



Working in partnership with **Eastbourne Homes**



# CORPORATE PLAN

## 2020-2024



# INTRODUCTION

## From the LEADER

Cllr David Tutt



**Welcome to Eastbourne Borough Council's corporate plan. This sets out our ambitions and vision for how we will provide outstanding customer service and provide Eastbourne's communities and visitors with a great place to live, work and enjoy. Underlying all our work, is the climate emergency which we declared in 2019 and we will be working closely with partners to achieve a zero carbon town by 2030.**

The council plays a key role in community leadership and enabling the long-term sustainability and resilience of our communities. This is particularly important as we continue to redevelop and regenerate Eastbourne as well as provide new homes,

How we will work over the next 4 years is shown through our priority themes. These reflect our vision to deliver a clean and attractive zero carbon town, producing less waste than before, with a high quality built environment, excellent parks and open spaces, served by a number of good transport options.

To deliver this, we will work closely with partners such as the East Sussex college group, the Community Safety partnership, local charities and social enterprises as well as the local community.

“ A ‘sustainable thread runs throughout all areas of our work”



# EASTBOURNE – FACTS and FIGURES

## Population 103,251

Population increased by 7.9%. Below average for South East England (8.7%)

Population predicted to grow by 2031 to 114,870



## Working age

In 2017, £357.4m spent by tourists to Eastbourne. 80% of overnight visitors stay in paid accommodation (hotels, b&bs etc)

25% of employment is tourism related.



## Economic

74.7% in employment  
57.6% employed by an organisation/ company and 16.4% self-employed  
62% = full-time  
38% = part-time  
29% of Eastbourne areas in the 3 most deprived national deciles



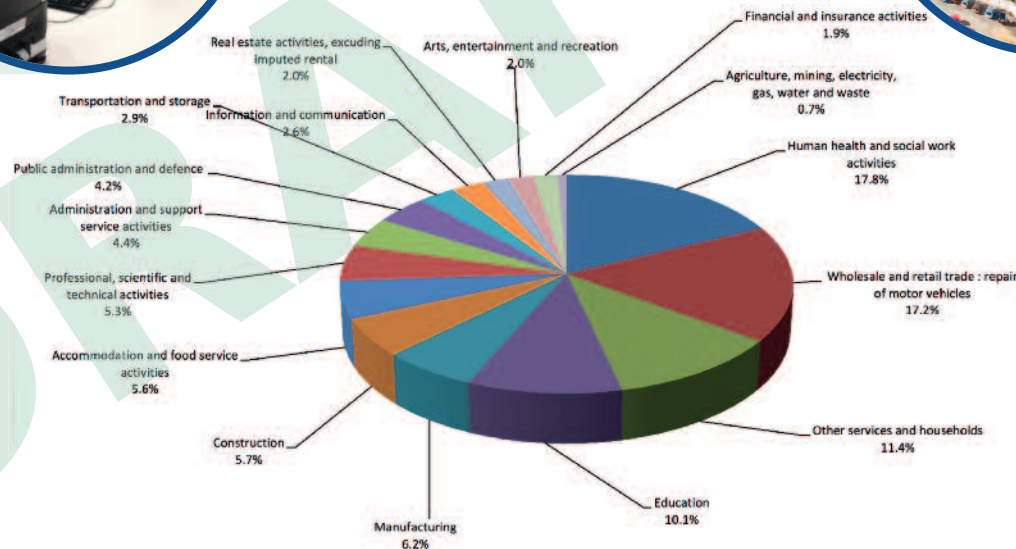
## Households

Projected households to 2031: 58,500

Average house price (2018): £262,099 vs £225,086 (2015)



## % Breakdown of Industries



# CUSTOMER CHARTER

## OUR PROMISE to you

We aspire to provide outstanding customer service and provide Eastbourne's communities with a great place to live, work and enjoy. Our commitment to you is enshrined in our new customer charter and you will see us delivering your services through our visible teams of Customer First, Neighbourhood First, Homes First and Environment First.

### As a valued customer you can expect us to:

#### Be fair

- treat you as an individual
- deliver a professional service
- be honest about what we can and can't do
- provide services that do not unfairly discriminate against or disadvantage anyone in the community

#### Be respectful

- listen to you
- be courteous, polite and helpful at all times
- maintain your privacy and confidentiality
- do what we say we will do

#### Be accessible

- provide modern, efficient online services 24 hours a day, seven days a week
- communicate clearly
- publish clear, concise and up to date information on our website

- respond to customer enquiries sent through all channels including social media profiles
- offer reasonable adjustments to those needing help accessing our information or services

#### Be accountable

- give our name so you know who you are dealing with
- focus on delivering our core responsibilities
- clearly signpost how you can provide feedback on our services

#### Be efficient

- be knowledgeable, giving accurate information
- provide online channels that enable you to access our services at your convenience
- communicate with you electronically, wherever appropriate, but offering other methods if needed

- make the best use of council resources to ensure we are providing value for money

#### Learn

- aim to get things right first time and learn from experience
- take complaints seriously and seek to resolve any issues at the earliest opportunity

#### In return, we ask that you:

- treat our staff with respect
- give us the correct information at the right time
- tell us when something changes
- share your views with us on council matters that are important to you
- tell us about anything we can do to overcome barriers to accessing our services.



# GROWTH & PROSPERITY

## EASTBOURNE in 2024

**We will have a prosperous and thriving and sustainable economy which provides opportunities for businesses to grow and invest, supports employment and skills, invests in housing and regeneration along with the infrastructure to support economic growth. Eastbourne will continue to be an outstanding destination for tourism, arts, leisure, heritage and culture.**

### **Our success measures are:**

- Tourism figures
- Town centre vacancy rates
- Maintaining high numbers of bandstand patrons
- Business rates and rent collection figures
- Business Improvement District (BID) Levy collected by EBC on behalf of BID Levy Company



*RIGHT Congress Theatre  
and Welcome Building*

# GROWTH & PROSPERITY

## EASTBOURNE in 2024 will be:

### Outstanding in tourism & leisure

#### Achieved through

- New Sovereign Leisure Centre
- A Hotel of Excellence: which will provide students and apprentices 'real time' hotel training opportunities, by working in and experiencing the day to day operations and service departments of an operational hotel
- An exciting arts and events programme, including world-class musical performances, theatre productions and a wide variety of bandstand performances

### Attractive & Thriving

#### Achieved through

- Protecting and enhancing the heritage environment
- Continuing to improve the public realm in the town centre and provide a continuous pedestrian link between the railway station and the seafront'
- Continuing to deliver a pipeline of projects through partnerships
- Exploring the development of a micro-brewery

### Supporting and attracting business

#### Achieved through

- Delivery of Fishermen's Quay at Sovereign Harbour
- Revitalising Sovereign Harbour Innovation Park
- Using the Business Improvement District Levy to fund improvements in the safety and security and the look of the town centre
- A local Industrial strategy which will define how areas will maximise their productivity whilst minimising environmental impact





# GROWTH & PROSPERITY

## EASTBOURNE in 2024 will have:

### Improved infrastructure

#### Achieved through

- Continuing to lobby Government for a new A27 dual carriageway between Lewes and Polegate
- New integrated cycling and walking routes
- Implementing the Transport for South East strategy
- Support for high speed rail services to the town and support for reduced train journey time between Eastbourne and London

### Exciting cultural events

#### Achieved through

- A vibrant and broad ranging events programme
- Successfully hosting the International Lawn Tennis tournament annually
- Delivering increased conference and exhibition trade at Devonshire Quarter



RIGHT Winter Garden

# HOUSING & DEVELOPMENT

## EASTBOURNE in 2024:

**We will work alongside residents to deliver decent, safe and well managed housing, meeting the needs of residents by; investing in our homes; creating communities that work; and responding to homelessness and housing needs through maximizing the provision of new affordable housing.**

### **Our success measures are:**

- the number of new homes built or purchased
- reducing the number of families housed in emergency accommodation
- increasing the levels of satisfaction across housing services
- increasing the numbers of residents helped to remain independent and in their homes
- efficient processing of planning applications.





# HOUSING & DEVELOPMENT

## EASTBOURNE in 2024 will be:

### Addressing Homelessness

#### Achieved through

- Focussing on prevention, to support households at risk of homelessness.
- Working in partnerships to address the number of rough sleepers in the town and support them in finding suitable accommodation
- Bringing empty homes back into use

### Promoting homes that sustain health & wellbeing

#### Achieved through

- Exploring how technology can be used to maintain home independence and implementing relevant initiatives
- Further use of grant funding to extend independent living
- Developing integrated health, housing and care strategies.



# HOUSING & DEVELOPMENT

## EASTBOURNE in 2024 will have:

### Promoting access to housing that meets modern standards

#### Achieved through

- Effective development pipeline within the Council's Housing Companies
- Promoting accessible low cost rental and home ownership initiatives
- Reducing the environmental impact that privately owned homes have on the environment.

### Safe, well managed and decent homes

#### Achieved through

- Giving residents a voice in how their homes & communities are managed
- Reducing the environmental impact that Council owned homes have on the environment

### Locations regenerated and more housing

#### Achieved through

- Agreeing a new Local Plan that sets delivery targets that meet local housing needs
- Working with public sector partners to utilise shared assets
- Working with public / private sector partners to deliver new affordable housing
- Identifying sustainable locations for development
- Transitioning to the delivery of new carbon-neutral & environmentally friendly homes
- 'Living above the shop': encouraging and repurposing premises above shops and commercial units to be used as residential accommodation

## LANDLORD REWARDS

**Guaranteed income  
for landlords**

**We are looking for landlords  
with properties to let in  
Lewes district and Eastbourne**

**In exchange we can offer:**

- Guaranteed rent payment or an up-front cash incentive
- A choice of tenants ● A chance to swap tenants if things don't work out
- No admin or finders fees ● Minimum void periods
- A dedicated officer to assist you and your tenant

To find out more call 01323 415370 or visit [lewes-eastbourne.gov.uk/landlords](https://lewes-eastbourne.gov.uk/landlords)



**HOMES FIRST**



# QUALITY ENVIRONMENT

## EASTBOURNE in 2024:

We will have a clean and attractive zero carbon town, producing less waste with better air quality than before. The town will have a high quality built environment, excellent parks, open spaces and be served by a number of good transport options.

### Our success measures are:

- Percentage of household waste recycled
- Number of fly-tips
- Annual figure of food inspections
- Reducing the incidents of graffiti



# QUALITY ENVIRONMENT

## EASTBOURNE in 2024 will be:

### Effectively tackling waste

#### Achieved through

- Waste reduction education campaigns
- An effective local authority controlled waste company (South East Environmental Services)
- Waste crime addressed

### Protecting the environment

#### Achieved through

- Following a contaminated land strategy
- Additional land burial sites
- Enhancing biodiversity of public and open spaces

### A low carbon place

#### Achieved through

- Implementing an air quality strategy which is ambitious but achievable
- Electric vehicle charging points throughout the borough
- Residents cycling and using public transport more through improved infrastructure





# QUALITY ENVIRONMENT

## EASTBOURNE in 2024 will have:

### Sustainable open spaces

#### Achieved through

- A comprehensive Downland strategy
- Improved parks and open spaces



# THRIVING COMMUNITIES

## EASTBOURNE in 2020-24

Our vision is for strong communities where individual residents and their different organisations and support networks have the resources they need to be healthy, feel safe, and thrive. Key to this is our work with partners through the Eastbourne Youth Partnership and the Community Safety Partnership, and with partners in the police, health services and the county council. We will also promote equality and foster positive relationships.

### Our success measures are:

- Reducing levels of crime per 1000 population compared with similar areas
- Benefits processing times
- Surveys demonstrate residents feel safer





# THRIVING COMMUNITIES

## EASTBOURNE in 2020-24 will:

### Promote inclusion and address deprivation

#### Achieved through:

- Fostering positive relations between communities
- A more accessible town (using our disability access audit as a starting point)
- Working with local residents to help understand inequality and putting in place measures to reduce isolation
- Promoting financial independence by improving access to education, training and employment

### Promote physical health and mental well-being

#### Achieved through:

- Working with Wave Leisure, other activity providers and the East Sussex Public Health team to promote physical activity
- Improving the facilities provided at the Sovereign Leisure Centre
- Promoting walking and cycling as both leisure and commuting activities



# THRIVING COMMUNITIES

## EASTBOURNE in 2020-24 will have:

### Actively engaged communities

#### Achieved through

- Supporting the activities of local voluntary and community groups
- Working with partners to represent the interests of identified groups
- Supporting staff across the council to take part in voluntary activities



### Safe communities

#### Achieved through

- Identifying and addressing risks and emerging threats such as 'cuckooing' and County Lines
- Ensuring that new developments and regeneration schemes adhere to 'secure by design' principles
- Working with the police and other local agencies to tackle local crime and disorder, by identifying emerging threats and targeting measures to address these

*LEFT **Nominated Neighbour Scheme** is a partnership between Eastbourne and Lewes District Council – with Sussex Police – to promote Safer Communities*

### Safe residents

#### Achieved through

- Working with partners to uncover and tackle domestic abuse and hate crime
- Safeguarding children and vulnerable adults through clear procedures to identify them and secure required interventions
- Working closely with partners to tackle modern slavery and human trafficking
- Running campaigns that promote safety in the home



# BEST USE OF RESOURCES

Eastbourne Borough Council will ensure the best possible use of its limited resources to deliver high quality customer services. Whilst doing so, we will embed sustainability into our procurement practices and make considered purchasing decisions such as finding alternatives to single-use plastics. We will also become more efficient in our use of energy at our sites, making targeted improvements where cost effective to do so.

## Commercialisation and increasing revenue

### Achieved through

- Reinvigorating Hampden Retail Park and Victoria Mansions
- New commercial ventures through partnerships
- Maximising value of property portfolio

## Delivering high quality customer services

### Achieved through

- Improving online engagement and digital services
- Responding to customer feedback to improve our services



## Delivering value for money services and responsibly managing risk

### Achieved through

- Automation
- Council tax and business rates which help deliver residents' services efficiently
- Preparing for and responding to local and national challenges

## Generating Social Value

### Achieved through

- Responsible procurement practices including through our Joint venture company Clear Futures
- Ensuring staff wellbeing through following work practices that protect and look after staff's physical and mental health
- Having a workforce and culture that reflects the diversity of the local community and providing diversity training and recruitment and selection practice