

**BODY:** CABINET

**DATE:** 9<sup>th</sup> December 2015

**SUBJECT:** Corporate Plan 2016 - 2020

**REPORT OF:** Senior Head of Corporate Development and Governance and Senior Corporate Development Officer

**Ward(s):** All

**Purpose:** To update Members on the development and timeline for the Council's new Corporate Plan 2016-2020.

**Contact:** William Tompsett, Senior Corporate Development Officer  
Tel 01323 415418 or internally on ext 5418

**Recommendations:** Members are asked to:

- i) Agree the approach and timeline to the development of the new Corporate Plan as set out in section 3 of this report
- ii) Agree to bring forward suggestions for revisions and updates to the aims within the Corporate Plan themes and projects
- iii) Note the headline consultation outcomes set out in section 4 of this report and endorse the use of this information as a key guide in determining future priority projects

## **1.0 Introduction**

- 1.1 The Corporate Plan is a key strategic document that sets out the council's ambitions for Eastbourne over a five year period. The Council plays an important role in driving improvements and delivering and commissioning services both directly and in partnership with other organisations and this plan shapes the framework for how priority aims will be delivered, managed and reported.
- 1.2 The Council's current Corporate Plan was established in 2010 and has been refreshed on an annual basis to update actions and targets and ensure that activities continue to reflect local priorities.
- 1.3 As well as plans for the future, the Corporate Plan includes statistical, demographic and contextual information providing an overview of Eastbourne. This data is brought together from a number of sources and, along with resident and stakeholder consultations, provide a robust evidence base for the chosen priority themes and projects and a potential measure for improvements. This data will continue to be refreshed and updated on an annual basis.

- 1.4 In the absence of a National Performance Framework it is important that the authority continues to strengthen its own strategic performance management procedures particularly in relation to the use of robust local indicators and meaningful reporting against actions and activities. The actions, milestones and performance indicators in the Corporate Plan are developed to reflect the priority activities and objectives with a view to realising the longer term vision set out in the Corporate Plan.

## **2.0 Corporate Plan 2016-2020**

- 2.1 Eastbourne Borough Council remains committed to supporting the delivery of our 2026 Partnership Vision for the town:

“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.”

- 2.2 It is recommended that the new Corporate Plan continues with the same 4 priority themes as the current version – Prosperous Economy, Quality Environment, Thriving Communities and Sustainable Performance. These continue to be important areas of focus both locally and nationally and this approach will also add a degree of continuity to the projects and targets set within the plan.

### **2.3 Prosperous Economy**

The 2010 – 2015 Corporate Plan listed the council’s themes and aims in this area as:

- An outstanding seaside resort and gateway to the South Downs National Park
- An inspiring cultural provision combining opportunities for employment, learning, participation and shared experiences for residents and tourists
- A Science Park that will be a regional centre of technology excellence
- Increased investment in infrastructure capitalising on the Eastbourne/Hailsham Triangle
- A new Town Centre that is vibrant, accessible and attractive to residents, businesses and visitors
- A wide range of employment opportunities

- 2.3.1 This theme encompasses tourism, employment and business support. Economic growth and stability are key to the future prosperity of the town’s businesses and residents. Some of the long term projects from the 2010-15 Corporate Plan are naturally continuing on into the new plan such as:

- Town Centre redevelopment
- Sovereign Harbour
- Tourism Marketing

The seafront is an important feature for the town and a joined up approach to protecting and developing the seafront along with the Wish Tower restaurant development and other facilities may be included in this area.

## 2.4 Quality Environment

The 2010 – 2015 Corporate Plan listed the council's themes and aims in this area as:

- Transformed sites that are currently under-used in our town centre
- Increased quantity and improved quality of public space
- Enhance and promote the unique natural and built environment for the maximum benefit of the town
- Continue working closely with the Community Environment Partnership for Eastbourne
- Moving towards becoming a low carbon town
- Less waste supported by more recycling and reusing
- Range of transport options, improved public transport and cycling facilities

2.4.1 Eastbourne prides itself on the quality of its seafront and open spaces as well as being a gateway to the South Downs National Park. We currently have two parks with Green Flag awards and 20 QE2 protected fields now protected in perpetuity. We have also seen a steady increase in recycling throughout the town since 2010 peaking at over 40% in some months and the successful implementation of the joint waste contract. Resident satisfaction with waste collection (97%), recycling (95%) and street cleanliness (86%) are at their highest rates since 2009.

Protecting the environment for future generations continues to be an important objective and increasing recycling rates, reducing carbon emissions and encouraging sustainable transport options are ongoing priorities.

## 2.5 Thriving Communities

The 2010 – 2015 Corporate Plan listed the council's themes and aims in this area as:

- Lowest levels of crime in comparison to similar towns in the South East
- Support for families and young people to reach their full potential
- A wider range of activities and facilities for young people, enabling them to be the best they can be
- A high level of community volunteering and involvement in our neighbourhoods
- A wide range of quality homes including affordable housing for those in need
- Increased opportunities to take part in recreational and sporting activities

- 2.5.1 This priority theme is about enabling all of Eastbourne's residents to live life to the full. This includes specific support for vulnerable households, activities for young people, neighbourhood management and development and delivery of cultural facilities.

Past successes in this area include the development of Towner including outreach facilities, youth activities and the Decent Homes programme.

Major ongoing project work around Devonshire Park and supporting vulnerable people especially during difficult economic times and following changes to the benefits system will remain key in this area.

## 2.6 Sustainable Performance

The 2010 – 2015 Corporate Plan listed the council's themes and aims in this area as:

- Service excellence and innovation
- Customer and outcome focussed
- An excellent employer
- A sustainable asset base
- A valued partner across the public, private and voluntary sectors
- A high performing local authority evidenced by sustained improvement

- 2.6.1 As with all local authorities and organisations, the council must continue to identify and develop more efficient ways of working to continue to deliver services and support at the necessary levels. An ongoing priority continues to be the development of the Corporate Landlord model to ensure efficient management of land, buildings and facilities owned by the council.

Eastbourne is already realising benefits through its Future Model working and this will continue to be developed and implemented along with the identification and development of potential joint working opportunities with other authorities/organisations and, in particular the work required to deliver the Eastbourne/Lewes shared service initiative, approved subject to business case by the Cabinets of both Councils in the last cycle of meetings.

- 2.7 Detailed priority projects will be drafted and mapped on the Covalent performance management system in order to assess and report clearly on progress against specific milestones throughout the life of the plan. It is proposed that these actions continue to be created and refreshed on an annual basis with quarterly reporting to Cabinet and Scrutiny committees being maintained.

- 2.8 Key performance indicators will be agreed to reflect the annual objectives and aims within the plan itself and progress against these will be reported quarterly alongside the actions and milestones as mentioned above.

- 2.9 The Members' Portal on Covalent will be updated to continue to give live access to all active Corporate Plan performance information and this will continue to be accessible to all members at all times. Two training sessions

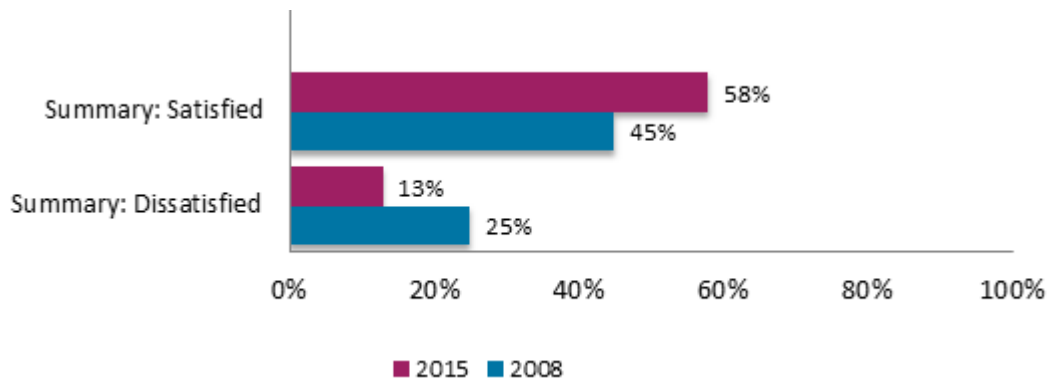
for this have been provided and Members are encouraged to contact the Corporate Development team should they require any further assistance or training for using this.

### **3.0 Development and Timetable**

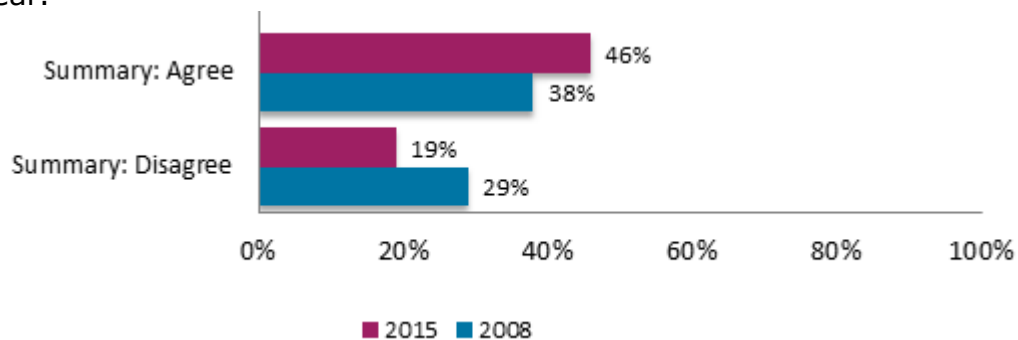
- 3.1 Over the next few months, the Corporate Development team will be working with key officers and members to agree the detailed content of the plan including the first year's specific milestones for all actions. At the same time, we will review and update the list of Key Performance Indicators.
- 3.2 In drafting the new Corporate Plan, we aim to improve the way in which equality is embedded within the document and considered when developing priorities and objectives. In the past, we have included a specific section focussing on up-to-date equality statistics and context and our commitment to the Equality Act. We have also previously invited community involvement groups to proofread and improve the document as a whole. It is our aim to strengthen this approach by ensuring the context of equality is featured within the themed chapters to ensure the aims and objectives are robustly designed and the consultation that has been held has been fully inclusive.
- 3.3 The final draft of the new Corporate Plan is due to go to Scrutiny Committee and Cabinet before being submitted for final approval by Council, all in February 2016 and delivery and monitoring of the plan will begin from 1<sup>st</sup> April.

### **4.0 Consultation**

- 4.1 A Residents' Survey was commissioned in 2015 and posted out to 4,000 households. The survey was designed to measure residents' satisfaction with Eastbourne, the council and specific services as well as assess perception regarding how well previous priority areas had been addressed and what should be the focus for future improvement. Almost 1,000 residents responded and a full report of the findings is available online at <http://www.eastbourne.gov.uk/about-the-council/consultations/results/>.
- 4.2 Residents were asked how satisfied they were with the way that Eastbourne Borough Council run things and whether they felt the Council offered value for money. Overall satisfaction has increased from 45% in 2008 to 58% this year and dissatisfaction has dropped from 25% to 13% over the same period.



Perceived value for money has also improved from 38% in 2008 to 46% this year.



- 4.3 Of the list of potential priority areas listed in the survey, all were strongly supported by respondents with no theme receiving less than 75% percent of respondents saying it was "important" or "top priority".

The themes that received the highest proportion of "top priority" votes were:

- Improved job and career opportunities generally (50%)
- Improved job and career opportunities for young people (50%)
- Develop town centre (49%)
- Street cleanliness and tackling unsightly buildings (45%)
- Improved transport links and safe cycle routes (42%)

- 4.4 Respondents were also asked to rate aspects of Eastbourne that had improved or worsened over the life of the current Corporate Plan. The top 5 areas of improvement over the past five years are:

- Household recycling provision (52%)
- Overall image of Eastbourne as a place to live, work and visit (39%)
- Cultural provision for residents and visitors (38%)
- Eastbourne as a holiday destination (35%)
- Quality of open space/parks (32%)

Areas that were judged to have worsened were focused on economic areas such as:

- Vibrant town centre (43%)
- Tackling vacant and under-used buildings/sites in town (42%)
- Range of employment opportunities (35%)

4.5 Residents were asked to identify up to 5 listed areas that were important in making somewhere a good place to live and what areas most needed improving in their local area. When the results of these questions are combined, the most popular answers were:

- Road and pavement repairs (27% important/62% needs improvement)
- Health services (57% important/33% needs improvement)
- Affordable decent housing (33% important/27% needs improvement)
- Clean Streets (45% important/25% needs improvement)
- Job prospects (27% important/25% needs improvement)

More detailed analysis of this and all other questions are available within the full report online.

4.6 A second survey was conducted online at the same time as the residents' survey. This was a shorter questionnaire and was made available to anyone who lives, works or visits Eastbourne to feedback their opinions and the link was circulated to a wide array of stakeholders groups and publicised over social media resulting in over 500 responses. Due to the differences in methodology and the "self-choosing" nature of this survey, it is not possible to combine results with the Residents Survey but does offer a comparison and an extra layer of feedback which will help to shape the Corporate Plan and other decisions.

4.7 The online respondents were asked to rate their satisfaction with how the council run things and whether they felt the authority represented value for money. 53% of residents expressed satisfaction with 19% expressing dissatisfaction to some degree and 47% felt that the council offered value for money.

4.8 The online survey found that the all proposed priority areas received over 69% of "important" or "top priority" ratings with the following themes receiving the highest proportion of "top priority" votes:

- Develop town centre (51%)
- Street cleanliness and tackling unsightly buildings (47%)
- Improved transport links and safe cycle routes (42%)
- Protect and enhance parks and open spaces (41%)
- Improved job and career opportunities generally (39%)

4.9 The online survey also asked which areas of Eastbourne had improved or worsened over the past 5 years. The top five areas of improvement mentioned were:

- Household recycling provision (55%)
- Cultural provision for residents and visitors (48%)
- Eastbourne as a holiday destination (45%)
- Overall image of Eastbourne as a place to live, work and visit (42%)
- Quality of open spaces/parks (36%)

Areas that were judged to have worsened over the past 5 years were:

- Vibrant town centre (45%)
- Tackling vacant and under-used buildings/sites in town (34%)
- Local transport options (27%)

## **5.0 Implications**

5.1 The Corporate Plan 2016-2020 will set out the strategic priorities for Eastbourne Borough Council to focus on delivering over the next 4 years. All service level activity will align to these priorities and performance against specific objectives will be managed and reported on a quarterly basis to Cabinet and Scrutiny committees.

## **6.0 Conclusion**

6.1 The Corporate Plan is a key document which sets out the Council's medium-term objectives and priorities that are important for the town as a whole. It is important that these are chosen and developed using the consultation and statistical evidence available in order to ensure resources are allocated appropriately. The final draft of the plan will be submitted to Council in February for adoption. The council has aligned its corporate and financial planning procedures which mean that the Corporate Plan will be considered in parallel with the draft budget proposals. Ongoing financial and performance reporting have also been aligned to improve the quality of management information that regularly goes to committees.

**Peter Finnis**  
**Senior Head of Corporate Development and Governance**

**William Tompsett**  
**Senior Corporate Development Officer**

### **Background Papers:**

The Background Papers used in compiling this report were as follows:

*Corporate Plan 2010/15*  
*Residents Survey 2015*  
*Online open survey 2015*  
*Covalent performance management system*

To inspect or obtain copies of background papers please refer to the contact officer listed above.