support future growth. A consistent theme throughout the discussion was that many of these challenges cross local authority boundaries and would benefit from a coordinated regional approach.

South East Water welcomed the establishment of the group and acknowledged the concerns raised by local authorities. The company outlined ongoing and planned work relating to resilience schemes, infrastructure investment, leakage reduction, demand management, reservoir proposals, incident response arrangements and engagement with local authorities regarding future housing growth and water demand forecasts. Members welcomed the opportunity for direct engagement but noted that future meetings should focus on measurable progress and delivery.

The most significant outcome of the meeting was agreement on the direction of travel for the group's governance arrangements. Members expressed strong support for adopting a model similar to that used by the Southern Water Stakeholder Group. This will comprise a wider Stakeholder Group supported by a smaller Working Group, with the Working Group responsible for developing draft terms of reference, identifying priorities, establishing work programmes and coordinating future agenda planning for consideration by the wider membership.

There was also broad agreement that the group should remain collaborative and constructive in its approach, focus on realistic and achievable objectives, avoid duplication of existing regional initiatives and seek to secure long-term improvements in resilience, planning and infrastructure rather than concentrating solely on individual incidents.

Support has also been offered by Wealden District Council to assist Canterbury City Council in the next phase of development. This will include participation in the Working Group and sharing experience from the operation of the Southern Water Stakeholder Group, particularly in relation to the development of governance arrangements, terms of reference, work

programming and future agenda planning.

Overall, significant progress has been made since Cabinet's decision in June. The Stakeholder Group has been successfully established, attracted participation from a substantial majority of the authorities invited, held its inaugural meeting and secured agreement on the broad governance framework that will underpin its future work. The appended minutes provide a detailed record of the discussions held and the next steps agreed by the group.

3. Relevant Council policy, strategies or budgetary documents

[Corporate Plan 2024 to 2028](#)

[Draft Canterbury district Local Plan \(2040\)](#)

4. Consultation planned or undertaken

N/A

5. Options available with reasons for suitability

N/A

6. Reasons for supporting option recommended, with risk assessment

N/A

7. Implications

(a) Financial

N/A

(b) Legal

N/A

(c) Equalities

N/A

(d) Environmental including carbon emissions and biodiversity

See appendix 1

Contact Officers: Bill Hicks, Director of Place; Matthew Archer, Head of Corporate Governance

Background documents and appendices

Appendix 2 [SEW Draft Minutes.docx](#)

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

Topic	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	Neutral		N/A
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.	Neutral		N/A
Emission of other climate changing gases including methane, CFCs, nitrous oxide	Neutral		N/A

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	The aim of this group will be to enhance the current supply and maintenance of water to the SEW areas. This will help counter the impacts of climate change and the fact that South East England is seen as a water stressed are.	Ongoing dialogue with SEW

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

Appendix 2

Canterbury City Council
 South East Water Stakeholder Group
 Wednesday 7 October 2026 at 1.00 pm – 3.00 pm
Draft Minutes

Attendees:

Council	Attendee(s)	Role
Canterbury CC	Alan Baldock	Council Leader
	Bill Hicks	Director of Place
	Matthew Archer	Head of Corporate Governance
	Stephanie Williamson	Democratic Services Officer
Ashford BC	Cllr Noel Ovenden	Council leader
Dartford BC	Caroline Hicks	Deputy Chief Executive – Growth & Community
Kent County Council	Louise Smith	Flood and Water Manager
	Mary Tate	Water Manager
Maidstone BC	Cllr Tony Harwood	Cabinet Member for Planning Policy and Management
Sevenoaks DC	Emma Henshall	Strategic infrastructure Lead
Swale BC	Cllr Tim Gibson	Council leader
Tonbridge & Malling BC	Cllr Adem Mehmet	Cabinet member for infrastructure.
Tunbridge Wells BC	Carlos Hone	Head of Planning
East Sussex County Council	Andy Arnold	Team manager Environment
Eastbourne Borough Council	Linda Farley	Assistant Director of Customer Service and Delivery

Lewes District Council	Joint with Eastbourne	Joint with Eastbourne
Rother District Council	Lorna Ford	Chief Executive
Wealden District Council	Cllr Rachel Millward	Leader of Wealden district council
	Chris Bending	Director of place
West Sussex County Council	Cllr Erika Woodhurst-Trueman	Cabinet Member for Highways and Transport
	Matt Davey	Service Director (Highways Transport and Planning)
Winchester City Council	Councillor Jackie Porter	Cabinet Member for Place and Local Plan
Rushmoor Borough Council	Tom Simpson	Principal planning officer
	Jamie Adcock	Senior Planning Policy Officer
East Hampshire District Council	Heather Stevens	Planning Policy Manager
Hart District Council	Tom Bell	Principal Planning Policy Officer
Bracknell Forest Council	Cllr Guy Gillbe	Cabinet Member Planning Transport and Countryside
Royal Borough of Windsor & Maidenhead	Daniel Rice	Flood Risk Officer, Sustainability and Climate Change
South East Water	Douglas Whitfield	Water Supply Director
	Oliver Martin	Strategy and Regulation Director
	James Kirby	Stakeholder Officer
MHCLG	Russ Aziz	Place Engagement Team, Strategic Engagement Lead for Kent and Sussex
	Harry Leeder	Deputy Director of Water

2. APOLOGIES: -

Thanet DC responded declining attendance, saying that SEW did not really operate in their district (mainly Southern Water).

Apologies from Cllr Peter Griffiths from East Sussex council, Cllr Doug Oliver from Rother District Council, Paul Collard from Mid Sussex District Council, Cllr Keith Dibble from Rushmoor Borough Council, Amanda Dunn from East Hampshire District Council. Nick Stevens, Surrey Heath Council.

Also, John Halsall, CEO of South East Water, gave apologies for not being able to attend.

3. WELCOME & INTRODUCTION (CLLR ALAN BALDOCK - CANTERBURY CITY COUNCIL LEADER)

The Chair welcomed attendees to the inaugural meeting of the South East Water Stakeholder Group.

It was noted that the group had been established following concerns raised by several local authorities regarding water resilience, supply interruptions, communication during incidents, infrastructure investment and the long-term ability of water infrastructure to support planned growth.

The meeting was intended to provide a forum for councils to share experiences, identify common concerns and explore opportunities for collective engagement with South East Water and relevant regulators.

4. BACKGROUND & PURPOSE OF THE GROUP (BILL HICKS - CANTERBURY CITY COUNCIL)

Members heard that the group had been modelled on the Southern Water Stakeholder Group established by Wealden District Council and was intended to provide a practical and collaborative forum for local authorities.

The proposed objectives of the group were discussed, including:

- Sharing intelligence and experience across local authorities.
- Identifying common concerns and priorities.
- Developing a coordinated local authority voice on water resilience, communications and infrastructure investment.
- Improving engagement with South East Water and, where appropriate, regulatory bodies.
- Supporting strategic planning and future growth through better understanding of water resource constraints.

It was recognised that many of the challenges facing local authorities extend beyond individual council boundaries and would benefit from a coordinated regional approach.

5 COUNCIL CONCERNS AND EMERGING ISSUES DISCUSSION

Representatives from local authorities shared concerns and experiences from their respective areas.

The discussion highlighted a wide range of issues affecting councils across the South East Water region. While the specific circumstances varied, many authorities reported common concerns regarding water resilience, infrastructure capacity and future planning.

Authorities highlighted the impact that water resource constraints were having on local plan preparation, housing delivery and decision making. Members emphasised the need for greater certainty regarding future water availability and infrastructure investment programmes.

Concerns were also raised regarding recurring supply interruptions experienced in several areas and the effect these incidents had on residents, businesses and public confidence. Several authorities stressed the importance of improved communication, both during emergency incidents and in relation to longer-term planning and investment. Members noted that residents often lacked confidence in reassurances provided regarding future water

supply.

Discussion also covered:

- The impact of housing growth and population increases on water demand.
- Climate change and drought resilience.
- Leakage reduction and network maintenance.
- Reservoir development and future water resource schemes.
- Water efficiency measures and opportunities to reduce demand.
- The need for stronger engagement between water companies, local authorities and regulators.
- The importance of recognising the unique challenges faced by the South East compared to other regions.

County council representatives outlined ongoing work to strengthen regional collaboration on water resilience and planning and highlighted opportunities for alignment between existing partnerships and the stakeholder group.

6. SOUTH EAST WATER RIGHT TO REPLY

Representatives from South East Water thanked councils for establishing the forum and welcomed the opportunity for ongoing engagement.

South East Water acknowledged the concerns raised and recognised the need to improve communication, transparency and resilience across its network.

The company outlined several ongoing and planned initiatives, including:

- Development of long-term water resource and resilience schemes.
- Planned investment in infrastructure and network improvements.
- Programmes aimed at reducing leakage and managing demand.
- Continued work on reservoir proposals and additional water resource options.
- Enhanced incident response arrangements and stakeholder communications.
- Increased engagement with local authorities regarding housing growth forecasts and future demand requirements.

South East Water advised that it wished to work collaboratively with councils and regulators to better understand local concerns and identify practical solutions.

Discussion also covered the relationship between South East Water, regulators and emerging national initiatives, including work being undertaken through regional and national water planning forums.

Members welcomed the commitment to continued engagement and requested that future discussions focus on measurable progress and delivery.

South East Water representatives then left the meeting.

7. NEXT STEPS FOR GROUP (MATTHEW ARCHER - CANTERBURY CITY COUNCIL)

The group considered future governance arrangements.

Members expressed support for adopting a model similar to the Southern Water Stakeholder Group established by Wealden District Council, including the creation of:

- A wider stakeholder group.
- A smaller working group to support agenda setting and the development of work programmes.

The working group would be responsible for preparing draft terms of reference, identifying priorities and helping to coordinate future activity, including agenda setting.

Chris Bending (Wealden District Council) offered to assist with the development of the working group and the next stages of the group's work, drawing on experience from the Southern Water Stakeholder Group. Members noted that further nominations to the working group may be received from authorities present and authorities not represented at the meeting.

There was general support for maintaining broad representation while ensuring the group remained focused and manageable.

Members also discussed the importance of:

- Maintaining a collaborative and constructive approach.
- Setting realistic objectives.
- Focusing on achieving long-term improvements rather than short-term outcomes.
- Avoiding duplication with existing regional initiatives where possible.

It was agreed that future meetings would continue to provide a forum for local authorities to share concerns and engage collectively on matters relating to water resilience and infrastructure.

The next phase of work would be progressed through a smaller working group, with an initial meeting to be arranged in advance of the next stakeholder group meeting. A further full stakeholder meeting could convene in early 2027, subject to the working group's consideration of priorities, timescales and availability.

Cllr Alan Baldock thanked members for their attendance and the meeting ended at 2:52 PM.

Cabinet
3 November 2026

Subject: Homelessness and Rough Sleeping Strategy and Plan to End Homelessness

Director and Head of Service:

Marie Royle, Director of People

Tracy Chambers, Head of Housing and Community

Officer:

Tracy Chambers, Head of Housing and Community

Cabinet Member:

Pip Hazelton, Deputy Leader of the Council and Cabinet Member for Housing and Planning

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

Summary and purpose of the report:

This report seeks approval of the Homelessness and Rough Sleeping Strategy and Homeless Action Plan. The Strategy sets out the vision and priorities for Canterbury City Council to prevent homelessness, reduce rough sleeping, improve outcomes for vulnerable residents and meet statutory duties. The Homelessness Action Plan sits alongside this to meet the statutory requirement of the National Plan to End Homelessness.

To resolve:

To adopt the Homelessness and Rough Sleeping Strategy and Homelessness Action Plan.

Next stage in process:

The Homelessness and Rough Sleeping Strategy and Homelessness Action Plan will be published on the Council's website.

Oversight of the strategy and action plan will take place through a monthly Homelessness Delivery Group.

1. Introduction

A revised Homelessness and Rough Sleeping Strategy has been developed following a review of homelessness need within the district and consultation with residents, partner organisations, stakeholders and individuals with lived experience of homelessness. The Strategy sets out the Council's strategic approach to preventing and reducing homelessness and rough sleeping over the next four years and establishes the key priorities that will guide service delivery and partnership activity across the district.

Alongside the Strategy, and in response to the requirements of the Government's National Plan to End Homelessness, a local Action Plan has been developed. The Action Plan provides a detailed framework for how the Council and its partners will contribute to the national ambition of preventing homelessness, reducing rough sleeping and improving outcomes for residents experiencing housing insecurity. Together, the Strategy and Action Plan provide the strategic and operational framework for homelessness service delivery and partnership working within the Canterbury district.

2. Detail

The Homelessness Act 2002 places a statutory duty on local housing authorities to publish a homelessness strategy at least every five years. The strategy must set out how the authority, and its partners will prevent homelessness, ensure sufficient accommodation and support is available for people who are homeless or at risk of homelessness, and reduce the incidence of homelessness and rough sleeping within the district.

The draft Homelessness and Rough Sleeping Strategy (Appendix 3) has been developed following a review of homelessness need and service provision within Canterbury district. In developing the Strategy, consideration has been given to the priorities and objectives contained within the Government's National Plan to End Homelessness, the Canterbury City Council Housing Strategy, the Council's Corporate Plan, and the Kent and Medway Housing Strategy. The Strategy also reflects local evidence, emerging trends and feedback received during stakeholder engagement and consultation activities.

The Strategy identifies four strategic priorities which will guide the Council's approach over the next four years:

1. Increase the prevention of homelessness through earlier intervention and targeted support.
2. Reduce and prevent rough sleeping through partnership working and sustainable housing solutions.
3. Improve access to homelessness services, advice and information.
4. Improve the quality and suitability of temporary accommodation and make the best use of available housing stock.

Following a Notice of Motion proposed by Councillor Rachel Carnac, this strategy takes a child-centred approach and includes a section on how this approach will be

embedded, as detailed in pages 4 to 5 (Appendix 3). This report and strategy now fully discharges the Notion of Motion actions agreed.

A public consultation on the draft Strategy was undertaken, and feedback was received from residents, statutory partners, voluntary and community sector organisations, housing providers and individuals with lived experience of homelessness. The Strategy has subsequently been amended to reflect the consultation responses received. Subject to approval, the Strategy will provide the Council's strategic framework for homelessness and rough sleeping services for the period 2026 to 2030.

In addition to the statutory homelessness strategy requirement, the Government's National Plan to End Homelessness requires all local authorities to develop and maintain a local Action Plan setting out how they will contribute to the national ambition of ending homelessness. The draft Plan (Appendix 4) has therefore been developed alongside the Strategy and translates the strategic priorities into a programme of deliverable actions, outcomes and performance measures.

The Action Plan adopts the Government's five national pillars:

1. Universal Prevention: Tackling the root causes of homelessness.
2. Targeted Prevention: Supporting those at greatest risk of homelessness.
3. Preventing Crisis: Helping people remain in their homes.
4. Improving Emergency Responses: Delivering safe, suitable and effective temporary accommodation and support.
5. Recovery and Prevention of Repeat Homelessness: Supporting long-term housing stability and reducing repeat homelessness and rough sleeping.

The plan may be subject to slight changes and additional actions as work continues with partners.

The Government has advised that all local authorities must have an approved local Action Plan in place by 1 December 2026. Approval of both the Homelessness and Rough Sleeping Strategy and the accompanying Plan will ensure Canterbury City Council meet its statutory obligations, aligns with national policy requirements and has a clear framework in place to address homelessness and rough sleeping across the district over the coming years.

3. Relevant Council policy, strategies or budgetary documents

Canterbury City Council's Corporate Plan 2024 to 2028

Canterbury City Council's Local Plan

Canterbury City Council's Housing Strategy 2026 - 2030

Canterbury City Council's Housing Allocations Policy

A National Plan to End Homelessness

Kent and Medway Housing Strategy

4. Consultation planned or undertaken

The Homelessness and Rough Sleeping strategy went out to an online consultation between 10 June 2026 and 2 September 2026 and details of the consultation can be found in Appendix 5. The feedback has influenced the content of the strategy, and changes have been incorporated in the revised version of the strategy.

There is no requirement for consultation of the Homelessness Action Plan, this has however been created giving consideration to feedback from the consultation of the Homelessness and Rough Sleeping Strategy.

The Homelessness and Rough Sleeping Strategy and Homelessness Action Plan was considered by Overview on 8 October 2026.

Councillors debated the report and made the following comments:

- Members welcomed the report and thanked officers for the clear and comprehensive strategy.
- It was noted that Members would welcome greater detail on how the strategy would be delivered, including timescales, responsibilities, funding arrangements, and performance monitoring.
- Clarification was sought regarding how delivery of the strategy would be monitored and overseen through existing Council arrangements, and it was suggested that this could be explained more clearly within the document.
- It was suggested that the strategy could include a simple flowchart or supporting information setting out how homelessness cases were managed, including referral, assessment and allocation processes.
- Officers advised that the strategy provided the high-level framework required by Government and that a detailed action plan would be developed through a strategic partnership group.
- Officers confirmed that the action plan would identify responsibilities, target dates and accountability arrangements, and agreed to provide greater clarity regarding governance arrangements.
- Members welcomed the inclusion of rural housing issues within the strategy and highlighted growing housing pressures within rural communities.
- It was emphasised that engagement with parish councils would be important when developing outreach events and advice sessions within villages.
- Concern was expressed regarding the limited availability of social rented housing in some rural areas and the challenges faced by rural workers and young people seeking to remain within their communities.
- Members highlighted the decline in traditional tied and rent-free accommodation provided to agricultural workers and the impact this could have on future housing need.
- It was suggested that opportunities for affordable housing delivery through rural exception sites could be explored further.
- Members highlighted the relationship between planning policy and rural housing need and suggested closer engagement with planning services on these issues.
- Officers agreed to consider the comments raised regarding rural housing issues and to discuss relevant planning matters with colleagues.

- It was suggested that parish councils could play a greater role in identifying residents who may be at risk of homelessness and in supporting early intervention.
- Members noted that parish councils often lacked knowledge of homelessness services and referral pathways and suggested that training and guidance could be provided. Officers welcomed the suggestion and agreed that greater partnership working with parish councils could support homelessness prevention work.
- Questions were raised regarding the potential use of modular housing schemes to provide additional temporary accommodation.
- Concerns were also raised regarding the impact of development viability assessments on the delivery of affordable housing.
- Members queried whether the strategy adequately reflected the housing pressures arising from prison releases.
- Officers advised that a range of housing options, including modular housing and property acquisition, were being explored to increase accommodation provision.
- Officers confirmed that work was already taking place with local prisons to identify individuals at risk of homelessness on release and to provide support before discharge.
- It was noted that opportunities to strengthen these arrangements further were being considered, subject to available resources.
- Clarification was sought regarding the process for reporting rough sleeping, including in rural locations.
- Officers advised that concerns could be reported through StreetLink and that outreach teams would investigate reports and seek to engage with individuals requiring support. Officers would recirculate details of StreetLink to councillors.
- Concern was raised regarding an apparent increase in veterans seeking housing assistance and the importance of ensuring effective signposting and support for veterans at risk of homelessness.
- Questions were raised as to whether partner organisations had experienced an increase in approaches from veterans facing housing difficulties.
- Officers agreed to liaise with the Council's Veterans Champion and relevant partner organisations to review available information, consider whether additional support or signposting was required, and explore whether further reference to veterans should be included within the strategy.
- Members thanked officers for their comprehensive responses and welcomed the overall direction of the strategy.

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

TO RECOMMEND (to Cabinet) the approval of the Homelessness and Rough Sleeping Strategy and Homelessness Action Plan.

As a direct result of feedback from Overview, we have included more information on the governance for the strategy.

We have included Armed Forces Veterans as a vulnerable group who we will work closer with partner agencies to prevent homelessness for, and we will be linking in with parish councils when we plan outreach in their areas to maximise engagement.

5. Options available with reasons for suitability

Option 1 – approve the Homelessness and Rough Sleeping Strategy and Homelessness Action Plan. (Recommended option)

This is the most suitable option to allow us to meet our statutory requirements and ensure a plan is in place before the deadline set by central government (1 December 2026).

Option 2 – Require amendments to the strategy and or the plan

Minor alterations to the draft strategy or plan could be accommodated. However, any major changes would delay the implementation and impact upon the statutory requirement to have an action plan in place.

6. Reasons for supporting option recommended, with risk assessment

Option 1 is recommended to ensure we meet the statutory requirement to have a Homelessness and Rough Sleeping Strategy, and the timescales can be met to have a plan in place to meet the requirements of the National Plan to End Homelessness.

7. Implications

(a) Financial

The strategy and plan will be delivered within current allocated budgets and resources.

(b) Legal

There is a statutory requirement to have a homelessness strategy as per the Homelessness Act (2002). There is also a requirement to have a plan in line with the National Plan to End Homelessness.

(c) Equalities

No negative impacts have been found for any groups, there are however several groups who may benefit from objectives within the strategy, by making best use of council stock to ensure disabled households can access properties and adaptation services, improving communication and access to services for vulnerable and excluded groups, intervening early to prevent homelessness and improving our response to survivors of domestic abuse.

(d) Environmental including carbon emissions and biodiversity

No impact found.

Contact Officer: Tracy Chambers, Head of Housing and Community

Background documents and appendices

Appendix 1 – Climate Change Impact Assessment

Appendix 2 – Equality Impact Assessment

Appendix 3 – Homelessness and Rough Sleeping Strategy

Appendix 4 – Homelessness Action Plan

Appendix 5 – Consultation Report

Additional document(s) containing information exempt from publication:

No

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

Topic	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	N e u t r a l	No impact	
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.	N e u t r a l	No impact	
Emission of other climate changing gases including methane, CFCs, nitrous oxide	N e u t r a l	No impact	

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
Neutral	No impact	

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

Appendix 2 - Equality Impact Assessment

Please be aware that in order to comply with the Public Sector Equality Duty 2010, this document will be made available to the public.

You should treat this as a live document and keep it under continuous review. You should do this by recording any issues you identify, along with any actions you take to minimise their impact.

Please refer to the [Equality Impact Assessment guidance](#) to help you in completing this form.

For the purposes of this form, we refer to your policy, function, project or service as a proposal.

We have contact with two groups who can be useful sounding boards as part of any consultation or pre consultation engagement. They are the Disability Advisory Board (DAP) and the Ethnic Minority Independent Council (EMIC), both are local groups. You can contact Matthew Archer for further advice.

Date of initial assessment	7 September 2026
Division	Housing and Community
Proposal to be assessed	Homeless and Rough Sleeping Strategy and Homelessness Action Plan
New or existing policy or function?	New version of existing policy and new action plan
External (i.e. public-facing) or internal?	External
Statutory or non-statutory?	Statutory
Your name	Tracy Chambers
Your job title	Head of Housing and Community
Your contact telephone number	
Decision maker (e.g. Community Committee, Management Team etc.)	Cabinet Committee
Estimated proposal deadline	3 November 2026

Please outline your proposal, including: • Aims and objectives • Key actions • Expected outcomes • Who will be affected and how • How many people will be affected	There is a statutory requirement for local housing authorities to produce a Homelessness Strategy and a plan to meet the requirements of the National Plan to End Homelessness. The strategy and plan aim to prevent homelessness, reduce rough sleeping and improve outcomes for vulnerable residents
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	This will impact anyone who is homeless or risk of homelessness. In 2025/26, we carried out 1,300 homeless assessments. This included 350 families with children, 593 clients where the main applicant was female, 689 clients where the main applicant was male, 10 clients were transgender and 8 preferred not to say. We had an overall age range of 16-88, with 148 main applicants aged between 16-20 405 main applicants aged between 21-30 297 main applicants aged between 31-40 207 main applicants aged between 41-50 130 main applicants aged between 51-60 77 main applicants aged between 61-70 and 36 main applicants aged between 71-88.
What relevant data or information is currently available about the customers who may use this service or could be affected? Please give details; for example "x% of customers are female" or "x% of customers are aged over 60"	N/a

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	No	
Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it	Yes	All who approach the service will have access to a consistent level of service appropriate to need
Foster good relations between persons who share a relevant protected characteristic and persons who do not share it	No	

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.

Your explanation should make it clear who the assessment applies to within each protected characteristic. For example, a proposal may have high relevance for young people but low relevance for older people; it may have a positive impact on women but a neutral impact on men.

Protected characteristic	Relevance to proposal High/ Medium/ Low/None	Impact of proposal Positive/ Neutral/ Negative	Explanation
Age	Medium	Positive	Will improve how our services will be communicated and accessed to ensure vulnerable residents, including older people are not disadvantaged.
Disability	Medium	Positive	Will improve how our services will be communicated and accessed to ensure vulnerable residents, including that disabled people are not disadvantaged. The review of our Allocations Policy will also ensure those in the highest priority need are allocated social housing and that we are making the best use of grants for the adaptation of properties to allow people to stay in their homes.
Gender reassignment	Medium	Positive	Improving how services are communicated and accessed will support early intervention and promote fairness and encourage those who may have a fear of engaging to do so.
Marriage and civil partnership	None	Neutral	
Pregnancy and maternity	Medium	Positive	Improving how services are communicated and accessed supports earlier intervention, promotes fairness, and ensures that vulnerable residents, including families with children are not disadvantaged.
Race	Medium	Positive	Improving how services are communicated and accessed supports earlier intervention, promotes fairness, and ensures that vulnerable residents, including families with children, young people and those with additional support needs, are not disadvantaged. We will ensure that barriers to accessing services such as lack of awareness, digital exclusion, language needs or fear of engagement are considered and improved.
Religion or belief	Medium	Positive	Improving how services are communicated and accessed supports earlier intervention, promotes fairness, and ensures that vulnerable residents, including families with children, young people and those with additional support needs, are not

			disadvantaged. We will ensure that barriers to accessing services such as lack of awareness, digital exclusion, language needs or fear of engagement are considered and improved.
Sex	Medium	Positive	We know that victims of Domestic Abuse are predominantly female. We are currently working towards Domestic Abuse Housing Alliance (DAHA) accreditation to ensure staff are equipped to deal with victims of domestic abuse.
Sexual orientation	None	Neutral	
Other groups: for example – low income/ people living in rural areas/ single 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.			Our strategy sets out how we will continue working towards the Domestic Abuse Housing Alliance (DAHA) accreditation and ensure our staff have the relevant training and understanding to communicate with, and advise domestic abuse victims, continuing our face-to-face presence at our local One-Stop Shops We will review the information on our website to highlight access points to vulnerable residents and those with support needs and consider a range of options for how contact can be made We will consider running regular satellite advice sessions offering homeless advice in rural areas to ensure we are reaching everyone in our District

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?	No
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)	No

What additional information would increase your understanding about the potential impact of this proposal?	None.
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If a consultation exercise is required as part of your proposal, please complete the consultation planning form on iCan.

Please update the section below if:

- You have amended your proposal
- You have new information
- You have undertaken consultation

Date of revised assessment	Click here to enter a date.
Have you made any changes to your initial assessment? If so, please give brief details	
Did you undertake consultation? – if yes, give date and the consultation results:	
Do you have new information which reveals any difference in views across the protected characteristics?	
Can any new conclusions be drawn as to how the proposal will affect people with different protected characteristics?	
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?	
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)	

Should you need to revisit your assessment more than once, please ensure that you provide details of any changes or new information and the date these amendments were made

Appendix 3

Canterbury City Council Homelessness and Rough Sleeping Strategy 2026 - 2030

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Foreword

We know the importance and difference that secure and safe accommodation can make to the life chances of all those who live in our district.

We know the impact not having a place to call home can have on health and, of course, the adverse effects on the development and achievements of children affected by homelessness.

Homelessness remains a key priority for Canterbury City Council, and we aim to build on the achievements of the last strategy to improve our response to homelessness and provide positive outcomes for those approaching our services for assistance.

Our overarching priority must be to prevent people becoming homeless in the first place. To tackle this, we will need to work with our partners and support services to identify those at risk at the earliest possible opportunity. We must also make sure our services are as accessible as possible to ensure we are getting advice and support to people at the time they need it most. To do this, we will use the data we hold to review and shape our services.

If people do become homeless, we will offer temporary accommodation and remain committed to helping people to move on into longer term accommodation as quickly as possible. Since the last Strategy we have reduced our reliance on expensive, unsuitable bed and breakfast accommodation and invested in purchasing our own temporary accommodation.

We do not underestimate the challenges we face, both economically and in practise, including the forthcoming changes as part of the Local Government Reorganisation. But our commitment to preventing homelessness and rough sleeping, providing safe and secure options in the private rented sector along with increasing our provision of affordable and social housing remain at the heart of our commitment to our residents.

1 Introduction

The Homelessness Act (2002) details housing authorities must create and implement a homelessness strategy at least every five years that sets out their key priorities for preventing and reducing homelessness and rough sleeping in their district. This is our Strategy for the four-year period (2026-2030).

The Council remains committed to our statutory obligations to prevent and relieve those who are homeless or at risk of homelessness and rough sleeping. We have all faced many challenges over the last few years, including the Covid 19 Pandemic and the ongoing cost of living crisis, and we are aware of the impact this has had on our residents. Homelessness has increased, not only in the Canterbury District but also nationally. These wider issues present a longer-term challenge and along with the pressures on council budgets, we must prioritise our plans and resources whilst being as ambitious and creative as we can.

Our Strategy focusses on the below four strategic priorities:

- 1. Increase prevention of homelessness through early intervention**
- 2. Reduce and prevent rough sleeping**
- 3. To improve access and information available for our services**
- 4. Raise the standards of temporary accommodation and make best use of housing stock**

A Child-Centred Approach

This Strategy adopts a child-centred approach, recognising that homelessness has a profound and long-lasting impact on children's health, emotional wellbeing, education and life chances. Where children are part of a household affected by homelessness, their best interests will be a primary consideration in all decision making, in line with the Children Act 1989 and the Council's wider safeguarding responsibilities.

We recognise that homelessness can disrupt schooling, access to early years provision, stability of relationships, and access to health and support services. Even short periods in temporary or unsuitable accommodation such as bed and breakfast accommodation, can have lasting consequences for children. Preventing homelessness for families, minimising disruption when homelessness cannot be avoided and supporting swift and stable move-on are therefore key priorities of this Strategy.

A child-centred approach means that:

- Children are seen, heard and considered in homelessness assessments and housing decisions;
- Families with children are prevented from becoming homeless wherever possible;
- Where temporary accommodation is required, it is safe, suitable and as close as possible to schools, support networks and health services;
- Length of stay in temporary accommodation is minimised, with a strong focus on rapid move-on to settled housing;
- Services work in partnership with children's services, education, health and the voluntary sector to address needs early and holistically.

This approach applies across all priorities in this Strategy and will inform how our services are designed, delivered and reviewed.

2. Context

Understanding Homelessness

Homelessness is a complex issue with wide-ranging causes and impacts. A person is considered homeless if they have no accommodation available to them which they have a legal right to occupy, or if it is not reasonable for them to continue to occupy their current accommodation. Homelessness can also include people who are unable to secure entry to their accommodation, those living in temporary or insecure arrangements, or those fleeing domestic abuse or other forms of harm.

Homelessness is not limited to those sleeping rough. Many people experience homelessness in less visible ways, including staying in temporary accommodation, sofa-surfing with friends or family, or living in accommodation that is overcrowded, unsafe or unsuitable. For families, homelessness can be particularly destabilising, often disrupting children's education, health, wellbeing and access to support networks.

Rough sleeping represents the most acute and visible form of homelessness. Rough sleepers are people who are bedded down or about to bed down in the open air or in places not designed for habitation, such as doorways, parks, stairwells, vehicles or derelict buildings. While numbers in Canterbury remain relatively low compared with national figures, rough sleeping continues to present significant risks to health, safety and wellbeing and remains a priority within this Strategy.

Legislative and Policy Framework

This Strategy is developed within the statutory framework set out in Part 7 of the Housing Act 1996, as amended by the Homelessness Reduction Act 2017. The legislation places duties on local housing authorities to prevent and relieve homelessness for all eligible households, regardless of priority need, local connection or intentionality.

The Homelessness Reduction Act 2017 marked a significant shift towards earlier intervention, extending the period during which a household is considered threatened with homelessness from 28 to 56 days and placing new requirements on councils to work proactively with households to prevent homelessness wherever possible.

Local authorities also have responsibilities under wider legislation, including the Children Act 1989, the Domestic Abuse Act 2021 and safeguarding duties, which require that the welfare and safety of children are central to decision making where families are affected by homelessness.

National Context

Homelessness has increased nationally in recent years, driven by a combination of factors including:

- Rising housing costs and affordability pressures
- A shortage of social and genuinely affordable housing
- Growing demand within the private rented sector
- Wider economic pressures, including the cost-of-living crisis
- Increasing complexity of need among households seeking assistance

National data also shows an increase in the number of households living in temporary accommodation and an increase in families with children affected by homelessness. The use of Bed and Breakfast accommodation has risen in many areas, despite recognition that it is often unsuitable for families and can have detrimental impacts on children's wellbeing and development.

Local Context: Homelessness in the Canterbury District

Homelessness remains a significant and growing challenge within the Canterbury district. Demand for homelessness advice and assistance has increased sharply in recent years. In 2024/25 there were 939 approaches for homelessness advice, rising to 1,270 in 2025/26—an increase of 35%.

In September 2025, there were 160 households living in temporary accommodation, including 50 households with children, comprising 123 children. This reflects the increasing pressure on temporary accommodation and the growing number of families requiring support.

The most common reasons for households approaching the Council as homeless include:

- The ending of an assured shorthold tenancy
- Being asked to leave by family or friends
- Domestic abuse

There has also been a notable increase in households presenting with support needs, rising from 71 at the end of March 2024 to 116 by March 2025. This reflects the increasing complexity of homelessness and the need for joined up, multi-agency responses.

Children, Families and Young People

Children and young people are disproportionately affected by homelessness. Alongside the growing number of families in temporary accommodation, the Council has seen a significant increase in young people aged 18–24 assessed as being owed a homelessness duty, rising from 37 at the end of March 2024 to 55 by March 2025.

For children, homelessness can result in:

- Disruption to education and early years provision
- Increased emotional and mental health needs
- Reduced access to healthcare and support services
- Social isolation and instability

Recognising these impacts, this Strategy places a strong emphasis on prevention for families, minimising time spent in temporary accommodation, and ensuring that housing solutions support children's safety, stability and development.

Housing Supply and Affordability

The shortage of affordable housing remains one of the most significant structural drivers of homelessness locally. At the end of March 2025, there were 1,356 households on the social housing register, rising to 1,377 in 2026, reflecting ongoing pressure on available housing stock.

Limited turnover of social housing, combined with affordability pressures in the private rented sector, means that many households face prolonged stays in temporary accommodation or difficulty securing settled housing. Addressing these pressures requires not only increasing supply but also making the best use of existing housing stock and strengthening partnerships with registered providers and private landlords.

Why This Strategy Matters

This Strategy sets out Canterbury City Council's response to these challenges over the next four years. It recognises that homelessness is preventable in many cases, that early intervention delivers better outcomes for residents and better value for public services, and that children's welfare must be central to local responses.

By focusing on prevention, partnership working, a child centred approach and effective use of housing resources, the Council aims to reduce homelessness, prevent rough sleeping, and improve outcomes for individuals, families and communities across the district.

3. Our priorities

Priority 1: Increase our prevention of homelessness through early intervention

Preventing homelessness at the earliest possible stage delivers the best outcomes for residents and represents the most effective use of public resources. For individuals and families, remaining in their existing home avoids the disruption that homelessness can cause to employment, education, health and support networks. For children, prevention is particularly critical, as homelessness can have lasting impacts on wellbeing, development and educational attainment.

Demand for homelessness services in the Canterbury district has increased significantly, reflecting wider pressures within the housing market and rising living costs. Early intervention allows the Council and its partners to identify risks sooner, provide timely advice and support, and reduce the number of households entering crisis. By strengthening prevention activity, the Council can reduce reliance on temporary accommodation, limit avoidable trauma for households, and create more sustainable housing outcomes.

How we will achieve this:

- By building stronger relationships with our partners and support services, by looking at regular meetings to encourage collaboration which identifies those at risk at the earliest possible opportunity. This includes our public service and voluntary sector colleagues. We will review how effective this has been by analysing our Duty to Refer approaches and data gathered from internal systems.
- By widening our approach to how our homeless services can be accessed, taking our services into the district to make sure harder to reach communities are encouraged to seek assistance as soon as they need it. We will consider how we can reach those in rural areas and also how we can work with community and voluntary organisations to ensure our approach is inclusive.
- By effectively engaging and building relationships with landlords in the private sector to ensure we are offering advice and support to prevent homelessness at an early stage.

- Consider the introduction of Single Point of Contact for those leaving prison to co-ordinate and give consistency leading up to discharge.
- Work with our partners to support newly granted refugees in our area to ensure they receive information and advice at the earliest opportunity
- Continue to work with partners on those leaving care and our Armed Forces veterans to look at ways to prevent homelessness by making the best use of our Housing Needs Register, offers in the Private Sector and also understanding what options we need to consider for supported accommodation
- Develop family focused prevention pathways, including, early budgeting and debt advice for families and interventions through schools.
- By maximising our funding opportunities from Central Government to target the prevention of homelessness. This may be by providing rent in advance or deposits for properties in the private sector or adaptations to properties that will allow people to stay in their homes.

Priority 2: To reduce and prevent rough sleeping

Rough sleeping represents the most visible and severe form of homelessness and poses serious risks to health, safety and wellbeing. While the number of people sleeping rough in Canterbury is relatively low compared to national figures, the district experiences persistent challenges related to long-term and repeat rough sleeping, often involving individuals with complex needs.

Preventing rough sleeping and supporting rapid routes off the street improves outcomes for individuals and communities and reduces pressure on emergency services. Effective responses require early identification of risk, coordinated multi-agency support, and access to suitable accommodation options. This priority reflects the Council's commitment to preventing people from entering street homelessness and ensuring that those who do are supported to move quickly into stable accommodation with the right level of ongoing support.

How we will achieve this:

- By increasing early intervention, using data and risk assessments to identify vulnerability 3-6 months before crisis

- Develop personalised recovery plans for entrenched rough sleepers
- Increase the number of individuals who are able to remain in their accommodation through earlier interventions.
- Expand our private sector links as part of the Rapid Rehousing model
- Develop ways to work with our partners to offer early advice and support to single people at risk of homelessness or rough sleeping
- Support wider inclusion health strategies to ensure no-one is discharged onto the streets, using our Hospital Pathways Homeless worker to assist and advise on in-patients with multiple needs
- Increase accommodation offers for those rough sleeping to provide a personalised and immediate offer
- Strengthen pathways for 16–25-year-olds, particularly care leavers and young parents, working jointly with Children's Services and commissioned youth homelessness services.
- Work with services to ensure those in accommodation receive the support the need to maintain their tenancy

Priority 3: To improve how we communicate and provide advice

Accessible, timely and high-quality advice is fundamental to preventing homelessness and ensuring residents receive the right support at the right time. Barriers to accessing services such as lack of awareness, digital exclusion, language needs or fear of engagement can result in households seeking help only when they are already in crisis.

Improving how services are communicated and accessed supports earlier intervention, promotes fairness, and ensures that vulnerable residents, including families with children, young people and those with additional support needs, are not disadvantaged. Clear communication and consistent advice also help residents to understand their rights and responsibilities, support meaningful engagement with personalised housing plans, and contribute to better housing outcomes.

How we will achieve this:

- We will review the information on our website to highlight access points to vulnerable residents and those with support needs and consider a range of options for how contact can be made.

- We will produce clear Personalised Housing Plans for each household, which are reviewed regularly and where expectations on both sides are understood and committed to.
- We will consider running regular satellite advice sessions offering homeless advice in rural areas to ensure we are reaching everyone in our District
- We will continue working towards the Domestic Abuse Housing Alliance (DAHA) accreditation and ensure our staff have the relevant training and understanding to communicate with, and advise domestic abuse victims, continuing our face-to-face presence at our local One-Stop Shops
- We will regularly review our data to identify those who may experience barriers including any harder to reach groups, such as those with disabilities in accessing our services and use that data to shape the provision of our services.
- We will use the results of our data to establish work with partners to ensure we have links to relevant agencies or third sector organisations to provide targeted support. We will review points of contact, to ensure people do not need to tell their story more than once and where we can, create Single Points of Contact within our services.
- Develop child aware assessments, ensuring officers consider:
 - Children's educational needs
 - Health, disability or SEND needs
 - Impact of accommodation location and suitability

Priority 4: Raise the standards of temporary accommodation and make best use of housing stock

Safe, suitable and good-quality temporary accommodation is essential to supporting households experiencing homelessness, particularly families with children and those with additional vulnerabilities. Although temporary accommodation is intended to be a short-term measure, housing supply pressures mean some households experience longer stays, making standards of safety, suitability and location increasingly important.

Alongside this, a shortage of affordable housing remains a key driver of homelessness locally and nationally. High demand for social housing, limited turnover and affordability pressures in the private rented sector increase reliance on temporary accommodation.

By improving the quality and suitability of temporary accommodation and making better use of existing housing stock, the Council can reduce reliance on unsuitable placements such as bed and breakfast, improve move-on rates, and ensure housing resources are targeted effectively to those in greatest need.

How we will achieve this:

- By continuing to undertake robust suitability assessments when placing households into temporary accommodation and we will look at how we can ensure standards of Temporary Accommodation are met and maintained
- Reduce reliance on private sector accommodation through purchasing of own temporary accommodation
- Limit the usage of bed and breakfast accommodation
- Reduce levels of out of area placements for temporary accommodation
- Work with our social housing landlords to build relationships to further help us in housing our statutory homeless households, including:
 - Having input into decisions on planning arrangements for any new build properties and making sure they are agreed and informed by the make-up of our district
 - Where we are able, we will seek agreement to a small percentage of new build properties being allocated to homeless households
- We will review our Allocations Policy to ensure it still reflects the need of our District and that properties continue to be allocated to those in the highest priority need
- We will consider schemes to assist those under occupying social housing to move to a smaller property, which will free up larger family accommodation.
- We will continue to build our links across council services to make sure we are doing all we can to help people stay in their own homes where possible, making the best use of our Disabled Facilities Grant for adaptations to properties.
- We will engage in the requirement to produce a Supported Housing Strategy to understand current availability currently and establish our future needs for this type of accommodation.

4. How we will deliver our strategy

Delivery of this Strategy will be underpinned by partnership working, strong governance, a child-centred approach, and continuous review of outcomes.

Partnership Working

We recognise that homelessness cannot be addressed by the Council alone. Effective delivery will rely on strong collaboration with partners, including:

- Kent County Council, including Children's Services and Public Health
- Education providers and early years services
- Health services
- Housing providers and private landlords
- Voluntary and community sector organisations

We will strengthen referral pathways, information sharing (where appropriate), and joint planning to ensure families and individuals receive timely, coordinated support.

Child-Centred and Trauma-Informed Practice

All homelessness services will work in a way that:

- Considers the needs and wellbeing of children in homeless households
- Is trauma-informed, recognising the impact of homelessness, domestic abuse and instability
- Ensures safeguarding responsibilities are understood and acted upon at all stages

Governance and Accountability

- The Strategy will be overseen through the creation of a Homeless Strategic Board comprising of Council staff and our key partners.

- A delivery action plan will be developed with the Strategic Board to , setting out:
 - The governance process
 - Clear actions on how we will take the Strategy forward, including
 - Lead officers
 - Timescales
 - Performance measures

Monitoring, Review and Data

We will use data to:

- Track homelessness trends, including the number of households with children in temporary accommodation
- Monitor length of stay in temporary accommodation for families
- Identify inequalities or barriers to access

The Strategy will be reviewed annually to ensure it remains responsive to:

- Changes in demand
- Legislative changes
- Economic pressures
- The needs of children and families in the district

Listening and Learning

We will seek feedback from:

- Residents who have experienced homelessness
- Families and young people using our services
- Partner organisations

This learning will be used to improve service design and outcomes over the lifetime of the Strategy.

5. Links to other strategies

[Housing, homelessness and rough sleeping strategy 2018 - 2023](#)

[Canterbury City Council Corporate Plan 2024 to 2028](#)

[Canterbury City Council Local Plan](#)

[Kent & Medway Housing Strategy](#)

[Housing Allocations Policy](#)

Appendix 4

Draft - Canterbury City Council

Homelessness Action Plan – Response to the National Plan to End Homelessness

2026

The Government's National Plan to End Homelessness requires local authorities to develop and maintain a local action plan setting out how they will contribute to the national ambition to prevent homelessness, reduce rough sleeping and improve outcomes for people experiencing housing insecurity. This Action Plan has been developed in response to that requirement and provides Canterbury City Council's framework for delivering these objectives at a local level over the coming years.

The Council recognises that homelessness cannot be addressed by housing services alone. The causes of homelessness are often complex and linked to poverty, poor health, domestic abuse, employment insecurity, contact with the criminal justice system, family breakdown and a lack of suitable housing. Successful prevention therefore requires coordinated action across public services, housing providers, health partners, support agencies, the voluntary and community sector and people with lived experience of homelessness.

The Plan builds on the evidence set out within Canterbury City Council's Homelessness and Rough Sleeping Strategy and is informed by the Government's Local Outcomes Framework.

This Action Plan adopts the five national pillars of the National Plan to End Homelessness:

1. Universal Prevention: Tackling the root causes of homelessness.
2. Targeted Prevention: Supporting those at greatest risk of homelessness.
3. Preventing Crisis: Helping people remain in their homes.
4. Improving Emergency Responses: Delivering safe, suitable and effective temporary accommodation and support.
5. Recovery and Prevention of Repeat Homelessness: Supporting long-term housing stability and reducing repeat homelessness and rough sleeping.

This Action Plan reflects Canterbury City Council's commitment to preventing homelessness wherever possible, ensuring that homelessness is rare, brief and non-recurring, and working with partners to improve outcomes for residents across the district.

The plan should be read in conjunction with our long-term rough sleeping plan, which outlines the activities we will undertake to address this specific area of homelessness in more detail.

Pillar 1 – Universal Prevention, tackling the root cause of homelessness

Our overarching priority must be to prevent people becoming homeless in the first place. To tackle this, we will need to work with our partners and support services to identify those at risk at the earliest possible opportunity. We must also make sure our services are as accessible as possible to ensure we are getting advice and support to people at the time they need it most.

We will make sure social housing reaches the people who need it most by making the best use of our housing stock. This will include:

- Working with our social housing landlords to build relationships to further help us in housing our statutory homeless households, including:
 - Having input into decisions on planning arrangements for any new build properties and making sure they are agreed and informed by the make-up of our district
 - Where we are able, we will seek agreement to a small percentage of new build properties being allocated to homeless households
- Reviewing our Allocations Policy to ensure it still reflects the need of our District and that properties continue to be allocated to those in the highest priority need
- Considering schemes to assist those under occupying social housing to move to a smaller property, which will free up larger family accommodation.
- Using the Ending Rough Sleeping Risk Assessment Tool (ERSRAT) and management information to identify vulnerability 3–6 months before crisis.
- Revisiting the development of a Prevention Hub, building on Porchlight's previous work, bringing together outreach staff, tenancy sustainment, and early advice for single people at risk.
- Delivering earlier practical interventions to reduce the likelihood of crisis intervention.
- Attending pre-eviction meetings with Porchlight to prevent repeat homelessness.
- Holding weekly move-on meetings to ensure that supported housing allocations reflect the highest need individuals.
- Expanding Private Rented Sector links as part of the Rapid Rehousing model – potentially linking into a wider workstream to access to the private rented sector.

We also recognise that supported housing that provides help with life skills for young people as well as those with mental health needs or physical conditions can be a helpful tool in the prevention of homelessness and rough sleeping.

We will engage in the requirement to produce a Supported Housing Strategy to understand current availability currently and establish our future needs for this type of accommodation and strengthen current supported accommodation pathways, so capacity is consistently available for those requiring intensive support.

Pillar 2 – Targeted prevention, support for people at higher risk of homelessness

We know that those leaving the care system, prison or hospital are more likely to face homelessness or rough sleeping. We also know that survivors of domestic abuse or migrants may need tailored support to meet their needs.

Our targeted interventions will strengthen key working, multi-agency planning, and transitions from institutions. We will

- Build stronger relationships with our partners and support services to identify those at risk at the earliest possible opportunity. This includes our public service and voluntary sector colleagues. We will review how effective this has been by analysing our Duty to Refer approaches and data gathered from internal systems.
- Establish a multi-agency panel to coordinate support around our Target Priority Group, involving East Kent Mental Health Rough Sleeping Service, Primary Care, Adult Social Care, Forward Trust, Porchlight, DWP, and Rising Sun.
- Use coordinated case management to reduce crisis escalation and support pathways into recovery.
- Work to ensure no one is discharged onto the streets by supporting the Pathways team and wider inclusion health strategies.
- Ensure our Hospital Pathways Homeless Officer attends weekly multi-disciplinary team meetings for in-patients with complex needs.
- Strengthen partnerships to reduce the need for formal escalation routes to Adult Social Care.
- Improve shared understanding of duties, risk, and opportunities for joint working.
- Test personalised, flexible interventions for entrenched rough sleepers.
- Contribute directly to national ambitions to halve long term rough sleeping.
- Continue to attend regular prison release panel meetings so that we are able to plan for safe accommodation from day of release

- Support people leaving prison with accommodation searches and reconnection, enabling work readiness and stability
- Consider the introduction of Single Point of Contact for those leaving prison to co-ordinate and give consistency leading up to discharge
- Continue to work with partners on those leaving care to look at ways to prevent homelessness by making the best use of our Housing Needs Register, offers in the Private Sector and also understanding what options we need to consider for supported accommodation.
- Work with our partners to support newly granted refugees in our area to ensure they receive information and advice at the earliest opportunity. This will be supported by the work happening towards achieving District of Sanctuary status.
- Continue working towards the Domestic Abuse Housing Alliance (DAHA) accreditation and ensure our staff have the relevant training and understanding to communicate with, and advise domestic abuse victims, continuing our face-to-face presence at our local One-Stop Shops
- Improve joint work with IDVA services where domestic abuse intersects with criminal justice involvement and homelessness risk

Pillar 3 – preventing crisis – helping people stay in their homes

Preventing homelessness at the earliest possible stage delivers the best outcomes for residents and represents the most effective use of public resources. For individuals and families, remaining in their existing home avoids the disruption that homelessness can cause to employment, education, health and support networks

Early intervention allows the Council and its partners to identify risks sooner, provide timely advice and support, and reduce the number of households entering crisis. By strengthening prevention activity, the Council can reduce reliance on temporary accommodation, limit avoidable trauma for households, and create more sustainable housing outcomes.

For those at imminent risk of homelessness we will help them to stay in their current home by:

- Engaging and building relationships with landlords in the private sector to ensure we are offering advice and support to prevent homelessness at an early stage.
- Consider running regular satellite advice sessions offering homeless advice in rural areas to ensure we are reaching everyone in our District
- Developing family focused prevention pathways, including, early budgeting and debt advice for families and interventions through schools

- Maximising our funding opportunities from Central Government to target the prevention of homelessness. This may be by providing rent in advance or deposits for properties in the private sector.
- Continuing to build our links across council services at an early stage to make sure we are doing all we can to help people stay in their own homes where possible.
- Make the best use of our Disabled Facilities Grant for adaptations to properties.
- Introduce a landlord liaison post to improve relationships with private providers to increase access to private accommodation and prevent homelessness in the private sector at the earliest possible stage.
- Increase the number of individuals who are able to remain in their accommodation through earlier interventions, ensuring assessments of housing need are completed in a timely way and excluders/services are contacted at the earliest stage.
- Reduce repeat homelessness through tailored engagement, practical support, and personalised housing plans.
- Improve transitions from outreach to Housing Led units.
- Strengthen housing and support alignment to maintain long term stability.
- Hold monthly multi-agency operational panels for individuals at immediate risk of losing supported housing.
- Work with partners to raise awareness of services and emphasise the shared responsibility across partners to prevent crisis escalation.

Pillar 4 – Improving emergency responses – improving temporary accommodation and making people’s experiences better if they do become homeless

Safe, suitable and good quality temporary accommodation is essential to supporting households experiencing homelessness, particularly families with children and those with additional vulnerabilities. Although temporary accommodation is intended to be a short-term measure, housing supply pressures mean some households experience longer stays, making standards of safety, suitability and location increasingly important.

If we cannot prevent homelessness and need to offer temporary accommodation, we will

- Continue to limit the usage of bed and breakfast accommodation.
- Reduce levels of out of area placements for temporary accommodation.
- Continue to reduce reliance on private sector accommodation through purchasing of own temporary accommodation

- Continue to undertake robust suitability assessments when placing households into temporary accommodation, recognising that needs might change.
- Use our Landlord Liaison Post to increase access to the private sector to offer longer term solutions in the private sector for those in temporary accommodation.
- Continue to build relationships with our temporary accommodation providers to address and resolve issues quickly and with minimal disruption to clients.
- Embed emergency accommodation provision within the year round pathway, improving triage and reducing returns to rough sleeping.
- Improve the flow of individuals through supported accommodation, ensuring stays are brief, safe, and purposeful, and that clear move on plans are in place.
- Prioritise entrenched rough sleepers who require consistent, relationship based support.
- Ensure no one facing acute risk (mental health, safeguarding, or substance use) is placed without a multi-agency safety plan

Pillar 5- recovery and preventing repeat homelessness- ensuring people don't experience homelessness more than once and halving long-term rough sleeping

We know that once a person is in accommodation, without support from services and the wider community, this can sometimes not be enough. We need to have measures in place to stop repeat homelessness. To do this, we will:

- Use our links to our voluntary, community and faith sector organisations to inform our clients of the support available to them in the community.
- Engage with the Local Health Alliance to review wider health impacts and look at interventions to reduce repeat homelessness.
- Through personalised assistance, signposting and practical interventions, we will help individuals maintain accommodation, improve wellbeing and reduce the risk of repeat homelessness.
- Develop personalised recovery plans for entrenched rough sleepers.
- Coordinate with partners to meet national long-term reduction targets.
- Embed lived experience into service planning and evaluation via the Canterbury Homeless Partnership.
- Support a peer navigation role to aid engagement and recovery.
- Strengthen engagement with the Primary Care homeless nurse.
- Improve communication with ICB mental health teams to support stability.

- Expand volunteering, training, and employment readiness opportunities with Catching Lives, Porchlight, and local charities

Rough Sleeping Reduction and Long-Term Rough Sleeping Plan

A separate Rough Sleeping Delivery Plan which supports the national ambition to halve long-term rough sleeping will support this plan.

The detailed Rough Sleeping Delivery Plan will be maintained as a supporting document and reviewed annually.

Temporary Accommodation Standards, Safety and Suitability

The Council is committed to ensuring all temporary accommodation is safe, suitable and appropriate for the households placed within it.

Accommodation Standards

All temporary accommodation providers must:

- Meet statutory housing health and safety requirements.
- Comply with fire safety legislation.
- Meet minimum space standards.
- Provide safe and secure accommodation.
- Maintain appropriate safeguarding procedures.
- Undergo regular inspections by the Council.

Suitability Assessments

Before every placement the Council will consider:

- Household composition.
- Medical requirements.
- Disability needs.
- Education requirements.
- Employment location.
- Risk of domestic abuse.
- Support requirements.
- Access to transport and services.

Suitability reviews will be completed whenever circumstances change.

Management Standards

Providers are expected to:

- Have clear management arrangements.
- Maintain 24-hour emergency contact provision.
- Provide behaviour management policies.
- Operate safeguarding procedures.

Location Principles

The Council will aim to:

- Minimise out-of-area placements.
- Keep households close to support networks.
- Keep children near schools where possible.
- Prioritise accommodation within Canterbury district.
- Use accommodation outside the district only where no suitable local option exists.

There will be a separate Temporary Accommodation Policy to support these objectives.

Local Outcomes Framework Targets

Targets have been set for annual improvements against the Government's Local Outcomes Framework metrics using the July-September 2025 baseline.

Outcome Measure	Baseline Sept 2025	2026 Target	2027 Target	2028 Target
Households with children in temporary accommodation per 1000 households	0.73	Baseline	-2%	-4%
Households with children in B&B over 6 weeks	0	Zero	Zero	Zero
Success at preventing and relieving homelessness	45%	46%	48%	50%
Success at preventing and relieving homelessness for those experiencing multiple disadvantage	23%	Baseline	30%	37%
People sleeping rough long-term	21	-10%	-30%	-50%

People sleeping rough on a single night	29	-10%	-30%	-50%
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Annual targets will be reviewed following publication of updated Government datasets and Local Government Reorganisation arrangements.

Rationale for targets

For households with children in temporary accommodation per 1000 households, we are currently tracking lower than the South East at 2.45 and also Kent at an average of 2.08. The target has therefore been set to reduce the baseline 0.73 per 1,000 households to 0.7 per 1,000 households by 2028.

Households with children in B&B over six weeks – we have been meeting this target for some time, in line with legislation and will continue to do so, the target has therefore been set at zero to continue this trend.

Success at preventing and relieving homelessness – the South East baseline is 44% and Kent has an average of 47.6%. The target set for 50% by 2028 is in line with this.

Success at preventing and relieving homelessness for those experiencing multiple disadvantage – this is a relatively newly monitored data set. The average across Kent at September 2025 was 37% and 35% for the South East. The target has therefore been set to align us with other Kent authorities.

People sleeping rough on a single night - the governments ambition is to halve rough sleeping by the end of this parliament and as such the target has been set at 50% reduction by 2028.

People sleeping rough long-term – as above the target has been set at 50% for long term rough sleeping, alongside rough sleeping on a single night to assist with the overall reduction.

Governance and Monitoring

A Homelessness Strategy Board will be set up to oversee delivery of the Plan. Subject to agreement, the intended membership will include:

- Head of Housing and Community
- Street Population Co-ordinator
- Homelessness Policy and Programme Officer
- Public Health
- Kent County Council Adult/Children's Services
- Probation Service

- Department for Work and Pensions
- Homeless support services in Canterbury

The Board will meet quarterly to:

- Monitor performance against Local Outcomes Framework measures.
- Review homelessness trends.
- Monitor rough sleeping and temporary accommodation use.
- Review delivery of agreed actions.
- Escalate barriers requiring strategic intervention.

Operational Governance

A monthly Homelessness Delivery Group will monitor through business as usual reporting and will:

- Review operational performance.
- Monitor the use of temporary accommodation and review the number of complaints received.
- Review long term rough sleeping cases and record increases and outcomes.
- Monitor prevention and relief outcomes.
- Track delivery of action plan milestones.
- Review the number of out of area placements and arrangements for move on where families are out of area
- Review the outcome of inspections with Private Sector Housing to monitor and review temporary accommodation within the Canterbury district.

Appendix 5

Homelessness and rough sleeping strategy 2026-2030

Consultation report

September 2026

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1. Introduction

We invited residents, organisations and community partners to share their views on our draft Homelessness and Rough Sleeping Strategy 2026-2030.

Under the Homelessness Act 2002, housing authorities must produce and implement a homelessness strategy at least every five years.

This strategy sets out our key priorities for preventing and reducing homelessness and rough sleeping across the Canterbury district for the period to 2026 to 2030.

We wanted to hear from residents, frontline organisations and anyone with lived experience of homelessness, to make sure our priorities reflect the needs of our communities.

The consultation asked for views on:

- the four strategic priorities in the draft strategy and whether the proposed approaches would be effective
- how well the strategy supports children and families affected by homelessness
- whether anything was missing from the draft
- how realistic the strategy is to deliver given the current funding and housing pressures
- which partners the council should be working with

The consultation ran from Wednesday 10 June to Wednesday 2 September 2026.

2. Executive summary

Responses received

- 21 responses were received to the online survey, three of which were from people with lived experience of homelessness
- 15 people with lived experience of homelessness were interviewed by the Housing Solutions Team and Porchlight
- 15 representatives from community and partner organisations attended a stakeholder workshop
- three written representations were received

Survey findings

- all 21 survey respondents strongly supported or supported each of the four strategic priorities, with no respondent opposing or strongly opposing any of them
- Priority 2, to reduce and prevent rough sleeping, received the highest proportion of strongly support responses (20 of 21)
- views on whether the proposed approaches for each priority would be effective were more mixed than views on the priorities themselves
- 13 of 21 respondents were not sure what the early intervention approaches would be effective and 11 of 21 were not sure about the rough sleeping approaches
- communication and advice received the most confidence, with 13 of 21 respondents saying the proposed approaches would be effective
- views on deliverability were evenly split, with 10 respondents saying the strategy is realistic and deliverable given the current funding and housing pressures, one saying it is not, and 10 not sure
- 17 of 21 respondents found the draft strategy very easy or easy to read understand

Themes from free-text responses

- across the survey's free-text responses, the need for clearer delivery detail was the most consistent theme, raised in relation to nearly every priority: respondents asked for specific actions, targets, timelines and clarity on how commitments would be sourced.
- concerns about funding and resourcing were raised most frequently in relation to deliverability (15 comments) but recurred across several other questions too
- housing supply and affordability was another recurring theme, raised in relation to nearly every priority
- support for prevention and early intervention was raised strongly in relation to both Priority 1 and Priority 2 (20 comments each), often alongside calls for a genuinely joined-up, multi-agency approach rather than single-service responses

Lived experience interviews

- interviews with 15 people with lived experience of homelessness highlighted the value of responsive and helpful staff
- staff from both council and the voluntary sector were highlighted repeatedly, with regular proactive contact and updates described as reducing stress
- early contact with services such as health visitors, probation and the Job Centre helped connect some participants to housing support before their situation escalated
- referral through a voluntary sector support worker was described as leading to a fast move into safe accommodation in one case, and financial support with rent in advance and a deposit was credited with preventing homelessness in another
- they also identified barriers including confusing or repetitive processes, having to retell their story to multiple services and response times that felt long relative to the urgency of a person's situation
- barriers such as embarrassment or stigma prevented some people from seeking help earlier
- gaps in understanding of welfare and housing law, and in how vulnerability is assessed, were also raised
- safety concerns and poor physical conditions were raised in relation to temporary accommodation
- one participant described a disability or neurodivergent condition not being sufficiently understood or accommodated by services
- the strategy could be strengthened by providing continuity through a single point of contact, clear up-front information about temporary accommodation, greater consistency in how vulnerability and disability are recognised and stronger partnership with voluntary sector organisations, which were credited with playing a role in several positive outcomes

Stakeholder engagement

- a stakeholder workshop, attended by 15 representatives from voluntary and charitable organisations, the police, education providers and health services, identified named contacts, single points of contact and closer multi-agency working as key to improving how services work together
- participants also raised concerns about staff capacity, funding security, and access for people who are digitally excluded, and discussed how the four priorities could be strengthened and delivered in practice

Written representations

- three written representations were received, one of which was from a person with lived experience of homelessness
- these included a recommendation for a Personal Development Record and allocated mentor for families in temporary accommodation, a submission from a resident with limited knowledge of the subject supportive of engaging directly with people with lived experience and a submission from CPRE Kent raising concerns about the strategy's treatment of rural homelessness and the affordability of housing in rural areas

3. Consultation methodology

Consultation took place between Wednesday 10 June and Wednesday 2 September 2026.

The following methods were used to seek views:

- an online questionnaire, which received 21 responses
- a paper version of the questionnaire, for which no responses were received
- interviews conducted by the Housing Solutions Teams, Rough Sleeper Teams and the charity Porchlight, with people with lived experience of homelessness, of which 15 were completed
- a stakeholder engagement workshop, was attended by 15 representatives from a range of community groups and organisations, including voluntary and charitable organisations, the police, education providers and health services
- three written representations 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
- Canterbury City Council corporate newsletters
- a briefing note shared with the Resident Engagement Panel
- invitation to a stakeholder engagement workshop
- interviews with people with lived experience of homelessness
- direct emails to a wide range of stakeholders encouraging them to respond to the consultation
- notifications sent to individuals who had requested to be informed about council consultations

4. Findings

The survey asked for views on the draft strategy four priorities, its deliverability and who the council should be working with to deliver it.

4.1 Respondent profile - overall

4.1.1 Respondents were asked: Which of the following best describes you?

Residents of the district made up the largest respondent group (nine of 21), followed by representatives of partners organisations.

Three respondents were members of a community or volunteer group and two were city, county, parish or town councillors.

Which of the following best describes you?	Percentage
Resident of the district	42.9% (9)
A local business	-
Member of a community or volunteer group	14.3% (3)
A city, county, parish or town councillor	9.5% (2)
An MP	-
Representative of a partner organisation (for example a charity, school, health service)	23.8% (5)
Other (please specify)	9.5% (2)

4.1.2 Respondents were asked: Do you have a personal experience of homelessness or rough sleeping?

16 of 21 respondents said they had no personal experience of homelessness or rough sleeping.

Three respondents said they had experience in the past, two preferred not to say and no respondents said they were currently experiencing homelessness or rough sleeping.

Do you have a personal experience of homelessness or rough sleeping?	Percentage
Yes - currently	-
Yes - in the past	14.3% (3)
No	76.2% (16)
Prefer not to say	9.5% (2)

4.1.3 Respondents were asked: What age are you?

Respondents were spread across a range of age groups, with the largest group aged 55 to 64.

What age are you?	Percentage
Under 18	-
18 to 25	4.8% (1)
26 to 34	-
35 to 44	19.9% (4)
45 to 54	14.3% (3)
55 to 64	23.8% (5)
65 to 74	14.3% (3)
75 to 84	14.3% (3)
85 and above	-
Prefer not to say	4.8% (1)
No reply	4.8% (1)

4.1.3 Respondents were asked: What gender are you?

10 of 21 respondents identified as female and six as male.

Three respondents preferred to self-describe their gender.

What gender are you?	Percentage
Male	28.6% (6)
Female	47.6% (10)
Prefer to self-describe (for example, non-binary, gender fluid etc)	14.3% (3)
Prefer not to say	4.8% (1)
No reply	4.8% (1)

4.1.4 Respondents were asked: Do you consider yourself to be disabled?

16 respondents said they did not consider themselves as disabled and three said they did.

Do you consider yourself to be disabled?	Percentage
Yes	14.3% (3)
No	76.2% (16)

Prefer not to say	4.8% (1)
No reply	4.8% (1)

4.1.4 Respondents were asked: What is your ethnic background?

The respondent group was predominantly White British (18 of 21).

One respondent identified as Irish.

One preferred not to disclose their ethnicity and one did not answer the question.

What is your ethnic background?	Percentage
White (English, Welsh, Scottish, Northern Irish or British)	85.7% (18)
Irish	4.8% (1)
Gypsy or Irish Traveller	-
Any other White background (please specify):	-
Mixed or multiple ethnic groups	-
Asian / Asian British	-
Black / African / Caribbean / Black British	-
Other ethnic group (please specify):	-
Prefer not to say	4.8% (1)
No reply	4.8% (1)

4.2 Readability of the draft strategy

4.2.1 Respondents were asked: Overall, how easy did you find the draft Homelessness and Rough Sleeping Strategy to read and understand?

“It is a clear report and hopefully is easily understood. Perhaps in the final report, the use of more graphics, tables and photos would also help to break up the text and make it easier to follow.”

17 respondents found the draft strategy very easy or easy to read and understand.

Three respondents were neutral and one found it difficult.

No respondents found it very difficult.

Overall, how easy did you find the draft strategy to read and understand?	Responses	%
Very easy	4	19.0%
Easy	13	61.9%
Neither easy nor difficult	3	14.3%
Difficult	1	4.8%
Very difficult	-	-

Respondents then had the opportunity to explain their answers.

The responses were reviewed and grouped into the following themes.

Some longer responses have been broken down into separate comments.

Theme	Number of written comments
Issues clearly explained	14
Easy to understand	10
More detail on how challenges will be addressed is required	6
Clear plans to address the issues	3
Improve by adding visuals and simplifying language otherwise not accessible	3
Clear priorities and child centred approach	2
CCC needs to work with partners	2
Oversimplified at times	1
Supportive of emphasis on prevention, early intervention and partnership working	1
More detail on how voluntary and community sectors can contribute	1

4.3 Support for children and families

4.3.1 Respondents were asked: The strategy places children's needs at the centre of decision-making about homelessness. To what extent do you agree that it does enough to support children and families affected by homelessness?

"I have concerns that saying you'll do something is not the same as illustrating how this area of work is going to be resourced - how many people will be working on this? How long will they be in post and is that role secure for a year/three years/ten years?"

15 respondents agreed or strongly agreed that the strategy does enough to support children and families affected by homelessness.

Four respondents neither agreed nor disagreed and two disagreed.

No respondents strongly disagreed.

Of the respondents who said they had personal experience of homelessness or rough sleeping in the past, one strongly agreed, one agreed and one neither agreed nor disagreed.

To what extent do you agree that the strategy does enough to support children and families affected by homelessness?	Responses	%
Strongly agree	2	9.5%
Agree	13	61.9%
Neither agree nor disagree	4	19.0%
Disagree	2	9.5%
Strongly disagree	-	-

Respondents then had the opportunity to explain their answers.

Where appropriate, closely related sub-themes have been grouped under a broader theme.

Theme and count	Sub-theme	No.
Support for a child-centred and trauma-informed approach (12)	Supportive of child centred approach	10
	Importance of trauma-based approach	1
	Own bed for all children and babies is necessary	1
Clearer delivery plans and measurable outcomes are required (8)	Clearer actions required	4
	Actions and measurable outcomes required	1
	Timelines are required	1

	Need information on how this will be resourced	1
	Strategy is not realistic	1
Housing supply, affordability issues and reduce reliance on B&Bs (8)	Priority for stable / suitable homes	3
	Lack of suitable accommodation	2
	Reduce reliance on B&Bs	1
	Affordability issues	1
	Financial impacts on households	1
Importance of prevention and partnership working (7)	Importance of early prevention	4
	Multi-agency approach needed	3
Ensuring fair and inclusive support is required (4)	Need guidelines so those in abusive relationships are not disadvantaged	2
	Legal duty to notify all parties involved	1
	Should not be delivered at expense of rough sleepers	1
Other feedback (3)	Mixed views on support available	2
	Pets should be allowed	1

4.4 Support for the four priorities

4.4.1 Respondents were asked: Overall, how much do you support the four priorities set out in the draft strategy?

All 21 respondents strongly supported or supported each of the four strategic priorities.

No respondent opposed or strongly opposed any priority.

Priority 2: To reduce and prevent rough sleeping, received the highest proportion of strongly support responses (20 of 21).

	Strongly support	Support	Neither support nor oppose	Oppose	Strongly oppose
Priority 1: Increase our prevention of homelessness through early intervention	18	3	-	-	-
	85.7%	14.3%	-	-	-
Priority 2: To reduce and prevent rough sleeping	20	1	-	-	-
	95.2%	4.8%	-	-	-
Priority 3: To improve how we communicate and provide advice	18	3	-	-	-
	85.7%	14.3%	-	-	-
Priority 4: Raise the standards of temporary accommodation and make best use of housing stock	19	2	-	-	-
	90.5%	9.5%	-	-	-

4.4.2 Respondents were asked: The strategy sets out a priority to “increase our prevention of homelessness through early intervention”. Do you think the proposed approaches will be effective?

“There are a lot of factors that impact on people and a truly joined up approach, with Health and ASC as well as the voluntary sector, would be very beneficial. I think it goes further than ‘working with stakeholders’ and should be focussed on creating permanent, system-embedded cultures to make sure that people don’t fall through the cracks between services.”

“I think early intervention is key, particularly in identifying vulnerable groups, for instance, young care leavers, those being discharged from the services, those on prison release and those who have been long-term sick in hospital. It will be difficult, but

if the resource required to do this job is provided, it would make a difference.”

13 of 21 respondents were not sure whether the proposed early intervention approaches would be effective.

Seven respondents said yes and one said no.

Of the respondents who said they had personal experience of homelessness or rough sleeping in the past, two were not sure and one said yes.

The strategy sets out a priority to “<i>increase our prevention of homelessness through early intervention</i>”. Do you think the proposed approaches will be effective?	Responses	%
Yes	7	33.3%
No	1	4.8%
Not sure	13	61.9%

Respondents then had the opportunity to explain their answers.

Theme and count	Sub-theme	No.
Support for prevention and early intervention (20)	Prevention and early identification challenges	7
	Early intervention with vulnerable groups	7
	Family centred approach and engagement is required	4
	Provide early budget and debt advice	2
Partnership working and engagement with external organisations (12)	Multi-agency approach is needed	7
	Stronger relationships with landlords are needed	5
Housing supply, temporary accommodation and affordability barriers (10)	Lack of affordable private and social houses	4
	Temporary accommodation should be avoided	3
	Limited turnover of social houses	2
	Increasing poverty is an issue	1
Mixed or conditional views (10)	Yes	5
	Unsure	3
	Depends on what individual wants	2
	No	1
Access to services and support (6)	Staff capacity and accessibility pressures	3
	Increase homelessness services across district	2
	Application processes are difficult to navigate	1
Delivery, resources and implementation (4)	Actions are measurable outcomes are needed	2
	Need more information on Renters Rights Act	1

	How will it be resourced?	1
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4.4.2 Respondents were asked: The strategy sets out a priority to “*reduce and prevent rough sleeping*”. Do you think the proposed approaches will be effective?

“Not sure. There are factors preventing this that are not within the control of Canterbury City Council. These include the movement of, for example, rough sleepers between local authority areas and the discharge of prisoners on Fridays and/or without accommodation. Other negative structural factors include the cost-of-living crisis and rising poverty; rising housing costs and the lack of affordable housing in the private rented sector; the fact that Housing Association social housing is generally expensive and the lack of Council social housing in our district.”

11 respondents were not sure whether the proposed approaches to reducing and preventing rough sleeping would be effective.

Eight respondents said yes and two said no.

Of the respondents who said they had personal experience of homelessness or rough sleeping in the past, two were not sure and one said yes.

The strategy sets out a priority to “<i>reduce and prevent rough sleeping</i>”. Do you think the proposed approaches will be effective?	Responses	%
Yes	8	38.1%
No	2	9.5%
Not sure	11	52.4%

Respondents then had the opportunity to explain their answers.

Theme and count	Sub-theme	No.
Support for early intervention and targeted support (20)	Early intervention with vulnerable groups	8
	Early intervention is needed	5
	Bespoke solutions required	3
	Build relationships and trust first	2
Housing supply and accommodation options (11)	Lack of affordable private and social housing	6
	Alternative accommodation	4
	Lack of affordable housing is not addressed	1
Partnership working and specialist services (9)	Multi-agency approach is needed	4
	Praise for Hospital Pathways Team	4
	Advice from CHAC is critical	1
Overall views (9)	Yes	7

	Unsure	2
Challenges beyond the council's direct control (6)	There are uncontrollable factors	3
	Cost of living crisis	2
	Some people may prefer rough sleeping	1
Concerns about delivery and capacity (5)	More information required	2
	How will it be achieved?	2
	Staff capacity and accessibility pressures	1
Perceptions of rough sleeping (3)	Concerns about visible rough sleeping and street begging	3

4.4.3 Respondents were asked: The strategy sets out a priority to “*improve how we communicate and provide advice*”. Do you think the proposed approaches will be effective?

“Communication will always be an improvement area in any public-facing service so I'm glad this has some specifics included. I wonder if the outreach in rural areas will be a bit tokenistic though and instead there could be a focus on underserved communities so people at higher risk of neglect and isolation are reached early?”

13 respondents said the proposed approaches to improving communication and advice would be effective.

Seven respondents were not sure, and one said no.

Of the respondents who said they had personal experience of homelessness or rough sleeping in the past, two said yes and one was not sure.

The strategy sets out a priority to “<i>improve how we communicate and provide advice</i>”. Do you think the proposed approaches will be effective?	Responses	%
Yes	13	61.9%
No	1	4.8%
Not sure	7	33.3%

Respondents then had the opportunity to explain their answers.

Theme and count	Sub-theme	No.
Importance of clear communication and early engagement (19)	Communication is key	9
	Early intervention and communication with vulnerable groups	6
	Early intervention and communication in rural areas	4
Overall views (8)	Unsure	4

	Yes	4
Accessible and inclusive advice services (7)	Face-to-face and one stop access	4
	Digital access is a barrier	3
Partnership working and community networks (7)	Multi-agency approach is needed	6
	No mention of street pastors	1
Need for evidence-based delivery and clear measures of success (6)	Use data to shape provision	3
	More information is required	2
	There is a need for measurable targets and outcomes	1
Resources and service delivery (4)	Funding and staffing resources	4

4.4.4 Respondents were asked: The strategy sets out a priority to “*raise the standards of temporary accommodation and make best use of housing stock*”. Do you think the proposed approaches will be effective?

“It is important that resources are used to provide more temporary accommodation for families in district. There should be further opportunities to buy accommodation from local developers. There is also more government funding available to build more temporary accommodation before 2023 and the council should ensure it is bidding at every opportunity.”

“The strategy sets out some positive intentions — such as reducing reliance on B&Bs, purchasing more council-owned temporary accommodation, and strengthening relationships with social housing providers. However, it’s difficult to say whether the proposed approaches will be effective because the strategy doesn’t provide enough detail. Several key issues remain unclear, including: • how many additional temporary accommodation units the council plans to purchase • how standards will be monitored and enforced across different types of accommodation • how the council will reduce out-of-area placements when local supply is already stretched • what specific improvements will be made to ensure accommodation is suitable for children, disabled residents, and people with complex needs • how the council will increase move-on options when social housing turnover is low and private rents are unaffordable.”

Responses were evenly split between yes (10 of 21) and not sure (10 of 21) on whether the proposed approaches to raising standards of temporary accommodation would be effective.

One respondent said no.

Of the respondents who said they had personal experience of homelessness or rough sleeping in the past, two said yes and one said no.

The strategy sets out a priority to “raise the standards of temporary accommodation and make best use of housing stock”. Do you think the proposed approaches will be effective?	Responses	%
Yes	10	47.6%
No	1	4.8%
Not sure	10	47.6%

Respondents then had the opportunity to explain their answers.

Theme and count	Sub-theme	No.
Need for more housing and suitable accommodation options (15)	Need for increased housing supply and suitable accommodation options	7
	Long term housing and move-on pathways needed	3
	Strengthen landlord relationships	2
	Support reallocation of under occupancy tenants	2
	Alternative housing solutions are necessary	1
Improving the quality of temporary accommodation (13)	Quality temporary accommodation required	6
	Reduce reliance on bed and breakfasts	4
	Reduce out of area placements	3
Overall views (7)	Yes	4
	Unsure	3
Meeting the needs of vulnerable groups (6)	Accommodation required for vulnerable groups	2
	Early intervention and support for vulnerable groups	2
	Accommodation suitable for vulnerable groups	1
	Homeless people are not a priority	1
Resources, funding and delivery capacity (5)	Reliance on resources	2
	Multi-agency approach is needed	2
	Lack of funding	1
Need for clearer delivery plans and evidence (4)	Information on housing stock needed	3
	Clear actions and targets	1

4.5 Partner organisations

4.5.1 Respondents were asked: Are there any organisations or partners you think the council should work more closely with to deliver this strategy?

“Schools - really vital that both primary and secondary schools are included in communications and become a part of this strategy. Some of our local schools are leading on trauma-based approaches to education and I think there is a wealth of experience here that the council could tap into.”

Respondents had the opportunity to provide a free-text response.

Of the respondents who said they had personal experience of homelessness or rough sleeping in the past, all three respondents named specific organisations, including local schools, parish and town councils, Catching Lives, Canterbury Housing Advice Centre, Porchlight, East Kent Hospitals NHS Trust, Kent and Medway Mental Health NHS Trust, Kent Community Health and Emmaus.

Are there any organisations or partners you think the council should work more closely with to deliver this strategy?	Number of written comments
Catching Lives	6
Porchlight	6
Faith Groups	6
NHS	5
Education	5
Community organisations	5
Maya's Community Support (Herne Bay)	2
Mental Health Service	2
Rising Sun Domestic Violence & Abuse Service	2
Forward Trust	2
Kent County Council	2
Hospital discharge teams	2
Voluntary and statutory partners	2
Criminal justice partners	2
Multi-agency teams	2
Kent Refugee Action Network	2
Face-to-face and One Stop Shops	2
Doctors and family hubs	2
Armed forces charities	1
CHAC	1
Kent Home Choice	1
Crisis	1
Kent Connect	1
Thanet Safe Haven	1
Canterbury Housing Advice Centre	1
Landlords and registered providers	1
Youth services	1

East Kent Mind	1
Happy Here (Herne Bay)	1
Oasis Domestic Abuse Service	1
Street Link	1
Police	1
Umbrella Centre	1
Retail and commerce	1
Emmaus	1
Samaritans	1
Parish and town councils	1
Unsure	1
Victim Support	1

4.6 Deliverability

4.6.1 Respondents were asked: Do you think the strategy is realistic and deliverable given current funding and housing pressures?

“It is a good strategy, and as with all good strategies, it is ambitious. To succeed, the department needs more funding and more resources. But it really is critical to the success of the district that we ensure our children, young people and families are able to thrive and not sink. This is a particular area, where the new unitary should be able to bring about more joined up policy across departments. We have to do more to support homeless people in our district.”

Responses were evenly split on whether the strategy is realistic and deliverable given current funding and housing pressures, with five respondents answering yes and five answering no.

11 respondents were not sure.

Of the respondents who said they had personal experience of homelessness or rough sleeping in the past, all three said they were not sure.

Do you think the strategy is realistic and deliverable given current funding and housing pressures?	Responses	%
Yes	10	47.6%
No	1	4.8%
Not sure	10	47.6%

Respondents then had the opportunity to explain their answers.

Theme and count	Sub-theme	No.
Concerns about funding and resources (15)	Funding pressures	9
	Financial plan is required	2
	Government backing is required	2
	Investment in staffing capacity and resources is important	2
Overall views on deliverability (13)	Unsure	7
	Yes	4
	Not realistic	1
	Achievable due to low numbers	1
Housing supply and accommodation pressures (10)	Lack of affordable, private and social housing	6
	Limited detail on temporary accommodation	2
	Low social housing turnover	1
	Support for move-on pathways	1

Need for clearer delivery plans and accountability (5)	Focus on targets and measurable outcomes	2
	Lack of targets	1
	Clear actions and timelines are required	1
	Further retail required	1
Importance of partnership working (5)	Reliance on external partners	3
	Multi-agency approach is needed	2
Prevention and support approaches (5)	Early intervention is required	3
	Concerns about complex needs and entrenched rough sleeping	1
	Call for Housing First and accommodation-based support	1
External factors affecting delivery (4)	Strategy will be impacted by Local government reorganisation	2
	Living costs increasing	2

4.7 What respondents felt was missing

4.7.1 Respondents were asked: Is there anything you expected to see in the draft Homelessness and Rough Sleeping Strategy which is not there?

Respondents had the opportunity to provide a free-text response.

Theme and count	Sub-theme	No.
Prevention, early intervention and person-centred approach (13)	Early interventions for vulnerable groups	8
	Early interventions with families	2
	More interventions for single people and couples	2
	Focus on person-centred approach	1
Housing and accommodation solutions (10)	Housing First and housing led approaches	3
	Focus on move-on accommodation pathways	2
	Reduce time in temporary accommodation	2
	Plan to increase social housing	1
	Alternative accommodation provision is needed	1
	Specialist accommodation pathways are needed	1
Delivery, accountability and resourcing (8)	Clear measurable actions, targets and timelines are required	5
	Local government reorganisation will have an impact on delivery	2
	Financial plan is needed	1
Complex needs and inclusion (5)	Complex needs and service pressures	3
	Focus on rural outreach	1
	Educational interventions to avoid stereotypical assumptions	1
Partnership working and engagement (5)	Support multi-agency working	3
	Working together for positive change	1
	Collaborate with people experiencing homelessness	1
Housing market and affordability pressures (3)	Stronger landlord relationships and enforcement	2
	Affordability pressures	1
Views on the strategy overall (3)	Draft is suitable	2
	Should be more ambitious	1

5. Stakeholder engagement

As part of the consultation process, a stakeholder workshop was held with representatives from a range of community groups and organisations, including voluntary and charitable organisations, the police, education providers and health services.

The session took place on 11 August and discussed what is working well in the way the council and its partners respond to homelessness, how organisations could work more effectively together, which priorities need the most attention and how different organisations and services could help deliver the objectives.

Council officers gave a short presentation, after which participants were split into three groups for discussion.

The following notes were recorded by council officers.

Group 1

Question 1

What's currently working well in how the council and partners work together on homelessness?

- good CCC fund CAB and CHAC
- good connections for customers with Catching Lives and churches, although Catching Lives is not funded by CCC
- mixed views on being able to contact the service. Forward Trust have good connections but others including CAB have issues doing so
- Pathway Team works well
- integration of services
- would like central e-mail and contact people
- availability of supported accommodation

Question 2

How could we better work together?

- can't make homeless application in person, which is a barrier
- concerns about consistent advice for homeless applications
- opening hours of office are a concern
- customers wait a long time on the phone to get through and can get cut off trying to make a homeless application
- when there is leave no one to cover
- RSI have monthly meetings and others are not aware/invited to the meetings, for example CAB/police. Folkstone's meeting is well attended compared to CCC. Agencies would be able to help find other solutions.
- TPG - you have to ask for someone to be added and should not have to
- contact/support is based around rough sleeping and should be focused before they become rough sleepers

- women do not always get verified as rough sleeping – have a women's worker in other areas and this works well.
- hidden homeless is not monitored and recorded – found intentionally homeless and get lost in the system as they have somewhere to stay but they are homeless. Better help from agencies at the time will prevent them becoming homeless.
- training for agencies – used to be offered out.
- prison release – being released to the streets – high levels, needs attention.
- barriers in social care – vulnerable 70-year-old, ss would not keep them open and no support in place.
- local connection is a barrier – sometimes can't stay in area
- restricted time for telephones for homeless service
- detox – government reduced times in rehab to 14 days, no money for rehab after – 14 days temporary accommodation requested from CCC but not given, clients that are high risk. Approx 30 clients a year.

Question 3

Of the four priorities, which do you think needs the most attention and why?

- priority 1 & 2 are similar, priority 1 is more sustainable and could support a reduction in priority 2
- communications will be important for this and we should avoid silo working
- look at outreach with VS
- more trauma informed and reflective practice
- working with landlords for flexible offers for homeless clients as prevention/tenancy sustainment
- look at CASS accommodation for prison leavers, what support is available, accommodation is out of area making support more difficult
- look at making DHPs more accessible

Other priority groups

- need to include hidden homelessness
- prison releases including pre-planning
- NRPF
- look at Thanet model – accommodation officer
- affordability – sustaining tenancies by way of direct payments
- using Housing Association properties for direct offers to those in Band A

Question 4

How could your agency/service contribute towards achieving the objectives?

- more signposting to correct organisations/ need to know who does what
- commit to a direction of services
- commit to attending meetings when invited
- provide a meeting space
- provide assertive outreach
- support clients to appointments

- advocacy/advice on benefits
- Housing Needs Register applications
- work with digitally excluded people
- provide phone/computer access
- drop in appointment services
- training between services
- support with travel
- use feedback from lived experience
- avoid silo working

Group 2

Question 1

What's currently working well in how the council and partners work together on homelessness?

- quite oppositional experience with councils in the past
- believes we have to get local authorities to change their policies regarding care
- good that you can make a homeless application anywhere, not just in your local area
- council is very open to working with outside organisations
- Canterbury contributes a lot more funding of porchlight than other areas -> gives the organisation a lot more freedom
- there is also more supportive accommodation in canterbury than anywhere else
- chasing people in the RSI team and Housing services for responses and moving processes along
- never an alternative contact when someone is out of office
- Anti-poverty forum yields good discussions on homelessness
- unsure if council-led, but CCC potentially present
- Renters rights act has really led to a boost in resources (funding and staff) in housing
 - 'Where resources allow' basically means 'where resources are allocated'
 - are funds given to councils and left to their discretion to administer to different teams? Maybe the funds are ringfenced?
 - without plenty of resources, work continues to be difficult
- crisis point needs to be reached with homeless and rough sleeping individuals before multi-agency cooperation is enacted and people are helped
 - more preventative work needs to be done to avoid this
- some people who are struggling but not rough sleeping may have a good experience with organisations like Catching Lives, but when told their support will come with being housed in Sheppey or Gravesend, they refuse
- Single point of contact for an organisation is very useful and effective
 - having a named person and a backup means there is a consistent communication and understanding of what's going on regarding any particular case
 - ♣ 'Imagine switching doctors every time you have a new problem.'

Question 2

How could we better work together?

- improved communication
 - named contacts
 - backups
- if you don't have a phone, you can't speak to anyone in Rose Lane in the afternoon
 - either need a free phone or an increase in face-to-face availability.
- more support for those who are digitally excluded
- forms are complex to fill out, and there are some User Interface issues with filling them in online – difficult for those who are not tech savvy, or new to the formalities of the process
- accessible, council funded hub for all the multi-agency operations would make the process so much easier for people and allow for more effective help from those agencies
- security of funding contracts – big issue
- A participant felt that the council has a poor reputation for paying invoices promptly.
 - has led to services being stopped because they can't be paid for.
- link up with other commissioned services could be improved and encouraged.
- greater cross-boundary approach would be beneficial, particularly with LGR coming into being in the next two years
- wherever you make your homeless approach '*beds you into that area*', so can't even go down to Folkestone because Canterbury Council would remain responsible for your case (unsure if this has now changed given discussion earlier)
- Streetlink – collates information handed in by people which is then sent to the council
 - you had to be sleeping rough to be included in it
 - at best, it has just provided data to councils on their rough sleeping numbers
- Rough Sleeping Initiative – has forced councils consider rough sleeping as a much more serious issue
 - perhaps more legislation is needed?

Question 3

Of the four priorities, which do you think needs the most attention and why?

- priority 1 – Prevention.
 - big focus on childhood trauma, as so many situations leading to rough sleeping and homelessness begin with childhood trauma
 - temporary accommodation is difficult because there is no support (financial or care), and so people often fall back down to rough sleeping / homelessness
 - prevention is the best cure – all the other priorities will follow work on prevention is maximised
 - being asked to leave by family is now a big leader in homeless applications

- less about which priority is best, but about how are you going to bring those priorities about
- animals can be an issue as they can stop people being let into temporary accommodation, but naturally many pet owners refuse to give their pets up. It is a difficult situation.
- current 'how we will achieve' targets under the priority aren't specific/measurable
- needs more creative thinking with partners and detailed targets/analysis
- any other priorities/groups not listed
 - addiction/substance use help
 - Gypsy, Roma, Traveller communities
 - refugees and asylum Seekers
 - those suffering with poor mental health.
 - co-occurring conditions / multiple disadvantage
 - prison Leavers

Question 4

How could your agency/service contribute towards achieving the objectives?

- in order to contribute more, the organisations need to secure more funding (from the council)
- link with currently funded LWKM, MHT, Housing First
- explore TA prevention accommodation
 - In Thanet, 10 coaches making sure people are getting the medical care they need, helping them find a job
 - ♣ occupancy agreements; shorthold tenancies
- Housing First: deals with people with very complex needs -> not dependent on giving up drugs, unconditional rent, and rent in perpetuity
- housing led strategy is used by Porchlight, not quite Andy Burnham's housing first strategy
 - can be helpful for some people just to have a roof over their head, but others still struggle with the weight of the responsibility/change and return to the streets
- dedicated council staff member in different agencies such as Porchlight and Catching Lives would help improve communication and link to the council

Group 3

Question 1

What's currently working well in how the council and partners work together on homelessness?

Strengths:

- Duty to Refer referrals are generally actioned quickly (You can get hold of someone when support is needed with DtRs)
- positive partnership links exist with services such as domestic abuse support providers and the Rising Sun charity
- trauma-informed approaches are sometimes used effectively

- having named contacts and established connections makes communication and problem-solving easier but doesn't happen all the time
- Microsoft teams meetings have helped partners remain connected and maintain working relationships, but there is a need for more face-to-face connections and conversations

This group also talked about challenges:

- care leavers should never have to go through duty to refer
- having named contacts and established connections makes communication and problem-solving easier, but doesn't happen all the time
- partnership working as inconsistent or hit and miss
- responses from some services and identifying the correct pathway for support is sometimes difficult
- stronger relationships and clearer joint working arrangements were needed between organisations
- access to up-to-date contact details and points of contact can be difficult

Question 2

How could we better work together?

Suggestions for improvement:

- create more opportunities for partners to meet in person and build relationships (put names to faces)
- develop greater understanding across services of homelessness legislation, including intentional homelessness, with a stronger focus on prevention.
- increase the use of trauma-informed approaches
- establish single points of contact (SPOCs) for key areas such as:
 - care leavers
 - mental health
 - domestic abuse
- improve flexibility and coordination between wellbeing services
- deliver joint training, shadowing opportunities and group supervision sessions
- increase opportunities for cultural learning and shared understanding between organisations
- improve understanding of partner priorities, performance measures and key objectives
- use co-design and co-production approaches when developing services.
- explore co-designed supported accommodation models
- increase organisational commitment to partnership working through named contacts and clearer accountability

Future considerations

- care leavers not to be found intentionally homeless and this should continue to be reflected in practice
- there are multiple legislations which the council will be required to work on, so the strategy should be a live document or shouldn't be updated before these are implemented too

Question 3

Of the four priorities, which do you think needs the most attention and why?

- priority 1 was viewed as needing the greatest focus
- prevention should remain the primary focus and that priorities 1 and 3 are closely linked
- improving prevention activity should help reduce homelessness and improve outcomes
- some concern was raised about the term "complex needs", with suggestions of alternative language may be more appropriate
- these were highlighted as important factors:
 - access to clear contact information
 - service user involvement
 - citizen participation in decision-making
 - considering inclusive language throughout the strategy
 - addressing digital exclusion and barriers to accessing services
- some felt priority 3 represented more of a "business as usual" activity and will require sufficient staffing and funding
- greater attention should be given to seldom-heard and harder-to-reach groups
- priority 1 was viewed as the most practical and impactful priority

Additional priorities or cohorts to consider

- care leavers, including increased focus and weighting within the strategy.
- people from overrepresented minority groups
- women as they are more likely to experience hidden types of homelessness
- prison leavers, particularly those at risk of rough sleeping on release
- there should be a KPI plan / action plan to ensure stakeholders understand when certain milestones will be achieved
- consideration of funding and resource requirements needed to deliver the strategy successfully

Question 4

How could your agency/service contribute towards achieving the objectives?

- support the development of a homelessness "one-stop shop" model
- contribute to wider system change and service improvement by piloting different initiatives like Built for Zero
- reduce waiting times where possible
- invest in stronger face-to-face engagement and relationship building
- increase the visibility of services and staff
- reduce reliance on online meetings where in-person engagement would be more effective
- allocate dedicated time for partnership working and collaboration
- improve digital access and inclusion
- provide both formal and informal support pathways
- help build stronger communities and local support networks
- encourage people to feel connected and part of the wider system of support

We've had some time left, so we as a group summarised some of the most discussed

topics and themes throughout the morning:

- the importance of relationships and named contacts
- earlier intervention and homelessness prevention
- improved partnership working through joint training, co-design and shared understanding
- increased focus on care leavers and other vulnerable groups
- addressing digital exclusion and improving accessibility
- building stronger, more person-centred and trauma-informed services

6. Additional lived experience perspectives and written representations

6.1 Additional lived experience perspectives

“Help people before they become homeless, help people understand the process and better communication is so important. More empathy and take each individual circumstances differently. Having a more joined up service where you just have one person dealing with you, a single point of access, so you’re not passed around and having to retell your story which is traumatic.”

To collect more views of people with lived experience of homelessness, the Housing Solutions Team and Porchlight spoke with a small number of people who had used homelessness services, to understand their experience of the process.

15 participants were asked questions about their experiences of homelessness, including what led to their situation, the support they received, any barriers they faced, their experiences of temporary accommodation and which of the proposed priorities would have made the greatest difference to them.

They were also invited to suggest any additional actions they felt should be included in the strategy.

Given the small number of interviews conducted, findings are presented as general themes rather than individual accounts.

Service leads have been provided the full interview transcripts to give a complete picture of the feedback received.

What worked well:

- several interviewees spoke positively about the helpfulness and responsiveness of council and charity sector staff, describing individual officers and support workers as supportive
- regular proactive contact and updates from a housing officer were highlighted as reducing stress during the process
- early contact with other services – including health visitors, probation services, the Job Centre and existing council teams – sometimes played a role in connecting people to housing support before their situation escalated further
- being able to apply online was seen as convenient by some
- referral through a voluntary sector support worker led to a fast move into safe accommodation and being met with empathy was described as making a significant difference
- good communication from a housing officer was highlighted as a positive experience of temporary accommodation, alongside feeling safe and close to family
- financial support with rent in advance and a deposit was identified by one respondent as preventing them from becoming homeless

- the specialist rough sleeper focused service was identified as helping a respondent into emergency accommodation quickly
- specialist advocacy support helped to resolve a financial or benefits barrier that had been preventing a respondent from accessing accommodation

What made things harder:

- where processes involved multiple separate forms or applications, this caused some initial confusion, though it was resolved with direct contact with the council
- more than one respondent found the process or requirements difficult to understand, describing it as involving a lot of steps to work through
- response times were raised as a concern, particularly where a standard response window felt long relative to the urgency of the person's situation
- personal factors – including embarrassment, stigma or a reluctance to ask for help – were noted as barriers to people engaging with support earlier
- for one respondent in temporary accommodation, being unable to keep a pet with them was raised as a difficulty
- not knowing what to expect from temporary accommodation in advance was also mentioned as something that could be improved
- one respondent described feeling unable to approach services while still living in an unsafe situation, meaning no early intervention took place before they presented as homeless
- one respondent described a lack of understanding of welfare and housing law (including universal credit deductions when started work) as a barrier
- having to repeat their story to multiple people or services was raised as difficult
- one respondent described being initially assessed as not 'vulnerable enough' for support and not being made aware of related entitlements (such as legal advice)
- poor attitudes from those in a position to help and reluctance from private landlords to let to people with a poor credit history, were both raised as barriers.
- difficulty reaching a named contact directly was raised as a source of stress, even where the outcome was ultimately positive
- extended periods spent staying temporarily with family before being offered formal support were described by one respondent as contributing to their situation deteriorating further, in one case leading to a period of rough sleeping
- one respondent described disability and neurodiversity not being sufficiently understood or accommodated during their contact with services, including difficulty meeting tenancy conditions as a result
- unsuitable conditions within temporary or supported accommodation were raised by more than one respondent, including safety concerns, the physical environment and impacts on health or wellbeing
- temporary or move-on accommodation located away from a respondent's support network or usual area was raised as a difficulty, including physical accessibility issues
- a long wait for ongoing mental health treatment or support was raised as a difficulty by one respondent
- support was described by one respondent as reducing or falling away following a move into settled accommodation
- one respondent described negative experience of enforcement activity while sleeping rough

- Infrequent contact from an allocated social worker and once located a private rented flat, would not help with the cost of getting there

Some of the circumstances that led people to becoming homeless were:

- unaffordable rent
- relationship breakdown
- loss of accommodation due to the end of a specific arrangement
- domestic abuse
- bullying
- being a victim of crime
- being asked to leave the family home
- loss of a family member's accommodation following bereavement or a move into care
- changes to benefit entitlement and reduced income
- job loss combined with reduced ability to access private rented housing
- overcrowding and family no longer able to accommodate
- their previous home becoming unsafe to live in due to other people's activity here

Possible implications for the strategy:

- streamlining or clearly signposting the relationship between different application processes.
- response time commitments could be reviewed against the urgency some applicants experience, particularly for initial contact
- the strategy's early intervention priority may benefit from considering how to reach people who are reluctant to self-refer due to stigma or embarrassment, not only those who are already in contact with other services
- clearer information about what to expect for temporary accommodation, including any restrictions on pets
- referral routes through probation appear to be working as an entry point into support and may be worth strengthening further
- consideration could be given to how people in unsafe home situations, who may not feel able to approach services, can be reached earlier
- a single point of contact throughout a person's journey through services was raised as something that would reduce distress and improve consistency of support
- continued and strengthened partnership working with voluntary sector support workers, who were identified as playing a critical role in some positive outcomes
- ensuring disclosed disabilities and neurodivergent conditions are consistently recorded, understood and accommodated by staff and within tenancy conditions could reduce the risk of a person being wrongly assessed as non-cooperative
- where possible, placing people in temporary or move-on accommodation close to their existing support network and within Canterbury could reduce isolation and improve accessibility
- ensuring support is maintained, rather than withdrawn, once someone moves into settled accommodation was raised as important to prevent repeat homelessness

6.2. Written representations

A written representation was received via a councillor on behalf of a resident of the district with lived experience of homelessness.

Thank you very much for taking the time to meet me over lunch today. I really appreciated the opportunity to discuss the Canterbury City Council Homelessness and Rough Sleeping Strategy 2026–2030. After reading through the strategy, I wanted to share some thoughts based on my own lived experience of temporary accommodation.

Whilst I appreciate the strategy's child-focused approach, I believe there is an opportunity to provide more structured, practical support for families during what is often one of the most traumatic periods of their lives.

My main recommendation would be the introduction of a Personal Development Record (PDR) for every family entering temporary accommodation.

The PDR would act as a structured support plan, with each family being allocated a trained mentor who would guide them throughout their time in temporary accommodation. This mentor would help families navigate services, reduce stress and ensure that no one falls through the gaps.

The Personal Development Record could include:

A personalised wellbeing plan for both the parent(s) and children.

Regular mental health and wellbeing check-ins.

Access to social prescribing.

Contact details for organisations such as the Samaritans, food banks, churches and faith groups, parent and baby groups, and other community support services.

Practical assistance with registering with a GP, dentist and schools. From my own experience, this was one of the most difficult aspects, particularly whilst trying to care for my children at the same time.

A timeline of agreed actions so that essential tasks are completed within appropriate timescales and regularly reviewed.

Regular meetings between the mentor and family to assess progress and identify any additional support required.

I also believe that schools should form part of the Personal Development Record.

The mentor could liaise with the school every four to six weeks to discuss the child's emotional wellbeing, attendance, confidence and development. This would help identify concerns early and ensure appropriate support is put in place.

For children, I would also recommend:

Trauma-informed training for all schools and frontline services.

A discreet wellbeing card or "safe pass" that children can show a trusted member of staff when they are feeling overwhelmed, allowing them to leave the classroom without drawing attention to themselves or feeling embarrassed.

Monitoring for signs of trauma, including anxiety, sleep difficulties, bedwetting, withdrawal or behavioural changes, with referrals to appropriate services where required.

Stronger links with organisations such as Place2Be and similar mentoring and counselling services available within schools.

For parents, I believe there should be greater emphasis on rebuilding confidence, improving mental health and reducing isolation through supported access to leisure centres, swimming, gyms, walking groups and community activities. For many parents, particularly those recovering from domestic abuse or trauma, attending these activities independently can feel overwhelming, so practical encouragement and support would make a significant difference.

I also believe there is an opportunity to develop a volunteer mentoring programme. Many businesses already encourage staff volunteering, and trained volunteers could provide valuable practical and emotional support alongside professional services. This could help reduce isolation whilst improving long-term outcomes for families. Overall, I believe the strategy would be strengthened by embedding trauma-informed practice across all services. Housing alone does not resolve homelessness. Families also need consistent emotional support, practical guidance and someone who walks alongside them during what is often one of the most difficult periods of their lives. I hope these observations are helpful. They come from my own lived experience, and I would be very happy to discuss these ideas further if they would be of value in helping shape the final strategy.

Thank you once again for your time today, and I look forward to hearing from you.

Kind regards,

A written representation was received from a resident.

Sorry to say that I know very little about this subject what has been said does from my point of view seems the way forward. Listening to those who are in this state and finding out what they would like to improve the way we help them would be most beneficial to them in the short and hopefully the long term that were you information lies I think always best to go to the source, so as I say not my thing sadly it's not until you experience it personally would I know what or where to go.

A written representation was received from the Canterbury Committee of CPRE Kent – The Kent Branch of the Campaign to Protect Rural England.

Consultation: Canterbury City Council's Draft Homelessness & Rough Sleeping Strategy 2026-2030

We are CPRE, the Campaign to Protect Rural England. Formed in 1926, CPRE is a registered charity and one of the longest established and most respected environmental groups in England, with over 40,000 members and supporters living in our cities, towns, villages and the countryside. CPRE Kent is the largest of the CPRE County branches with over 1,300 members, including over 160 parish councils, civic societies and other Kent organisations and companies.

Our vision is of a beautiful and thriving countryside that enriches all our lives, and our mission is to promote, enhance and protect that countryside.

Tackling the problem of rural homelessness is a key issue for CPRE. Rural homelessness is an escalating, hidden crisis in England, with nearly 28,000 people currently homeless in the countryside nationwide, according to a CPRE analysis of Government statistics last year. It showed that rural rough sleeping and temporary accommodation use have surged by 73% since 2018, driven by record house prices and a chronic lack of affordable, social homes.

The situation is exacerbated by hidden homelessness, where individuals often resort to sleeping rough in farmland or woodland instead of on city streets, making them far less visible to local authorities. CPRE is campaigning to try to secure change:

1) Affordable housing: CPRE is campaigning for truly affordable housing to tackle the shortage of genuinely affordable housing across rural England.

*Current 'affordable' schemes are not affordable to people on lower incomes, and developments are often dominated by expensive executive homes. This has led to growing numbers of households being priced out of the countryside and increased homelessness. We are calling for 'affordable housing' to be redefined to directly link to average local incomes. Our report, *Unravelling a crisis: The state of rural affordable housing in England*, called for restrictions on the resale of 'affordable housing' to be extended to all parishes with fewer than 3,000 inhabitants to ensure local workers can continue to use properties, rather than allowing them to become second homes or holiday lets. More support is also needed for local communities to deliver small-scale developments of genuinely affordable housing. We believe it should be made easier for councils to purchase land at reasonable prices, enabling the construction of social housing and vital infrastructure.*

2) More focus on rural homelessness: Rural homelessness is a real and growing problem that requires targeted, locally informed and properly funded policy interventions, research commissioned by CPRE has found.

*Without active interventions and good preventive services rural homelessness will keep increasing, according to the study, *Homelessness in the Countryside: A Hidden Crisis*. This research, conducted by academics from Kent and Southampton Universities, concluded that people with intersecting disadvantages are particularly at risk of homelessness in rural areas but their voices are rarely heard and support services are often unavailable.*

We therefore would like to make the following comments on CCC's Homelessness and Rough Sleeping Strategy 2026-2030:

Consultation survey Questions

1. Which of the following best describes you?

Other: Canterbury Committee of CPRE Kent - The Kent Branch of the Campaign to Protect Rural England

2. Do you have a personal experience of homelessness or rough sleeping?

No

3. Overall, how easy did you find the draft Homelessness and Rough Sleeping Strategy to read and understand?

Difficult

Some parts of the strategy are phrased in a very opaque way.

For example on page 8: "There has been a notable increase in household presenting with support needs, rising from 71 at the end of March 2024 to 116 by March 2025.

This reflects the increasing complexity of homelessness and the need for joined up, multi-agency responses. "It is not clear what these support needs are or which other agencies will need to be involved. This is a very significant rise of 63 per cent in one year. More explanation is needed. Also on page 8: "Alongside the growing number of families in temporary accommodation, the Council has seen a significant increase in young people aged 18-24 assessed as being owed a homelessness duty, rising from 37 at the end of March 2024 to 55 by March 2025."

Again, it is not made clear why this rise of almost 50 per cent has occurred. Without this information it is not possible to comment on proposed solutions.

4. The strategy places children's needs at the centre of decision-making about homelessness. Based on what you've read, to what extent do you agree that it does enough to support children and families affected by homelessness?

Disagree

The strategy states that children's welfare will be central but It is unclear how children's needs will be placed at the centre of decision-making.

5. Overall, how much do you support the four priorities set out in the draft strategy?

We support the priorities but believe that more emphasis is needed on rural homelessness and creating truly affordable housing. We would support additional priorities to cover these areas.

6. The strategy sets out a priority to "increase our prevention of homelessness through early intervention". Do you think the proposed approaches will be effective?

Not sure

We welcome the commitment to widen how homeless services can be accessed and to consider how to reach those in rural areas. Rural homelessness is a growing and largely hidden problem and we welcome any attempt to engage with this issue.

It is difficult to comment when it is unclear what has caused such large rises in the number of households presenting with support needs and in the number of homeless young people aged 24-30. Without a fuller understanding of the problem it is difficult to know whether the proposed early intervention strategies will be effective.

7. The strategy sets out a priority to "reduce and prevent rough sleeping". Do you think the proposed approaches will be effective?

No

There is no mention of rural areas in Priority 2: to reduce and prevent rough sleeping. Better reporting mechanisms and intervention mechanisms need to be in place for rural areas. Whereas street patrols can find urban rough sleepers, there is no comparable mechanism for getting help to those sleeping in tents or cars in the

countryside. Awareness of Streetlink, the service which allows members of the public to refer homeless people for relevant support or for homeless people to refer themselves, must be raised in rural areas. A network of community referrers should be built in rural areas, to improve the outreach capacity and to create links between rural settings and service providers.

8. The strategy sets out a priority to “improve how we communicate and provide advice”. Do you think the proposed approaches will be effective?

No

We note that the plan to offer homeless advice in rural areas is only an idea under consideration while all the other bullet points in the list are definite commitments. It is vital that this strategy reaches everyone in the district so we urge the council to make this a firm commitment rather than just an idea being floated.

The experience and views of rural residents are too often ignored. Every homelessness and rough sleeping policy should be “rural-proofed” by consulting a wide range of rural stakeholders, including the CPRE.

9. The strategy sets out a priority to “raise the standards of temporary accommodation and make best use of housing stock”. Do you think the proposed approaches will be effective?

No

We welcome the recognition that a shortage of affordable housing is a key driver of homelessness both locally and nationally. However, we are disappointed that there are no proposals to create truly affordable housing.

A greater number of homes for social rent is needed across Canterbury District. Canterbury’s Housing Need Assessment Update (2025) called for 30% of affordable housing to be social rent, with 50% affordable rent and 20% affordable home ownership. It was extremely disappointing to CPRE Kent that Canterbury City Council failed to take this recommendation forward in its Draft Local Plan, which instead cut the proportion of social rent to just 10%, with 60% affordable rent and 30% affordable home ownership.

10. Are there any organisations or partners you think the council should work more closely with to deliver this strategy?

The council should work more closely with rural organisations such as the CPRE to ensure better inclusion of rural homelessness in the strategy. Parish councils, rural police, village churches, farming clusters and the Kent Downs National Landscape team should be among those involved in building links and delivering the strategy in rural areas.

Without the information highlighted in our answer to question 3 about what is driving the rise in households with support needs and the rise in homeless 18-24 year olds, it is difficult to comment on which organisation or partner would help tackle these issues.

Housing staff should engage with planning enforcement to better understand the prevalence of people living in unsuitable and unsafe housing in rural areas.

Unscrupulous landlords are converting outbuildings or installing mobile homes without planning permission or proper facilities. Many residents are living in unsafe and unsatisfactory circumstances in the countryside. These unauthorised

developments will often have been reported to planning enforcement. More joint working between housing and enforcement staff would make it harder for landlords to exploit the poorest in this way.

11. Do you think the strategy is realistic and deliverable given current funding and housing pressures?

No

More needs to be done to ensure that affordable housing is truly affordable for local people and that more social rent housing is provided.

12. Is there anything you expected to see in the draft Homelessness and Rough Sleeper Strategy which is not there?

We anticipated more to be done to tackle the problem of “affordable housing” that is not affordable by local residents. We were disappointed at the failure to acknowledge the problem of rural homelessness. We also expected firm proposals that would include rural areas of Canterbury district. Rural homelessness is a growing and hidden problem.

There is also no mention of demographic changes to Canterbury district and how this has affected homelessness in the area. We would like to have seen detailed figures of homelessness by age band. Without these figures it is not possible to know whether the strategy should be focussing on any other age group, for example the elderly.

We would have liked to have been informed what were the successes and failures over the period of the last homelessness strategy and what had been learned from those policies.

We would like to know what the Key Performance indicators will be for judging the success of this new strategy.

Yours sincerely

Canterbury committee – CPRE Kent

7. Conclusions

21 survey responses, 15 lived experience interviews, a stakeholder workshop with 15 participants and three written representations were received during the consultation period.

All four strategic priorities received strong support in principle, but confidence in the proposed approaches was more mixed, particularly for early intervention and rough sleeping, where the largest group of respondents in each case was not sure the approaches would be effective, suggesting general agreement with the strategy's direction, but indicating that more detail on implementation would be welcomed.

A recurring theme across the survey comments and stakeholder workshop was the need for clearer delivery detail: measurable targets, timelines and clarity on how commitments will be resourced.

This was raised independently by survey respondents, workshop participants and CPRE Kent's written representations, suggesting it is a consistent gap.

Named contacts and continuity of support came through strongly across both the stakeholder workshop and the lived experience interviews.

Workshop participants and interviewees separately identified single points of contact and the risk of being passed between services or having to repeat their story, as areas that could be strengthened.

Housing supply and the standards and location of temporary accommodation were also raised consistently, across survey comments and lived experience interviews, and CPRE Kent's written representation, which additionally raised the shortage of genuinely affordable and social rent housing.

CPRE Kent's written representation raised rural homelessness as an area not sufficiently addressed in the draft strategy, including the visibility of rural rough sleeping and the applicability of the proposed priorities to rural areas.

The lived experience interviews provided a range of practical suggestions and as such, it is not possible to fully reflect every issue in the headline conclusions.

All the points raised were considered valuable and are best read alongside the full findings set out in this report.