



FUTURE **EASTBOURNE**

**CORPORATE  
PLAN 2010-2015  
2013 refresh**



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## **Introduction**

Eastbourne is changing. Your local council is going through a change process that will help it deliver better quality services focussed on the needs of residents and businesses in the town. This "Future Model" as it is known, is developing a new type of customer service approach with teams dedicated to dealing with all your needs both in our offices and out in the community. We're also making more and more of your most requested activities available online so you can interact with us via your computer or smart-phone at whatever time suits you.

As well as the significant internal changes we're delivering, we are also focused on driving Eastbourne forward economically. Our plans for the town centre redevelopment are on track and the development of Devonshire Park is also set to deliver an exciting new multipurpose site to enhance to town.

We've been working hard to deliver the improvements you've asked for and are focussing on delivering a streamlined and efficient service built around the customer to deliver the Eastbourne you want to see.



**Councillor David Tutt, Leader of the Council**

The last few years have seen Eastbourne Council grow to become a leader in transformation, efficiency and ambition. Our DRIVE programme, agile working and Future Model approach to delivering customer focussed services in the most efficient way continue to gain recognition from external organisations such as the Local Government Association (LGA) and Improvement and Efficiency South East (iESE).

However, we're not stopping there. We continue to look for ways we can improve the way we serve our customers – residents, businesses and visitors in the most efficient way we can. 2013 sees us go live with Phase 1 of the Future Model with our new Customer First and Neighbourhood First teams but plans are already underway to realign our remaining services to deliver savings and efficiencies whilst keeping the customer firmly at the centre of all our processes.

This Corporate Plan sets out how we aim to deliver key projects through the year to help make Eastbourne the best place to live, work and visit.



**Robert Cottrill, Chief Executive**

<b>Eastbourne Borough Council Priority Themes and Aims for 2015</b>	
<p><b>Prosperous Economy</b></p> <ul style="list-style-type: none"> <li>• An outstanding seaside resort and gateway to the South Downs National Park</li> <li>• An inspiring cultural provision combining opportunities for employment, learning, participation and shared experiences for residents and tourists</li> <li>• A Science Park that will be a regional centre of technology excellence</li> <li>• Increased investment in infrastructure capitalising on the Eastbourne/Hailsham Triangle</li> <li>• A new Town Centre that is vibrant, accessible and attractive to residents, businesses and visitors</li> <li>• A wide range of employment opportunities</li> </ul>	
<p><b>Quality Environment</b></p> <ul style="list-style-type: none"> <li>• Transformed sites that are currently under-used in our town centre</li> <li>• Increased quantity and improved quality of public space</li> <li>• Enhance and promote the unique natural and built environment for the maximum benefit of the town</li> <li>• Continue working closely with the Community Environment Partnership for Eastbourne</li> <li>• Moving towards becoming a low carbon town</li> <li>• Less waste supported by more recycling and reusing</li> <li>• Range of transport options, improved public transport and cycling facilities</li> </ul>	
<p><b>Thriving Communities</b></p> <ul style="list-style-type: none"> <li>• Lowest levels of crime in comparison to similar towns in the South East</li> <li>• Support for families and young people to reach their full potential</li> <li>• A wider range of activities and facilities for young people, enabling them to be the best they can be</li> <li>• A high level of community volunteering and involvement in our neighbourhoods</li> <li>• A wide range of quality homes including affordable housing for those in need</li> <li>• Increased opportunities to take part in recreational and sporting activities</li> </ul>	
<p><b>Sustainable Performance</b></p> <ul style="list-style-type: none"> <li>• Service excellence and innovation</li> <li>• Customer and outcome focussed</li> <li>• An excellent employer</li> <li>• A sustainable asset base</li> <li>• A valued partner across the public, private and voluntary sectors</li> <li>• A high performing local authority evidenced by sustained improvement</li> </ul>	
<p><b>Our 2026 Partnership vision for Eastbourne</b>            By 2026 Eastbourne will be a premier seaside destination within an enhanced green setting. To meet everyone’s needs Eastbourne will be a safe, thriving, healthy and vibrant community with excellent housing, education and employment choices, actively responding to the effects of climate change</p>	
<p><b>Sustainable Community Strategy            Eastbourne Priority Themes</b></p> <ul style="list-style-type: none"> <li>• <b>Regeneration and Economy</b></li> <li>• <b>Housing</b></li> <li>• <b>Culture and Sport</b></li> <li>• <b>Environment</b></li> <li>• <b>Community Safety</b></li> <li>• <b>Communities Working Together</b></li> <li>• <b>Health and Social Care</b></li> <li>• <b>Learning and Skills</b></li> <li>• <b>Children, Young People and Families</b></li> </ul>	<p><b>Principles</b></p> <p>We commit to:</p> <ul style="list-style-type: none"> <li>• <b>Valuing all people</b></li> <li>• <b>Being sustainable</b></li> <li>• <b>Being efficient</b></li> </ul>

Eastbourne Borough Council is committed to delivering the priorities of the East Sussex Integrated Sustainable Community Strategy. For minutes of meetings and more details visit [www.essp.org.uk](http://www.essp.org.uk)

## **The Wider Economic Context**

This Plan has been prepared during a period of significant economic uncertainty. The economic downturn over the last few years is affecting Councils across the country. We are already seeing an increased demand for some services whereas a range of paid services are experiencing a continued downturn in demand. This has led to a reduction in our income. In addition, the unprecedented low level of interest rates is presenting particular challenges for the Council, as historically we have relied upon interest from our capital and income from services to support a significant proportion of our expenditure.

While we believe that the excellent work done during the Budget Setting processes for the 2011-14 financial years has established a solid foundation for the Council, we will be keeping the position under review. We will need to respond flexibly if the economic downturn continues or worsens and the impact on the Council's finances is even more serious than anticipated. Conversely, if the economy improves faster than we have provided for in our financial projections, we may be able to bring forward other projects in to this Plan period. The Financial and Corporate Plans will therefore be monitored on a quarterly basis and will be reviewed formally on an annual basis.

## **Eastbourne Borough Council's Financial Context**

### **Financial resilience**

Councils face significant challenges in managing the implications of the current economic climate. Central government funding has continued reducing. The Council used to receive over £10m in general Government grant, and by the end of the period of this plan this amount will have halved. The table below includes indicators relating to the council's financial position and includes data on sources of income, reserves, assets and liabilities.

Comparison is with Eastbourne Borough Council's statistical nearest neighbours. Source: The Audit Commission.

<b>Indicator</b>	<b>Period</b>	<b>Value</b>	<b>% change</b>	<b>DoT</b>	<b>Rank</b>	<b>Average</b>
<b>Council Tax requirement (£000s)</b>	<b>2011/12</b>	£8,242	-2%	Decrease	Average	£8,677
<b>Income from Sales, fees &amp; charges as percentage of total spend</b>	<b>2011/12</b>	28.27%	10%	Increase	In the highest third	22.11%
<b>Total non school reserves as a percentage of net current expenditure</b>	<b>2011/12</b>	14.4%	15%	Increase	In the lowest 25%	20.9%
<b>Total net service spend (£000s)</b>	<b>2011/12</b>	£17,145	-18%	Decrease	Average	£16,122

<b>Spend on management and support (back office) services as a proportion of total service spend</b>	<b>2011/12</b>	21.9%	-60%	Decrease	In the lowest 20%	56.2%
<b>Net spend on council tax collection per head</b>	<b>2011/12</b>	£9.44 per head	-5%	Decrease	In the highest 5%	£5.51 per head
<b>Total value of assets (£000s)</b>	<b>2011/12</b>	£249,828	-2%	Decrease	In the highest 20%	£199,149
<b>Total resident population size - mid year population estimates (000s)</b>	<b>2011</b>	99.3	2%	Increase	In the lowest third	110.1
<b>Percentage change in estimated revenue spending power compared to previous year</b>	<b>2013/14</b>	-1.97%	-57%	Decrease	Average	-2.09%
<b>Total spend (total income &amp; revenue expenditure, £000s)</b>	<b>2011/12</b>	£43,523	-16%	Decrease	In the highest third	£41,519

While this document focuses on the things we want to change during the period 2010-15, it also identifies many of the services we already provide to assist the residents, visitors and business community of Eastbourne. This is important, as we need to have an appropriate balance between our ambitions for change, the resources available to deliver them and our desire to continue to provide good day to day services at an affordable cost.

Affordability is therefore a principal consideration and we must ensure that we can balance short and long-term pressures and ambitions. Our Medium Term Financial Strategy has been revisited in light of the economic downturn to ensure that the Council is focused on releasing the resources required to both deliver the Corporate Plan and to stabilise finances to meet the forecasted financial environment. However, three longer term objectives - delivering efficiency savings, generating income, and managing our use of capital and reserves - remain important.

Strong service and financial planning will allow us to identify the compromises that may be required. This will involve balancing key projects that benefit the residents of, and visitors to, Eastbourne against the level of day to day service delivery that those same residents and visitors expect of us. While we will continue to ensure the delivery of statutory services along with a range of discretionary services, the method of delivery may change. Some services may expand or contract in response to either the financial environment or the expectations of our residents and visitors. In doing this, we will seek to maximise the use of non-Council funds, such as grants and new income streams, to deliver specific projects or initiatives.

**Councillor Gill Mattock, Cabinet Spokesperson for Finance**





## **Equality in Eastbourne**

When people, whether they are our citizens or our employees, feel included and listened to they are more inclined to participate and work with others in solving problems and achieve a sense of belonging and identity. This is why equality and fairness lies at the heart of everything we do.

We know that by providing equality of opportunity in our service provision and our work in fostering good relations between different people will help us to build an inclusive community for Eastbourne. Over the past few years we have taken the time to build strong relationships with a number of our diverse communities, communities who previously felt that they did not have a voice, or were not confident that their voice would be listened to. These relationships have resulted in meaningful conversations taking place, helping us to change the way we deliver our services and prioritise our actions. We are committed to these relationships and to expanding our work in this area, creating new opportunities for involvement and establishing effective dialogues within neighbourhoods.

We welcome the Equality Act and the opportunities it creates for people who experience disadvantage. We know that Eastbourne has pockets of deprivation that create inequalities for some people and we know that as a Council we cannot address these issues in isolation. We need to continue our work with our communities, our partners and with voluntary organisations to create opportunities for all our residents to fully participate in community life, improve their life chances and reach their full potential.

As an organisation we are fully committed to working with the Equality Framework for Local Government and in becoming an 'Excellent' authority. Our citizens and our employees are important to us and it is only through our continued commitment to equality and fairness, to listening and to fostering good relations that we will achieve our ambitions.

# About Eastbourne

## Our environment

Eastbourne is a large town in East Sussex and is a gateway to the eastern end of the South Downs National Park, with approximately 7km (over 4 miles) of outstanding coastline. For an urban borough it has significant natural environment, a high proportion of which is downland. This natural environment with its panoramic views, areas of outstanding natural beauty and sites of special scientific interest, has 485 hectares (1,200 acres) of open access land and is highly valued by our residents and visitors. Eastbourne is primarily a seaside resort with natural shelter provided by Beachy Head.

Within its built environment, Eastbourne has a wide range of parks and gardens and significant areas of historic interest, including 250 listed buildings and almost 10 per cent of the built up area protected with Conservation Area status. Eastbourne also has a range of sport and leisure facilities including: an international, high quality tennis centre developed in partnership with the Lawn Tennis Association; a number of community and borough sporting facilities; theatres; a modern art gallery; and a number of smaller venues act as centres of local memory and heritage. It has an outstanding seafront destination offering miles of unspoilt coast, with a preserved Victorian promenade, extending to a modern, high quality marina and berthing facility at Sovereign Harbour. The borough has a diverse range of restaurants, retail and hospitality accommodation adding to the visitor and community offer.



The Council recognises the importance of a quality environment for residents and visitors alike. **This is supported by our 2015 priority visions for Eastbourne; especially our aspirations to enhance and promote the unique natural and built environment for the maximum benefit of the town.**

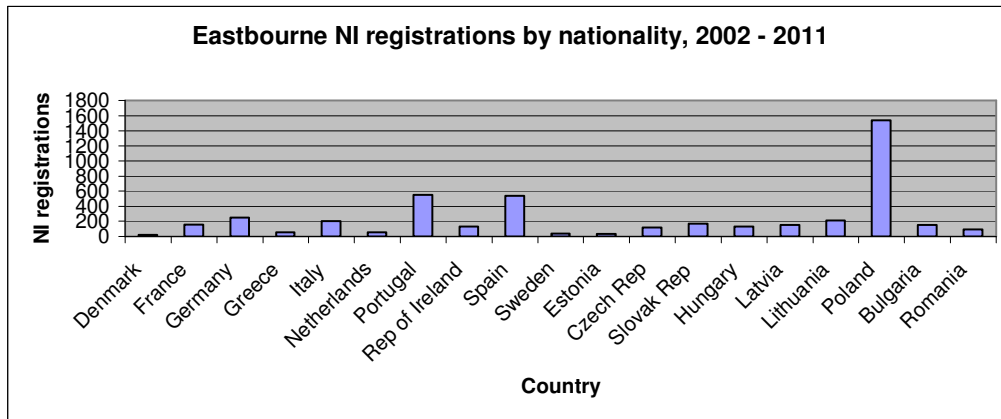
## Our community<sup>1</sup>

Eastbourne has an estimated population of 99,412. Historically, it has attracted older people to come and live in the town. Compared to the county, region and nation as a whole, Eastbourne has a higher percentage of the population of pensionable age, 22.7 per cent aged over 65 years old against a national average of 16.4 per cent. However, this is changing and although Eastbourne still provides an attractive location for retirement, the town has also experienced considerable housing and economic development that has attracted a younger age group, leading to an increasingly more balanced community. We now have 34.2 per cent of our population below the age of 30.

Eastbourne has a high proportion of people with a long-term health problem or disability, (21 per cent). The national average is 17.9 per cent. As more Census data is released we will be able to see how this breaks down into different age brackets.

Eastbourne has a 94.1 per cent white population (Census 2011); Black, Asian and minority ethnic communities (BAME) make up 4.1 per cent of our population.

Migration between 2002 – 2011 has seen 7,610 adult overseas nationals registered for national insurance numbers in Eastbourne:



<sup>1</sup> Unless stated otherwise data is taken from [East Sussex in Figures](#)

We work with a range of community organisations to support development and new projects designed to improve services for local residents. This covers support for local community centres, funding through Community Grants and Rent Support Grant and general advice.

It also includes work through different partnerships such as the Community Safety Partnership, the Healthy Eastbourne Board, the Children's Services Planning Group and the Eastbourne Youth Partnership, and specific communities of interest groups such as the Disability Involvement Group, Faiths Forum, BourneOut Group representing the LGBT community and Eastbourne Cultural Communities Network.

We are also developing, coordinating and supporting Neighbourhood Management projects in several areas of the town in partnership with voluntary and community groups, social landlords, the Police and various other agencies. There are Neighbourhood Management projects now operating in Kingsmere, the Town Centre, Willingdon Trees, Shinewater & North Langney and Old Town. These projects link agencies with local communities to address their concerns and priorities and cover a range of issues such as community safety and environmental issues, youth activities, health improvement, learning and employment depending on the needs of each area. We are also working closely with Local Trust and other partners in Devonshire West to encourage residents and other stakeholders to get involved in the £1 million Big Local programme there..

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We are also developing Neighbourhood Management projects in several areas of the town in partnership with social landlords, the Police, voluntary and community groups and various other agencies. There are Neighbourhood Management projects now operating in Kingsmere, the Town Centre, Willingdon Trees and Old Town, and we are beginning work to develop a new project in Shinewater. These projects link agencies with local communities to identify priorities and resources for improving facilities and opportunities in those areas. The projects may cover anything from safety, environmental issues, youth activities, health, learning and employment depending on the needs of each area.

It is vital that we continually monitor our changing population to ensure that we are able to deliver services that meet the requirements of our residents. ***This is supported by our 2015 priority visions for 'thriving communities' and 'sustainable performance', specifically our aspirations for: our communities to be more involved and active; for families and young people to be supported to reach their full potential; and in providing a wider range of activities and facilities for young people. We also wish to be recognised by our residents as an organisation that cares about their customers, listens to their views and provides services which have been influenced by them.***

### **Devolved budgets**

In 2008 the Council launched an initiative called Devolved Budgets. Through this scheme, each ward is given £10,000 per year to spend on quick fix one-off works or initiatives to improve the lives of residents within each of the nine council wards. The projects supported are requested by local residents and administered by the ward councillors.

Residents can make a suggestion on how this money should be spent in your ward by contacting your local councillor. In 2012/13 almost 70 projects were supported through the devolved budget scheme including:

Devonshire	Flowerbeds in Pevensey Road - Planting at The Oval - Tree planting in honour of M Pritchard Dursley Road/Winchcombe Road preparation - Seaside Centre - Community Garden Project Royal Sovereign Bowls Club.
Hampden Park	Willingdon Trees Community Games – Sportsbourne - The Duke of Edinburgh Eastbourne Awards Centre MSK Martial Arts - Community Garden - Pulborough Avenue planting - Hampden Park in Bloom Duke of Edinburgh Awards - Eastbourne Academy - Hampden Park Community Association
Langney	Olympics in Bloom - Shinewater Fun Day - Bench at Langney Road - Shinewater Park Run signs Shinewater Funday - West Rise School - Langney bee beds - 2 <sup>nd</sup> bench at Langney Road Rubbish Amnesty in Langney - Cranbrook musical equipment.
Meads	Salwey Room refurbishment – Fegans - Tree planting at Upper Dukes Drive - Youth Festival Loft Ladder for Eastbourne Heritage - Christmas Illuminations - Coffee Pot Computing Eastbourne Community Television - Little Chelsea Christmas - MoMAs Connect - St Johns Bowling Club St Johns Church Jubilee hall
Old Town	Historic Old Town leaflets – Memorial benches – Old Town Recreation Group – Duke of Edinburgh Award Youth Arts Café – Here4U – Old Town Library
Ratton	Bulb planting – Tree planting in Willingdon Road area – RoC Seaside Centre – Willingdon Trees Community Association Carnival Float – Beachy Head Chaplaincy torches – Hampden Park oak saplings
St Anthony's	Footpath improvements near Astaire Avenue
Sovereign	Landscaping in Bermuda Way – Bee-friendly planting – Kingsmere Christmas Fayre Sovereign Harbour Bowls
Upperton	St Wilfirds Fun Day – St Thomas a Becket School outdoor classroom – FoMG Easter Egg Hunt Historic Old Town leaflet – Bulb planting – Tree planting in Mill Road and Kings Drive Arundel Road/Enys Road service – Little Chelsea Christmas

## Our economy

Despite the current negative economic climate, our local economy has shown signs of business growth and success with many positive plans to continue development.

### **Business Growth**

- Morrisons retail supermarket opened up a new store in 2012 creating 270 new jobs in the town. 83% of the starting workforce was local of which 45% were previously unemployed.

### **Developments and Investments**

- Eastbourne Borough Council is working in partnership to redevelop the Devonshire Park complex and the Wish Tower Restaurant site on the seafront.
- The development of a Sovereign Harbour Business/Office Park is a long term Council corporate priority which is estimated to create up to 2,000 jobs.
- The planning application for a £70 million plan to extend the Arndale Centre was approved in 2012 and is expected to be completed by 2016.
- The planning application for a £14 million face lift plan for Sovereign Harbour Retail Park was approved in 2012. Construction is expected to commence in 2013/14.
- The planning application for a 65 bedroomed hotel with a ground floor retail unit in the town centre was approved in 2012. Construction is expected to commence in 2013.

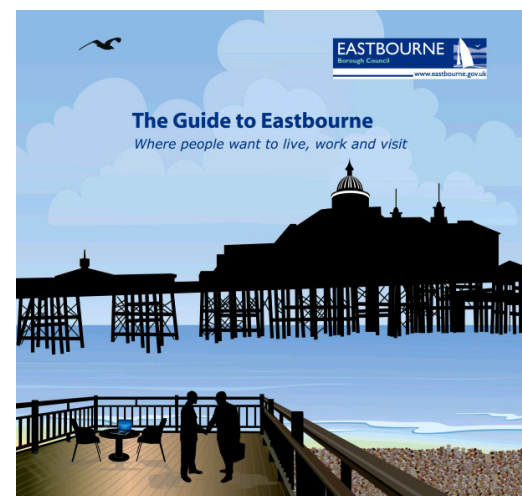
### **Retail**

Eastbourne's town centre retail void rate (the percentage of shops that are empty) remains below the national average of 8.8% compared to 14.6% as of December 2012 (Economic Development, Eastbourne Borough Council and Local Data Company).

### **Skills**

Eastbourne continues to improve its skills base across all qualification levels to a more comparative benchmark to East Sussex, South East and Great Britain. Furthermore, one third of residents are now qualified to at least NVQ3 (two or more A-Levels or NVQ Level 3) suggesting that the labour supply is becoming more qualified.

There are 3 Super Output Areas (SOAs) in Meads, Old Town, Ratton and Upperton Wards that are in the 10% least deprived in education, skills and training in England. Equally there are 3 SOAs in the Devonshire, Hampden Park and Langney Wards which are in the 10% most deprived areas of education, skill and training in England.



## **Income**

Between 2007-2012 resident and workplace earnings have increased in Eastbourne. They are uncompetitive compared to the South East and Great Britain but according to the latest figures are more competitive than East Sussex.

## **Unemployment**

The local unemployment rate in Eastbourne (6.8%) is above East Sussex (6.5%) and the South East (5.9%) averages but below the national figure (8.1%). The rate of JSA claimants in Eastbourne (3.5%) also lies above East Sussex (3.0%) and the South East (2.4%) but below the national figure (3.7%).

Data indicates high levels of worklessness (wider than unemployment and inclusive of other working benefits) in Eastbourne. The out-of-work benefit claimant rate in Eastbourne (13.2%) is higher than East Sussex (11.3%), the South East (8.7%) and Great Britain (12.3%) averages.

The employment deprivation indicator is defined as those who would like to work but are unable to do so through unemployment, sickness or disability. There are 32,482 SOAs in England and there are 5 SOAs in Eastbourne which are in the 10% most deprived areas in employment in England. These are in the Devonshire, Hampden Park and Langney Wards

## **Employment Sectors and Occupations**

Public administration, education and health is the largest employment sector in Eastbourne at 39% followed by wholesale and retail trade; repair of motor vehicles and motorcycles at 21.8%. Both sectors have greater concentrations in Eastbourne than East Sussex, the South East and Great Britain.

Compared to East Sussex, the South East and Great Britain, Eastbourne has a lower proportion of individuals employed in managerial and senior official, associate professional and technical and elementary occupations but a high concentration of administrative and secretarial, skilled trades, personal services and sales and customer service occupations.

The proportion of high-level professionals in Eastbourne's workforce (39.9%) is lower than the East Sussex (39.9%), the South East (47.2%) and Great Britain (44.6%).

## **Deprivation**

There are 5 SOA's in Eastbourne in the most 10% deprived areas in England. These are found within the Devonshire, Hampden Park and Langney wards.

## Activating Eastbourne

- Activating Eastbourne is a partnership made up of organisations that share the same agenda: help unemployed people back into work and support employers in developing and growing their workforce. Members therefore understand the full provision to both job seekers and employers to promote themselves and are provided with a platform to explore opportunities for collaboration.

The future commercial challenge will be to broaden the economic base of the Eastbourne / Hailsham triangle area, to enable innovation and new businesses to develop and grow. ***This is supported by our 2015 priority vision for 'prosperous economy' which sets out our aspirations for Eastbourne: to increase the skills of its workforce and offer increased opportunities for employment; attract new businesses and investment in the town through such activity as the creation of a regional 'centre of excellence' for technology; a transformed town centre, cultural and leisure facilities; and making the best use of the 'Eastbourne / Hailsham Triangle', increasing investment in the towns infrastructure.***



## Our performance



Eastbourne Borough Council has set a balanced budget for 2013/14 along with a Medium Term Financial Strategy. This will be managed alongside our Corporate Plan. The Council also has healthy levels of financial reserves and places a high importance on providing value for money in all that it does. We also recognise the need to think long term with regard to our sustainable performance, given the reality of our changing environment and population, and the resulting pressures on public service spending.

The Audit Commission's organisational assessment of the Council on its 2008/09 performance indicated that, whilst delivery of many of our front line services was good, there was a need for significant improvement in the effectiveness of our strategic planning, performance management, and community engagement. Following the assessment, the authority undertook a review and overhaul of its performance management systems and with support from iESE (Improvement and Efficiency South East) managed to achieve a positive peer review from GOSE (Government Office South East) which endorsed the improvements made and the sustainability of the plans in place. These improvements were further recognised and celebrated when Eastbourne Borough Council went on to win the 2011 iESE "Council of the Year" award. In 2012, the Local Government Association (LGA) undertook a peer challenge of the authority which identified many strengths including the ambition and development of our Agile and Future Model programmes. The full report can be found at [www.eastbourne.gov.uk/council/performance/](http://www.eastbourne.gov.uk/council/performance/)

Eastbourne Borough Council recognises the need to continue to improve the effectiveness and efficiency of its services. The key issues with regard to strategic planning, performance management improvement and future sustainability are being progressed through a number of specialist projects which have arisen out of 'DRIVE' our major corporate project looking at the future structure and culture of the Council. ***The challenges we face are supported by our 2015 priority vision for 'sustainable performance' which sets out the Council's aspirations: to build a reputation in the South East Region for service excellence and innovation; to be recognised by our residents as being customer driven and outcome focussed; be a valued service delivery partner to a variety of organisations across the public, private and voluntary sectors; and be a high performing local authority evidenced by sustained improvement against all regulatory frameworks and inspection regime***

## **Consultation**

In the autumn of 2012, the Council consulted with local residents and community groups on the current priority themes. The consultation was mostly held online with paper copies of questionnaires made available at Council premises. The survey was advertised in local media and via the Council's social media pages (Facebook and Twitter). A special display was also held at a Youth Fair event in October in order to collect young people's views.

A total of 312 people participated in this year's consultation compared to 142 in 2011 and 157 in 2010.

Full details of how the consultation was delivered and the full findings can be found in the report on our website <http://www.eastbourne.gov.uk/council/consultations/2012/corporate-plan-priority-projects/>

Taking into account all the suggestions put forward across all the groups consulted, the most popular suggestions for priority activity/projects in 2013/14 were as follows:

<b>Ranking</b>	<b>Priority Theme – Prosperous Economy</b>	<b>Priority Theme – Quality Environment</b>	<b>Priority Theme – Thriving Communities</b>
<b>1</b>	Creation of jobs	Street and public area cleaning	Reducing crime levels
<b>2</b>	Youth employment	Parks enhancement and preservation	Youth facilities provision
<b>3</b>	Improved public transport links	Tackling derelict sites	Decent and affordable homes

It should be noted that, across the full spectrum of all consultative groups, the importance of the town centre redevelopment remains overwhelmingly emphasised. Jobs (both generally and for youth) and reducing crime levels both show increased prioritisation possibly reflecting the current economic situation and recent local major incidents. Leisure activity priorities such as cultural provision and sport facilities show reduced prioritisation possibly due to being seen as non-essential in difficult economic times.

For more information, please visit: <http://www.eastbourne.gov.uk/council/consultations/corporate-plan-priority-projects/>

## Census 2011 key information

On 11 December 2012, the Office for National Statistics published the Key Statistics data for Local Authorities from the 2011 Census.

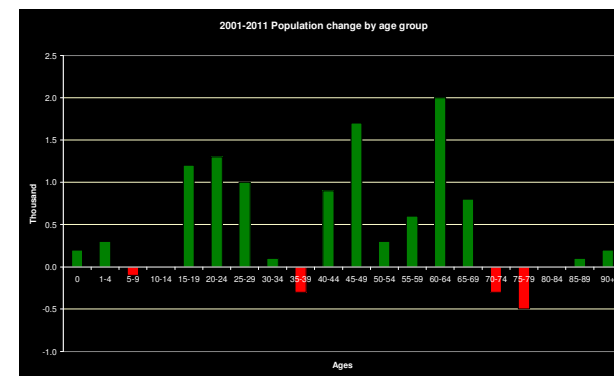
Previous releases had shown that the total population of Eastbourne has reached 99,412, representing an increase of 9,745 (10.87%) over the ten years since the 2001 census. It also showed that the number of households in Eastbourne is 45,012, which is a 10% increase since 2001.

Area Name	Population ()	Households ()
Devonshire	13167	6215
Hampden Park	10591	4309
Langney	10706	4361
Meads	10725	5638
Old Town	11053	4511
Ratton	9694	4439
Sovereign	11844	5461
St Anthony's	11168	4764
Upperton	10464	5314

wards and is the only one with a population under 10,000. Langney experienced a decline in population of over 400 people, and Hampden Park saw only a very marginal increase in population of 15 people.

The results from the 2011 Census show how the make up of Eastbourne's households has changed over the 10 years since the last census. The proportion of households in Eastbourne that are single person has decreased, and there has been a particular decrease in the single person pensioner households. However Eastbourne still has the 10th highest percentage of single person pensioner households in England and Wales.

There has been an increase in co-habitation and decrease in married couples living together, reflecting national trends. There are also 290 people in a registered same-sex civil partnership, which although is only 0.4% of the total population, it is the 22nd highest percentage out of the 348 local authorities in England and Wales. In addition to this, Eastbourne has the 8th highest percentage of people in England and Wales who are divorced.



In terms of population, Devonshire is the largest ward in the town, taking over from Langney. Sovereign now has the second largest population after seeing an increase of 4,830 compared to 2001 (an increase of 68.9%). Ratton has the lowest population of the nine

There has been no significant change in the ethnicity of Eastbourne since 2001, although the percentage of the population that is 'non-white' has increased from 3.4% in 2001 to 5.9% in 2011. 85.2% of Eastbourne's population were born in England and 11,918 were born outside of the United Kingdom. This compares to 7,198 in 2001. Of the total number of people born outside of the UK, 48% have arrived in the UK since 2001. There is a large Polish contingent, with 1,170 people living in Eastbourne having been born in Poland. Other countries that are well represented include Portugal, Germany and India. 3.8% of households in Eastbourne contain no-one with English as a main language.

There has been an increase in the number of household spaces with no usual residents (those that are vacant or second homes), which now makes up 5.9% of the 47,842 household spaces in Eastbourne. 27.7% of the household spaces are flats in a purpose-built block, up from 22.3% in 2001. Owner occupation has decreased and there has been a significant increase in households that live in private rented properties to 9,747, which is almost double the figure from 2001. This equates to 21.7% and is the 36th highest percentage in England and Wales. The number of households without central heating has decreased since 2001, but it still makes up 2.9% of the total number of households.

The average household size has increased from 2.12 in 2001 to 2.2 in 2011, but the average number of rooms per household has stayed the same. The total number of cars and vans owned in Eastbourne has increased from 39,230 in 2001 to 46,658 in 2011, representing an increase of 18.9%, which is greater than the overall population increase of 10.9%.

The percentage of people aged between 16 and 74 who are economically active has increased from 63.3% in 2001 to 68% in 2011. Long term unemployment increased to 1,181 people from 573. The population of Eastbourne are actually working shorter hours now, with more people working part-time since 2001. 'Human health and social work activities' and 'Wholesale and retail trade; repair of motor vehicles and motor cycles' are still the two industries that employ the most people in Eastbourne, and in terms of occupation, there are less 'Managers, directors and senior officials', and more people in 'Professional occupations'. Eastbourne is also becoming more qualified as there is a decrease in the percentage of the population with no qualifications, and a significant increase in the percentage of people who are qualified to degree level (24.4% of the population aged 16 and over).

Census commentary written by Matt Hitchen, Planning Policy Officer.

# Guide to data interpretation

The following chapters deal with the context behind our four priority themes and display key data in a number of ways. The data used has been made available to us through Local Futures unless cited ([www.localfutures.com](http://www.localfutures.com)) which brings together a large selection of national datasets and group them in ways to provide meaningful analysis and comparison across the country. Not all of the data reflects the current year's performance so the age of the data must be considered when interpreting the figures.

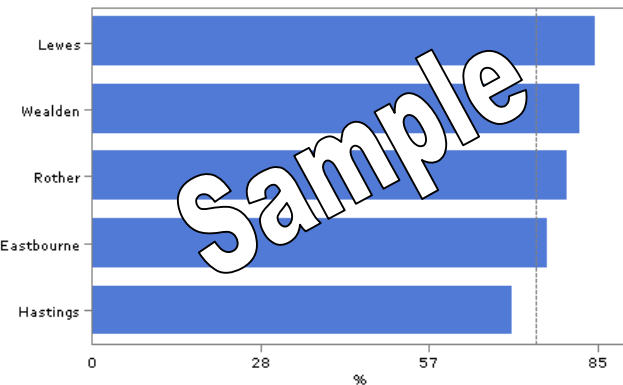
District Report Card – Eastbourne

	Sub Region	Region	National
<b>Economy</b>			
Economic scale			D
Productivity	D		D
Economic change	C	D	D
Industrial structure	E	E	D
Business & enterprise	C	D	C
Skills & qualifications	C	C	C
Labour market	D	E	C

## Report Cards

The theme report cards present headline performance against themes in the manner of a school report, grading the Borough from A to E. An A grade means the Borough is in the top 20% of District authorities nationally, regionally (South East) or sub-regionally (Sussex), B is the second 20% and so on. The themes are based on collections of available national indicators that have been chosen as the most appropriate to reflect the area's performance and not just the direct performance of the authority. Where a rating has changed since 2012, a figure in green represents improvement and a figure in red represents deterioration.

NI 151 Overall Employment Rate (APS) (Q2 2008)



## Bar Charts

The bar charts used in this plan show Eastbourne's performance relative to its neighbour authorities and to the national average for all district authorities where appropriate and available.

## **Priority Theme 1 – Prosperous Economy**



### **Priority Theme Owners**

Member: Councillor Carolyn Heaps.

Officer: Tracey McNulty, Senior Head of Tourism and Leisure.

### **Priority Vision:**

By 2015:

- Eastbourne will be a nationally recognised outstanding seaside destination and the gateway to the South Downs National Park
- Our transformed and accessible Town Centre will expand its catchment area and be home to a wider range of shops and services for local residents, with high quality public spaces that reflect the cultural and economic aspirations of the Borough
- Eastbourne residents will have a wide range of skills and opportunities to help make the town attractive to employers and new businesses
- Eastbourne will have an exciting and wide range of cultural activities combining opportunities for learning, participation and shared experiences for residents and tourists
- A wide programme of events and activities will encourage opportunities for partnership and investment in the cultural economy and growth of Eastbourne as a marketable destination
- The Business Park will be a regional centre of technology excellence occupied by businesses with international markets
- The Borough will have capitalised on the Eastbourne and South Wealden area to increase investment in infrastructure such as transport and community facilities

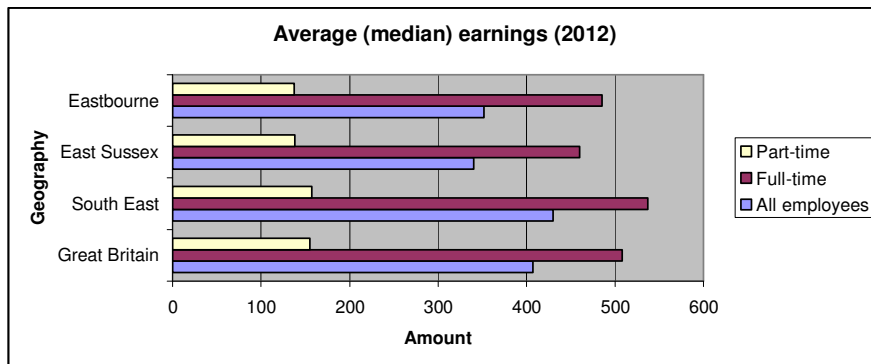
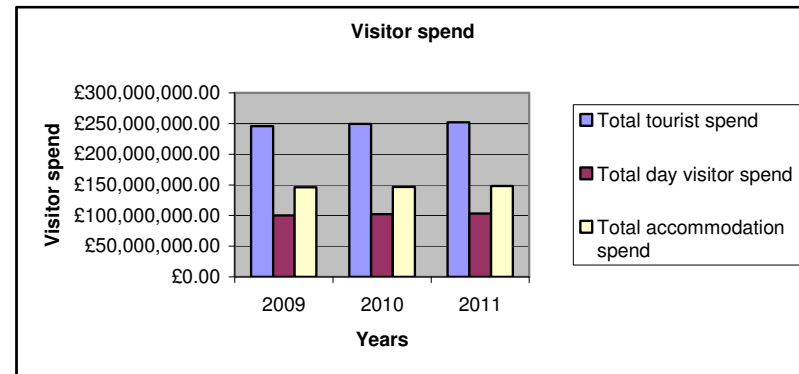
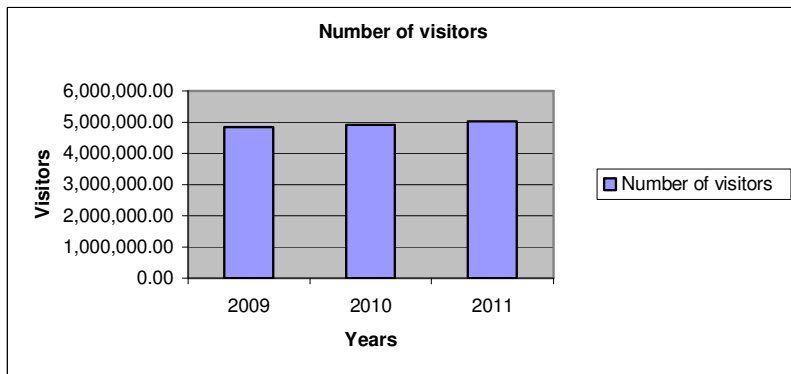
## Eastbourne's Economic Profile

The report card ratings for Eastbourne's economy themes continue to show a below national average profile for the industrial sector. There has been a decline in business and enterprise. There has been a noticeable and encouraging improvement in productivity, economic change and the labour market areas. Skills and qualifications still rates as average. These themes are made up of collections of performance indicators that reflect current activity as well as rate of change and development.

	Sussex				South East				National			
<b>Economy</b>	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013
Economic scale	D	D	D	C	D	D	D	D	D	D	D	D
Productivity	D	D	D	A	E	E	E	C	D	D	D	B
Economic change	C	A	E	A	D	B	E	A	D	B	D	A
Industrial structure	E	E	E	E	E	E	E	E	D	E	D	E
Business and enterprise	C	A	A	C	D	C	C	E	C	C	C	D
Skills & qualifications	C	C	C	C	C	C	C	C	C	B	C	B
Labour market	D	C	C	B	E	D	C	C	C	C	B	B

## Tourism and information about Eastbourne's economy

Every year we receive 'The Cambridge Model,' which analyses the economic impact of tourism on Eastbourne. From this report we are able to analyse tourism data that shows us how many visitors we have each year and the total tourism, day visitor and accommodation spend in Eastbourne. This allows us to monitor key tourism trends (currently showing annual increases) on a yearly basis:



The (median) average gross weekly earnings of people working in Eastbourne are £485 (for full time) and £137 (for part time) workers. This compares to £430 and £157 for the South-East. The median is accepted as the best average to use when analysing earnings data, as the mean value is more likely to be influenced by extreme values (e.g. small numbers of very high or very low earners)

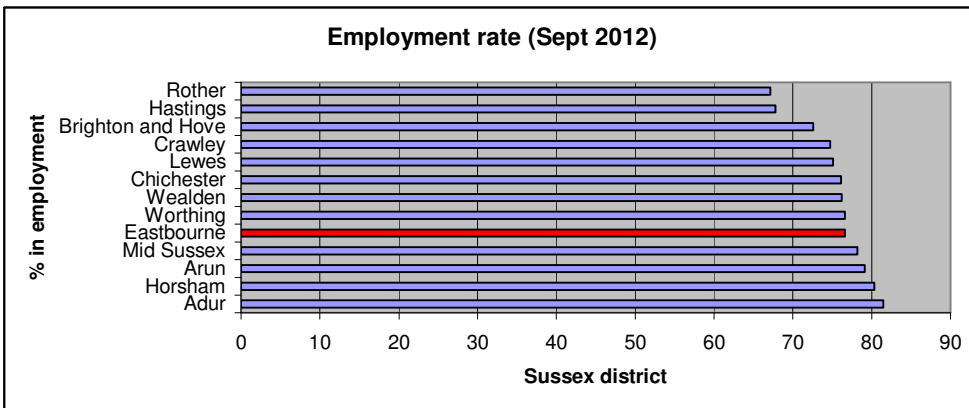




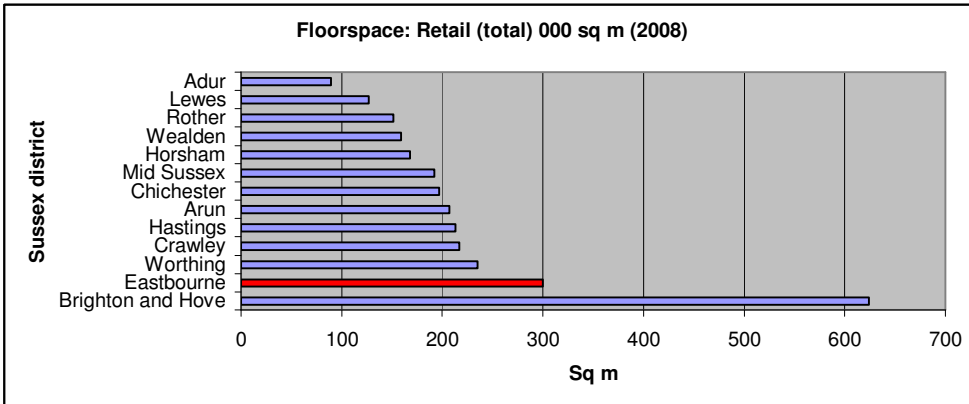
Employment in knowledge-driven sectors is below the national average, and declining, with Eastbourne ranking in the bottom 40% of districts (as of 2011). It has 11.71% of employment in these sectors, compared with 21.74% nationally, 22.77% in the South-East and 19.81% in Sussex. (emp k:sectors (wkpl))

Source: Business Register and Employment Survey

Notes: Source: National Statistics website (Nomis: www.nomisweb.co.uk). Crown copyright material is reproduced with the permission of the Controller Office of Public Sector Information (OPSI). Reproduced under the terms of the Click-Use License.



The proportion of the resident working age population who are in employment in Eastbourne is high, with the area ranking in the top 40% of districts nationally. In Eastbourne (September 2012), 76.6% of the resident working age population were in employment, compared with 75.46% in Sussex and 70.5% nationally.



Eastbourne scores highly in the Sussex region on the amount of retail floorspace. This is because it is operating as a regional centre for a wide catchment area. However, there remains significant demand for new retail floorspace, particularly within the town centre.

## Prosperous Economy - main activities 2013 / 14

Title	Description	Desired Outcome
Deliver a Sustainable events programme	Develop the events programme as a key part of the tourist and community economy	Sustain and grow visitor numbers to the resort. Increase resources through partnerships, sponsorships and trade. Develop new events in the programme that help to market the resort.
Tourism Marketing and Development	Deliver and evaluate the marketing campaign for Eastbourne	Raise the national/international profile. Increase visitor numbers and spend. Generate new markets and sustain inward investment.
Employment – Town Centre Masterplan	Continue to progress the Town Centre Masterplan	Wider choice of shops and services for local people. Improved public environment in the town centre.
Employment – Sovereign Harbour Business Park	Development of a Business Park at Sovereign Harbour	Retention of existing Eastbourne employers and attracting new employers. More high quality job opportunities. High quality business space.
Activating Eastbourne	Multi-agency partnership with focus on promoting employment	Reduction in unemployment and the creation of jobs.
Eastbourne Loyalty Scheme	Establish a loyalty scheme for Eastbourne to help sustain local businesses and understand spending needs	Improvement in the viability of Eastbourne businesses and services
Support Secondary Shopping Areas	Continue to progress the Town Centre Local Plan	Support a diverse range of independent and specialist retailers which make significant contribution to the overall variety of the Town Centre

## Prosperous Economy : Performance Indicators 2013 / 14

Code & Short Name	2012/13	2013/14
	Value	Target
DE_004 Town centre vacant business space	9.89%	<12%
DE_005 JSA Claimant Count	2,343	<2,500
DE_008 Number of buildings tackled with success	19	12
TL_003 Bandstand patrons	20,065	30,000
TL_005 Marketing campaign value for money	£0.88	£0.88
TL_008 Conference delegates	12,140	13,000
TL_060 Online accommodation referrals made	56,384	>56,384
TL_040 Beer Festival - Tickets sold	4397	4300
TL_041 Number of visitors (day visitors and staying trips)	5,022,000.00	5,022,000.00
TL_042 Total tourist spend	£252,097,000.00	£252,097,000.00
TL_043 Total day visitor spend	£103,643,000.00	£103,643,000.00
TL_044 Total accommodation spend	£148,454,000.00	£148,454,000.00

## Priority Theme 2 – Quality Environment

### Priority Theme Owners



Member: Councillor Steve Wallis

Officer: Henry Branson, Senior Head of Infrastructure



### Priority Vision:

By 2015:

- Eastbourne will have a high quality built and natural environment which highlights the cultural heritage and tourist offer of the Borough, surpassing other UK towns of a similar size
- We will have transformed the sites that are currently not used efficiently in our town centre
- Our public space will be distinctive, high quality, well preserved and create a sense of belonging
- Our open space will increase in quantity and quality, enabling the community to come together and enjoy its public spaces in a safe and secure way
- We will be moving towards becoming a low carbon town with a wide range of locally derived environmentally friendly initiatives, working with the Community Environment Partnership for Eastbourne
- The quantity of domestic waste will have significantly declined supported by a wide range of materials for recycling, and reducing waste
- Eastbourne will have a range of transport options including improved public transport and cycling facilities
- We will continue to develop the seafront and coastal links as a unique and outstanding natural resource for the community and tourists, in a way that ensures development enhances our cultural heritage and is beneficial to the environment

### Eastbourne's Environmental Profile

	Sussex				South East				National			
Environment	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013
Housing affordability	A	A	A	B	B	B	B	C	C	C	C	D
Floorspace change	D	D	D	D	D	D	D	D	D	D	D	D
Connectivity	B	B	B	B	A	C	A	A	A	C	A	A
Services	C	C	C	C	C	C	C	C	B	B	B	B
Amenities	A	A	A	A	A	A	A	A	B	B	B	B
Natural environment	A	A	A	A	A	A	A	A	A	A	A	A

Eastbourne's environmental report card shows a high profile for natural environment amenities and connectivity due to its location and accessibility. The report shows that housing affordability has dipped. This figure is based on a ratio of average earnings compared to average house prices and does not take into account the relatively low average household income due in some part to the relatively high proportion of retired residents. The relatively poor performance in floorspace change is made up of a relatively low level of industrial space coupled with a large but static level of retail space in the town. This needs to be considered when planning the best way to drive the local economy forward. The connectivity rating for the town is within the top 20% nationally and regionally.

**Natural environment: score (2013)**

Rank	District	Region	GB=100	Nat. Rank
1	Chichester	South East	170.36	40
2	Wealden	South East	156.67	49
3	Rother	South East	151.7	58
4	Lewes	South East	128.67	80
5	Horsham	South East	115.47	95
6	Mid Sussex	South East	114.41	97
7	Arun	South East	108.68	102
8	Eastbourne	South East	97.93	112
9	Adur	South East	91.9	121
10	Brighton and Hove	South East	73.27	155
11	Worthing	South East	60.11	185
12	Hastings	South East	55.42	199
13	Crawley	South East	48.7	225

England : 100

Source: Census 2011; Road Lengths Statistics in Great Britain; Index of Multiple Deprivation; Generalised Land Use Database

Eastbourne is ranked 112 out of 354 districts for its overall natural environment score (2013), putting it in the top 40% of districts nationally.

The proportion of residents who travelled to work within Eastbourne by public transport was 11.4 % in 2011, an increase from 10.45% in 2001. By comparison the south-east figure was 11.7%. (ESiF)

The total carbon footprint of Eastbourne (in 2006) was 12.43 tonnes per capita, which was in the middle 20% of districts nationally. By comparison the national average was 12.10 tonnes per capita and the south-east 13.17 tonnes per capita. Source: <http://www.resource-accounting.org.uk/>

Eastbourne has always prided itself in its maintenance and management of its parks and open spaces as well the local downland and seafront. This has been reflected by high levels of satisfaction from local residents as evidenced through the last Place Survey (2008) and previous Best Value Satisfaction surveys.

We aim to enhance the use and appreciation of our local environment through our tourism provision and events such as the Beachy Head Marathon.

## Quality Environment - main activities 2013 / 14

Title	Description	Desired Outcome
Managing Waste responsibly	To procure the services of a waste collection and street cleaning contract in partnership with Wealden, Rother and Hastings Councils; Continue to divert waste from landfill.	Improve the efficiency of the waste contract; reducing the waste to landfill
Improving the Cleanliness of the Street and Public Areas	Work with the Neighbourhoods to identify and remove further 'Grot Spots' ; DPG to continue with the success of improving secondary shopping areas and streets near the town centre with targeted area.	To achieve a higher quality public environment and develop and maintain the "neighbourhood first" teams.
Improve Allotment provision	To provide additional allotment plots for the community	To reduce the waiting list for allotments and provide a sustainable future for the provision and management of allotments.
Towards a low carbon town	Prepare guidance for existing buildings and new development on Sustainable Design; To work with the community and within the Council's own estate and operations to improve the environment and reduce carbon emissions.	To demonstrate a strategic approach towards our commitment to environmentally sustainable activity and development;
Transport	Progress implementation of the Cycling Strategy; Prepare borough parking strategy	Easier access to the Town Centre. Improved public transport facilities. Towards a town-wide approach to cycling provision.
Eastbourne Park Supplementary Planning Document (SPD)	To provide an SPD for Eastbourne Park setting out a clear strategy and providing a sustainable framework for the future management of the area.	Protect a space for the community to enjoy. Create a new attraction for the town. Increase visitor and tourism opportunities to the Park. Enhance access to the Park from surrounding residential areas. Conserve and enhance the natural and historical environment.
Pride in our Parks	Enhance and preserve the quality of the town's parks	Continue to improve the quality of the urban parks

## Quality Environment : Performance Indicators 2013 /14

Code & Short Name	2012/13	2013/14
	Value	Target
DE_001a Satisfaction with street cleanliness - refuse collection	94%	>=94%
DE_001b Satisfaction with street cleanliness - street sweeping	80%	>=80%
DE_001c Satisfaction with recycling	86%	>=86%
DE_006 EBC Carbon Footprint - Buildings	2408.37 tonnes	2450 tonnes
DE_007 EBC Carbon Footprint - Vehicles	34 tonnes	35 tonnes
DE_009 Increased allotment plot numbers	122	38
DE_192 Percentage of household waste sent for reuse, recycling and composting	32.86%	33.00%
DE_194 Missed waste collections (New PI to be monitored and refined through the year)	n/a	Data Only (to set baseline for future years)



## **Priority Theme 3 – Thriving Communities**

### **Priority Theme Owners**



**Member: Councillor Margaret Bannister**

**Officer:** Ian Fitzpatrick, Senior Head of Community



### **Priority Vision:**

By 2015:

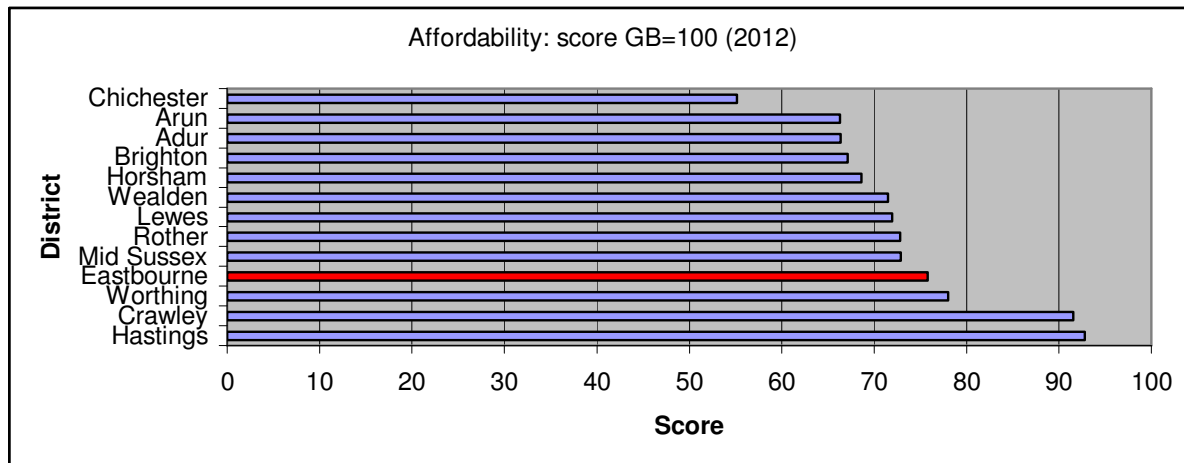
- Eastbourne will have some of the lowest levels of crime in the South East and, as a result, our communities will feel safe
- Families and young people will be supported and have access to a wide range of activities and facilities to help them reach their full potential
- Our communities will have the resources they need to achieve high levels of volunteering and involvement in managing our neighbourhoods
- The housing market in Eastbourne will provide a wide range of quality homes including affordable housing for those in need
- Our communities will be active in developing priorities for: tourism, culture and sport including being involved in managing sports, leisure, creative and artistic activities; events and festivals; ensuring greater participation and opportunities to share and enjoy the widespread cultural provision in the Borough.

## Eastbourne's Community Profile

Society	Sussex				South East				National			
	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013
Knowledge workers	B	E	E	E	C	E	E	E	B	D	D	D
Prosperity	E	E	E	E	E	E	E	E	E	E	E	E
Deprivation	E	E	E	E	E	E	E	E	D	D	D	D
Inequality	C	D	D	D	D	D	D	D	C	C	C	C
Health	D	C	D	D	D	C	D	D	C	B	C	C

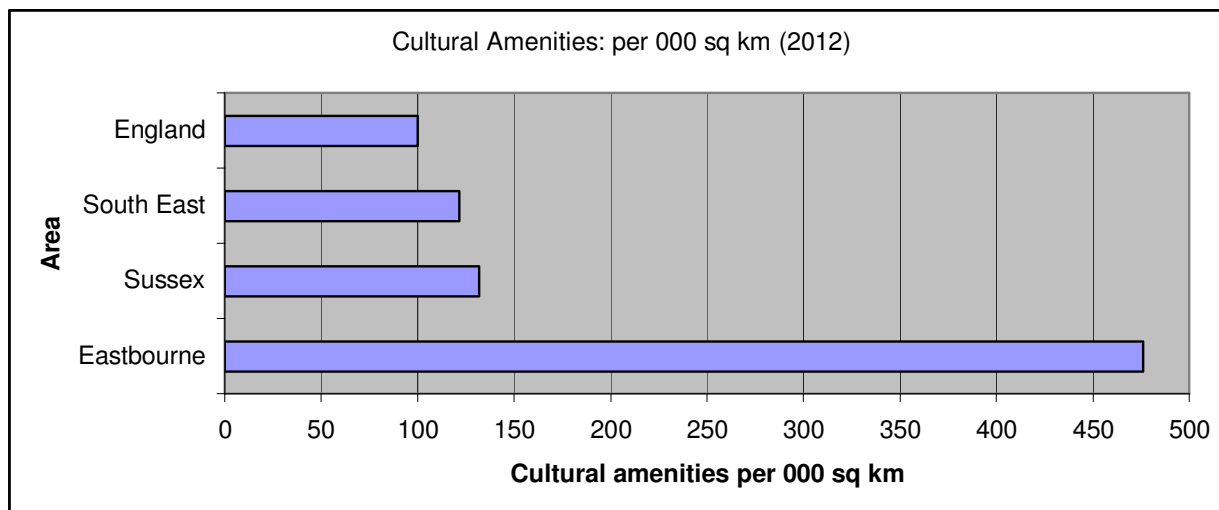
The Community report card shows a decline in the number of knowledge workers in the periods measured and that Eastbourne's prosperity and deprivation scores remain poor. This reflects a high level of variation across the borough and the effect that high levels of deprivation has in pockets of the town. This reinforces the economic priorities of the authority.

See Prosperous Economy for income information.



With a housing affordability score of 75.8, Eastbourne is rated the 4<sup>th</sup> most affordable district in Sussex.

**Crime:** Eastbourne is compared with a number of other peer boroughs and districts within a 'Most Similar Group' (MSG) by central government, based on geographic, demographic and socio-economic parameters. This iQuanta dataset highlights Eastbourne currently (March 2013) as having the second lowest overall crime rate per thousand population. In December 2012 Eastbourne had the lowest domestic burglary rate, serious acquisitive crime, vehicle theft and distraction burglary per thousand population in the MSG. See Eastbourne Borough Council's quarterly performance reports [www.eastbourne.gov.uk/performance](http://www.eastbourne.gov.uk/performance) for progress reports on crime.



The number of cultural amenities per 000 sq km in Eastbourne is 476.01. This places Eastbourne in the top 20% of districts nationally and compares well with the national and regional scores.

**Welfare Reform:** over the next year a number of changes to the benefits system will come into effect. The main changes include abolition of Council Tax Benefit, reform of Housing Benefit, reform of Discretionary Social Fund reform of Employment and Support Allowance, abolition of Disability Living Allowance, reform of Child Benefit and introduction of Universal Credit.

In Eastbourne, we know that a large number of working age residents will see a reduction in the income. For instance, we know over 800 social housing tenants in Eastbourne will be affected by the spare room subsidy reduction. We will be working to support households adjust to these changes. See Welfare Reform pages on EBC Website.

## Thriving Communities - main activities 2013 / 14

Title	Description	Desired Outcome
Youth Activities	Development and delivery of Youth Activities – putting on Youth Fair to showcase activities/clubs operating in the town and encourage greater participation, launch of a Youth Network and delivery of the partnership Youth Strategy	Offering a choice of positive activities for young people with better facilities. This includes engaging and helping young people develop their aspirations and contributing to the community
Improving Neighbourhood Delivery	Supporting delivery of the £1m Big Local Devonshire West project, launch program of Ward Walks, handover Langney Community Centre and deliver Healthy Eastbourne Campaign	Encouraging residents and the voluntary sector to work in partnership with the council and agencies to ensure decent and healthy neighbourhoods.
Maximising our Housing Assets	Finish Decent Homes for Retirement Courts, construction of new Council Homes in Seaside and Langney, launch E-Switch energy buying, and review future Housing Management options	To support the sustainability of the Council's landlord service and provide affordable secure, rented homes, a programme for building new Council homes. This will help us support the economic development and sustainability by providing homes that are affordable to people working or investing in Eastbourne.
Support to Vulnerable Households	Helping households adjust to changes in Welfare Benefits, managing and reducing Rough Sleeping, developing a scheme for Council Tax Support, working with partners to troubled families.	Residents will be supported as changes are introduced enabling them to adjust/mitigate reductions in income and seek work.
Town Hall Community Hub	Development of strategy and plans for future use of the Town Hall as a Community Hub	To use the Town Hall as a central location for community activity for local residents, businesses and communities making better use of our assets.
Cultural Development (1)	Develop networks and opportunities for the sustainable growth of cultural activity in the town.	Increase audiences, resources and a strong cultural sector.
Cultural Development (2) – Devonshire Park	Progress the development to provide a quality cultural brand and diverse arts and leisure programme at Devonshire Park.	Improved cultural offer with sustainable governance and business plans
Cultural Development – Sustainable strategy for Eastbourne Theatres	Develop audiences, programming and investment plans for Eastbourne Theatres, including options for revenue generating and alternative governance.	Increase external revenues, business tourism and visitor numbers. Agree a long term plan for governance

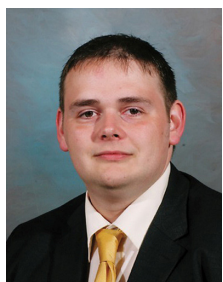
## Thriving Communities : Performance Indicators 2013 /14

Code & Short Name	2012/13	2013/14
	Value	Target
CD_004 Local percentage of Council Tax collected in year	97.05%	97.25%
CD_006 National non-domestic rates collected	98.76%	98.7%
CD_014 Number of incidents of homelessness prevented and relieved	451 households	Data only
CD_016 Number of homelessness applications	191	Data only
CD_017 Number of homelessness acceptances	22	Data only
CD_050 Empty privately owned homes returned to occupation as a result of action by EBC	142	120
CD_051 Number of difficult problem properties remedied / brought back into use by the Difficult Property Group	52	30
CD_052 Number of homes where Category 1 hazards (severe risk of harm) have been remedied to improve quality of life for households	247	200
CD_055 Number of completed adaptations (Disabled Facilities Grants)	101	108
CD_056 Median average number of days for assistance with adaptations (Disabled Facilities Grants)	88 days	100
CD_057 Fewer families with children occupying unsuitable homes in the private sector	19	Data only
CD_060 Number of young people engaged in positive activities	166	Data only
CD_061 Number of people engaged in the Youth Forum	15	Data only
CD_155 Number of affordable homes delivered (gross)	18	18
CD_156 Number of households living in temporary accommodation	12	15
CD_181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	9.4 days	10.5 days
DE_154 Net additional homes provided	161	228
ECSP_002 Reduce shoplifting by 5% from 2011/12	-10.4%	-3%
ECSP_004 Reduce Violent Crime in a Public Place by 3% from 2011/12	-7%	-3%
ECSP_015 To remain in the 1st to 4th lowest of our most similar group (MSG) in relation to all crime from 01/04/13 to 31/03/14.	2	<=4
ECSP_016 Reduce serious acquisitive crime (robbery, car crime and burglary dwelling)		-3%
TL_014 Towner - visitors	121,010	95,200
TL_017a Redoubt visitors - paying visitors	5,566	5,600
TL_022 Junior (age <=16) participation in sport (number)	245,568	246,600
TL_026 Total number of theatre users	307,544	300,000



## **Priority Theme 4 – Sustainable Performance**

<b>Priority Theme Owners</b>	
Member	Councillors Troy Tester and Gill Mattock
Officer	Julian Osgathorpe, Deputy Chief Executive



Members: Councillors Troy Tester and Gill Mattock

Officer: Julian Osgathorpe, Deputy Chief Executive

### **Priority Vision:**

By 2015 Eastbourne Borough Council will:

- have developed a reputation in the South East Region for service excellence and innovation
- be recognised by its residents as being more customer driven and outcome focussed, delivering the services and standards that residents need most
- be acknowledged by its staff as an excellent employer providing real professional development opportunities
- benefit from a sustainable asset base contributing effectively to the delivery of public services
- be a valued service delivery partner to a variety of organisations across the public, private and voluntary sectors
- be a high performing local authority evidenced by sustained improvement against regulatory frameworks and inspection regimes

### **Eastbourne's Performance Profile:**

Eastbourne Borough Council has set a balanced budget along with a Medium Term Financial Strategy to be managed in conjunction with this Corporate Plan, and has healthy levels of financial reserves. However, the Council recognises the importance of value for money and the need to think long term with regard to sustainable performance, given the reality of our changing environment and the current and future pressures on public service spending.

Eastbourne Borough Council recognises the need to continually improve the effectiveness and efficiency of its services. The external auditors of the Council, in their 2009/10 annual governance report to the Council, indicated significant improvement from previous years and recognised that there was strong financial leadership in place. The recommended course of action was to sustain the high levels of financial performance and continue towards longer term sustainability.

The key issues with regard to strategic planning, performance management improvement and future sustainability are being progressed through a number of specialist projects that have arisen out of 'DRIVE' a major corporate project looking at the future structure and culture of the Council. ***The challenges we face are supported by our 2015 priority vision for 'sustainable performance' which sets out the Council's aspirations: to build a reputation in the South East Region for service excellence and innovation; be recognised by its residents as being customer driven and outcome focussed; be a valued service delivery partner to a variety of organisations across the public, private and voluntary sectors; and be a high performing local authority evidenced by sustained improvement against all regulatory frameworks and inspection regimes.***

## Future Model

In April 2013, Phase 1 of the Council's Future Model programme went live. This represents a major change in the way the Council delivers its services and is designed to make it easier for residents to access the services that are important to them and making the authority more efficient.

## **Introducing Customer First**

In April 2013 we are launching Customer First - contacting the council will be easier than ever before:

- new Customer First contact team to answer all your queries - however you contact us
- great new app for your smartphone
- a new Neighbourhood First team based in your area to help you quickly resolve issues and improve standards

And from late May 2013:

- a more user-friendly website
- opportunities to complete transactions online
- track the progress of your requests and applications

What does this mean for you?

- One point of contact for a faster and more efficient service
- Quick and easy to report graffiti, litter or a missed bin
- See everything in your area plotted on a map online
- Online updates on your requests and applications
- And much more

For more information please visit

<http://www.eastbourne.gov.uk/council/online-services/customer-first/>

### **In Customer First, success is:**

"People are proud of..."



### **In Customer First, we value:**

**Proactivity & Courage:** *we anticipate and deliver against customer needs*

**Professionalism with Heart:** *we are efficient, communicative and considerate*

**Positive Change:** *we challenge the status quo and make the best of every situation*

**Participation:** *we work with people to improve their own neighbourhoods*



**Customer First**



## Asset management

Councils need land and buildings to deliver front-line services and back office functions. How we use, manage and invest in our property assets is central to our ability to achieve value for money, deliver savings and improved services. This section provides information about our assets, including their value, and compares us with other authorities.

Comparison is with Eastbourne Borough Council's statistical nearest neighbours. Source: The Audit Commission.

Indicator	Period	Value	% change	Direction of Travel	Rank	Average
<b>Value of operational assets, by asset type - Community assets (£000s)</b>	2011/12	£1,970	-2%	Decrease	Average	£3,551
<b>Value of operational assets, by asset type - Infrastructure assets (£000s)</b>	2011/12	£26,862	-2%	Decrease	In the highest 10%	£14,057
<b>Value of operational assets, by asset type - Other land and buildings: Other (£000s)</b>	2011/12	£64,103	-2%	Decrease	In the highest third	£52,629
<b>Value of non operational assets, by asset type - investment properties (£000s)</b>	2011/12	£4,809	-2%	Decrease	In the highest third	£10,283
<b>Non operational assets as a proportion of net spend: (i) Investment Properties</b>	2011/12	7.67%	-1%	Decrease	Average	18.10%
<b>Spending on construction, conversion and renovation of existing assets as a percentage of total asset value</b>	2011/12	5.09%	-16%	Decrease	In the highest 20%	3.36%
<b>Spend on assets - £000s spent on new construction and conversion and renovation of existing assets</b>	2011/12	£12,725	-17%	Decrease	In the highest 10%	£6,401
<b>Spend on assets - £000s spent on acquisition of land and buildings</b>	2011/12	£111	270%	Increase	In the highest third	£167
<b>Income from the sale of assets (£000s)</b>	2011/12	£1,624	231%	Increase	In the highest 20%	£1,088

## Sustainable Performance - main projects 2013 / 14

Title	Description	Desired Outcome
Efficiency (Future Model Phase I)	Future Operating Model – phase 1	Embed Phase 1 of the Future Operating Model
Efficiency (Future Model Phase II)	Future Operating Model – phase 2	Deliver Phase 2 of the Future Operating Model
Assets	Sustainable Asset Management	Move towards an Asset Portfolio that is appropriate for the Council's needs and economically sustainable for the future

## Sustainable Performance: Performance Indicators 2013 /14

Code & Short Name	2012/13	2013/14
	Value	Target
CS_003 Sickness absence - average days lost per employee	5.27 days	5.8 days
CS_010 Calls to 410000 answered within 30 seconds	n/a	90%
CS_011 Telephone calls abandonment rate	5.2%	7%
CS_012 Calls handled at first point of contact	n/a	Data Only (to set baseline for future years)

# **Monitoring and Management**

## **What happens next?**

In order to monitor and manage progress against our key projects and priority themes, we will produce regular reports based on the most up-to-date information available. These will be presented quarterly to Cabinet and Scrutiny Committee and made public through our website at [www.eastbourne.gov.uk/performance](http://www.eastbourne.gov.uk/performance). These reports identify and communicate successes and also highlight any potential obstacles and issues which may need to be overcome.

Other sources of information:

[Sustainable Community Strategy](#)  
[Crime Reduction Partnership Plan](#)  
[2008 Place Survey report](#)

For more information regarding the content of this plan or Eastbourne Borough Council's performance, please contact the Strategic Performance team on 01323 415418, email [strategicdevelopment@eastbourne.gov.uk](mailto:strategicdevelopment@eastbourne.gov.uk) or visit [www.eastbourne.gov.uk](http://www.eastbourne.gov.uk)

## **Glossary**

This is a list of some of the words and phrases used within this document that have been identified by the community representatives who helped us to check the readability of this Corporate Plan prior to publication. We'd like to offer our thanks to them for their input and suggestions which we have incorporated in the final version of this document.

<b>Agile Working</b>	Offering a variety of workplace options to Council staff including hot-desking, home working and mobile working to deliver services more efficiently.
<b>Asset Portfolio</b>	The collection of properties owned by the Council.
<b>Audit Commission</b>	An independent watchdog, driving economy, efficiency and effectiveness in local public services <a href="http://www.audit-commission.gov.uk">www.audit-commission.gov.uk</a> .
<b>Benefits Health Check</b>	An assessment carried out on our Benefits service by the Audit Commission.
<b>Business Process Re-engineering</b>	Looking for more efficient ways to deliver services.
<b>Comprehensive Area Assessment</b>	An assessment of how well the local area meets the needs of its residents The assessment includes an Area Assessment focussing on East Sussex and an Organisational Assessment which focuses on the Local Authority.
<b>Eastbourne/Hailsham Triangle</b>	A geographical area encompassing Eastbourne and Hailsham which has been identified as a focus for economic regeneration.
<b>Enhanced Housing Options Kickstart Programme</b>	Providing personalised housing options advice, working in partnership with supporting services - such as providers of employment and benefits advice - to tackle the root causes of housing need.
<b>Families Intervention Project</b>	Providing the most 'at risk' families with the high level, intensive support they need to make positive changes.
<b>Green Flag Awards</b>	A national award that recognises and rewards the best green spaces in the country It is the national standard for parks in England and Wales, and recognises well managed, high quality areas <a href="http://www.greenflagaward.org.uk">www.greenflagaward.org.uk</a> .
<b>Grot Spots</b>	These are areas in the town that are cause for concern and prompt complaints from members of the public and Neighbourhood Panels as havens for litter and overgrown vegetation. Many of these areas are alleyways at the rear of domestic or commercial buildings, known locally as "twittens" or "passageways". Often they are unregistered which means that no-one owns them, or they may come under the ownership of the historic estates in the town. <a href="http://www.eastbourne.gov.uk/transport/cleaning/grot-spots/?locale=en">http://www.eastbourne.gov.uk/transport/cleaning/grot-spots/?locale=en</a>

<b>Homes and Communities Agency (HCA)</b>	The national housing and regeneration agency <a href="http://www.homesandcommunities.co.uk">www.homesandcommunities.co.uk</a> .
<b>iQuanta dataset</b>	Crime and incident data supplied by the police.
<b>Knowledge Workers</b>	A knowledge worker is anyone who works for a living at the tasks of developing or using knowledge. For example someone who works at any of the tasks of planning, acquiring, searching, analyzing, organizing, storing, programming, distributing, marketing, or otherwise contributing to the transformation and commerce of information and those who work at using the knowledge so produced.
<b>Level 2 Qualifications</b>	<ul style="list-style-type: none"> <li>• 5 GCSEs at Grades A* -C</li> <li>• BTEC First Diploma or OCR National Certificate Level 2</li> <li>• Level 2 NVQ</li> <li>• Intermediate GNVQ</li> <li>• RSA Diploma</li> </ul>
<b>Level 3 Qualifications</b>	<ul style="list-style-type: none"> <li>• 2 or more advanced level passes</li> <li>• 4 or more AS levels</li> <li>• NVQ Level 3 and GNVQ advanced</li> <li>• City &amp; Guilds advanced</li> </ul>
<b>Level 4 Qualifications</b>	<ul style="list-style-type: none"> <li>• Level 4 Professional Diploma</li> <li>• Level 4 Professional Certificate</li> <li>• Level 4 Professional Award</li> <li>• City &amp; Guilds Licentiatehip</li> <li>• Certificate of Higher Education</li> </ul>
<b>Local Futures</b>	A web based tool that brings together publicly available statistics to provide comparable performance data for different areas and themes.
<b>Neighbourhood Delivery</b>	Bringing together action to tackle local priorities and actions planned by service providers to improve the quality of life for people in a neighbourhood.
<b>New Equality Framework</b>	A way of assessing how well an authority is understanding, communicating and delivering equality through its organisation and the local area.
<b>Quartiles</b>	A way of comparing an authority's performance to a national standard Top quartile performance means that we are in the top 25% of authorities, 2 <sup>nd</sup> Quartile would be the next 25% and so on.
<b>Super Output Area (SOA)</b>	A geographical area designed for the collection and publication of small area statistics – in Eastbourne's case, smaller than the electoral wards. SOAs divide areas into roughly equal population sizes for better data comparison.

<b>Supplementary Planning Document</b>	A local development document that may cover a range of issues, thematic or site-specific, and provides further detail of policies and proposals in a 'parent' development plan document.
<b>Sustainable Asset Base</b>	Generating income from authority owned properties at a high enough level to maintain them over the long-term.
<b>Worklessness</b>	Worklessness is a less familiar term than unemployment and extends beyond the unemployed. It includes those who are economically inactive, that is those who are of working age not in work; full time education or training; and those not actively seeking work – Definition from Job Centre Plus.