



FUTURE **EASTBOURNE**
CORPORATE
PLAN

2016-2020

Contents

Introduction.....	3
Eastbourne Borough Council Priority Themes and Aims for 2020	4
The Wider Economic Context.....	5
Equality in Eastbourne.....	6
About Eastbourne	7
Our environment	7
Our community	8
Devolved budgets	10
Our economy	11
Our performance	12
Consultation.....	13
Priority Theme 1 – Prosperous Economy	15
Tourism and information about Eastbourne’s economy	16
Prosperous Economy: Key Actions (<i>revised actions are currently under development</i>).....	19
Priority Theme 2 – Quality Environment	20
Quality Environment: Key Actions (<i>revised actions are currently under development</i>).....	22
Priority Theme 3 – Thriving Communities	25
Thriving Communities: Key Actions (<i>revised actions are currently under development</i>).....	28
Priority Theme 4 – Sustainable Performance.....	30
Joint Transformation Programme	32
Sustainable Performance: Key Actions	33
Monitoring and Management	34

Introduction

This section is currently under review...

Councillor David Tutt, Leader of the Council



This section is currently under review...

Robert Cottrill, Chief Executive



The 2020 priority statements are currently under revision

Eastbourne Borough Council Priority Themes and Aims for 2020

Prosperous Economy

- 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 new Town Centre that is vibrant, accessible and attractive to residents, businesses and visitors
- A wide range of employment opportunities

Quality Environment

- 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

Thriving Communities

- Lowest levels of crime in comparison to similar towns
- 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

Sustainable Performance

- 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

Our 2026 Partnership vision for Eastbourne

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

Sustainable Community Strategy Eastbourne Priority Themes	Principles
<ul style="list-style-type: none"> • Regeneration and Economy • Housing • Culture and Sport • Environment • Community Safety • Communities Working Together • Health and Social Care • Learning and Skills • Children, Young People and Families 	<p>We commit to:</p> <p>Valuing all people</p> <p>Being sustainable</p> <p>Being efficient</p>

The Wider Economic Context

This section is currently under review...

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 people who share different backgrounds, 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, 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.

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.

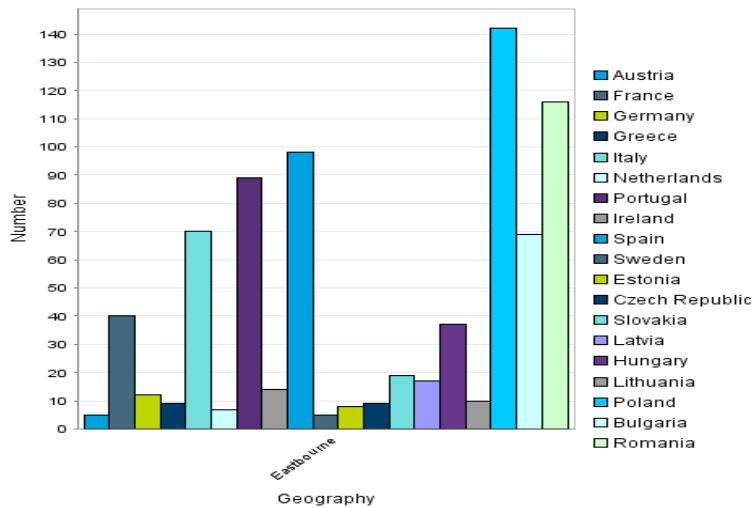
Within its built environment, Eastbourne has a wide range of parks and gardens and significant areas of historic interest, including 250 listed buildings and almost 10 per cent of the built up area protected with Conservation Area status. Eastbourne also has a range of sport and leisure facilities including: 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.



Our community¹

Eastbourne has an estimated population of 101,547. 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 at 21 per cent (8.5 per cent are between the ages of 16 and 64 years). The national average is 17.9 per cent.



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 in 2014 has seen 899 adult overseas nationals registered for national insurance numbers in Eastbourne including 776 from the European Union.

¹ 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, Seniors' Forum, BourneOut Group representing the LGBT community and Eastbourne Cultural Involvement Group.

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.

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

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.

Devolved budgets

We run a scheme for councillors and their communities where each of our nine council wards has been given £10,000 per year to spend on quick fix, one-off works or initiatives to improve the lives of residents.

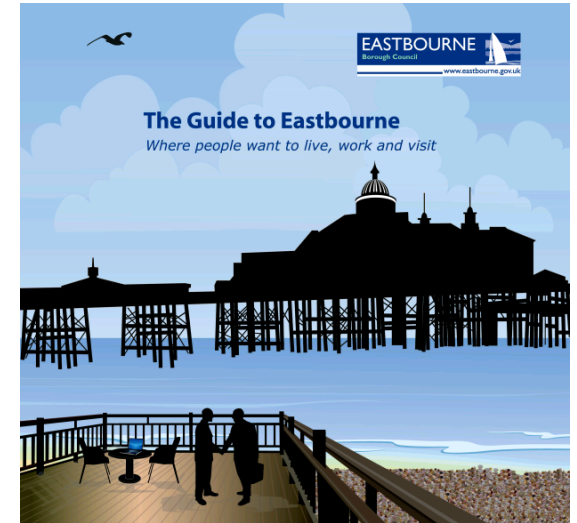
You can make a suggestion on how this money should be spent in your ward by contacting your [local councillor](#).

In 2014/15 around 70 projects were supported through the devolved budget scheme including:

Devonshire	Diwali Project – East of the Pier Heritage Walks – Edible Eastbourne – Leaf Hall Seedy Sunday Neighbourhood Watch Literature – Redoubt Memorial Garden – Salvation Army – Seaside Magic Seaside Rec – Seaside Rec Tree – Steampunk Festival – Ceylon Place Trees – Venton Centre Equipment West Rise School
Hampden Park	ECCN Carnival – ESDA Garden – Hampden Park Community Association Refurbishment Hampden Park in Bloom – Nepalese Group – Pigs Lane Seats – Shaftsbury Centre – West Rise School Willingdon Trees Community Games – Willingdon Trees Sports Event
Langney	Bee Project – Shinewater Community Centre Footpath – Get On Your Bike Challenge Improvements to Shinewater Community Centre Service Lane – Sevenoaks Road Tree – West Rise School
Meads	Coffee Pot Computing – Friends of Helen Gardens and The Italian Gardens – Eastbourne Heritage Centre Improvements to Public Gardens – Little Chelsea Christmas – Meads Magic – Neighbourhood Watch Leaflets St Johns Church Hall
Old Town	6 Trees Within The Ward – Ladies’ Bowling – Mobile Memories – St Elisabeth’s Community Theatre St Michael’s and All Angels – West Rise School
Ratton	Old Mansion Close Tree – Bench at War Memorial in Hampden Park – Families For Autism Willingdon Roundabout Fence – Neighbourhood Watch Leaflets – Old Ratton Residents Association Ratton Manor Estate Signage – Trees – West Rise School
St Anthony's	Bridgemere Community Centre Noticeboard – Edible Eastbourne – Seaside Rec – Skate World Tollgate School Play Equipment – Trees – West Rise School
Sovereign	Benches in 5 Acre Field, Frobisher Square and Sovereign Harbour – Interpretation Board at Barn Hill Trees in Queens Crescent, Beatty Road and Princes Road – Kings Park Replacement Seating Kingsmere Community Association Computer Equipment – Neighbourhood Watch Leaflets Langney Point and St Anthony's Neighbourhood Panel Sound System – Sovereign Harbour Signage Sovereign Harbour Residents Association Computer Equipment
Upperton	Trees Within The Ward – Basil Memorial Dog Show – Community Wise – Eastbourne Girls Football Club Eastbourne Allotment and Garden Society – Gildredge Park Bowls Club Notice Board – Street Pastors Hartfield Park Improvements – Historic Eastbourne Signs – Neighbourhood Watch Leaflets St Thomas A Becket Banners

Our economy

This section is currently under review...



Our performance



Eastbourne Borough Council has set a balanced budget 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 and latest performance information can be found on our [website](#).

Consultation

In July 2015, Eastbourne Borough Council commissioned BMG to conduct a Residents' Survey to consult on the public's perception of Eastbourne, the council's services and local priorities. Questionnaires were sent to 4,000 randomly selected households and almost 1,000 residents completed the survey. Where possible, the results were compared to the last Place Survey held in 2008.

At the same time, a shorter version of the survey was available online and promoted to various stakeholders and involvement groups as well as the general public. This consultation received over 500 responses.

Full reports on both consultations are available online at <http://www.eastbourne.gov.uk/about-the-council/consultations/results/>

In both consultations, respondents were presented with a list of possible priority themes and activities and asked how important they felt they were. These themes were:-

High quality and varied tourism and community events programme	Improved job and career opportunities for young people	Improved jobs an career opportunities generally
Develop town centre	Improved broadband access for all	Provision of quality entertainment and leisure facilities
Development of cultural facilities and events	Protect and enhance parks and open spaces	Improved transport links and safe cycle routes
Increased level of recycling	Reducing the carbon footprint of the council and the town	Street cleanliness and tackling unsightly buildings
Activities for young people	Support for vulnerable families	Provision of community and neighbourhood activities
Build more affordable housing		

Across both surveys, there were significant levels of support for all of the proposed themes. A summary of the headline results are on the next page.

	2008 Place Survey	2015 Residents' Survey	2015 Online Consultation
Taking everything into account, how satisfied or dissatisfied are you with the way Eastbourne Borough Council run things?	45% satisfied 25% dissatisfied	58% satisfied 13% dissatisfied	53% satisfied 19% dissatisfied
To what extent do you agree or disagree that Eastbourne Borough Council provides good value for money?	38% agree 29% disagree	46% agree 19% disagree	47% agree 22% disagree
Overall, how satisfied or dissatisfied are you with Eastbourne as a place to live?	85% satisfied 6% dissatisfied	84% satisfied 7% dissatisfied	81% satisfied 10% dissatisfied
Top 5 "Top Priority" themes for the next 5 years?	N/A	<ul style="list-style-type: none"> • Improved job and career opportunities generally • Improved job and career opportunities for young people • Develop town centre • Street cleanliness and tackling unsightly buildings • Improved transport links and safe cycle routes 	<ul style="list-style-type: none"> • Develop town centre • Street cleanliness and tackling unsightly buildings • Improved transport links and safe cycle routes • Protect and enhance parks and open spaces • Improved job and career opportunities generally
Top 5 "Top Priority" and "Important" themes for the next 5 years?	N/A	<ul style="list-style-type: none"> • Improved job and career opportunities generally • Improved job and career opportunities for young people • Street cleanliness and tackling unsightly buildings • Protect and enhance parks and open spaces • Provision of quality entertainment and leisure facilities 	<ul style="list-style-type: none"> • Improved job and career opportunities generally • Street cleanliness and tackling unsightly buildings • Improved job and career opportunities for young people • Protect and enhance parks and open space • High quality and varied tourism and events programme

Priority Theme 1 – Prosperous Economy



Priority Theme Owners

Member: Councillor Margaret Bannister

Officers: Nazeya Hussain
Senior Head of Regeneration and Assets

Philip Evans
Senior Head of Tourism and Enterprise



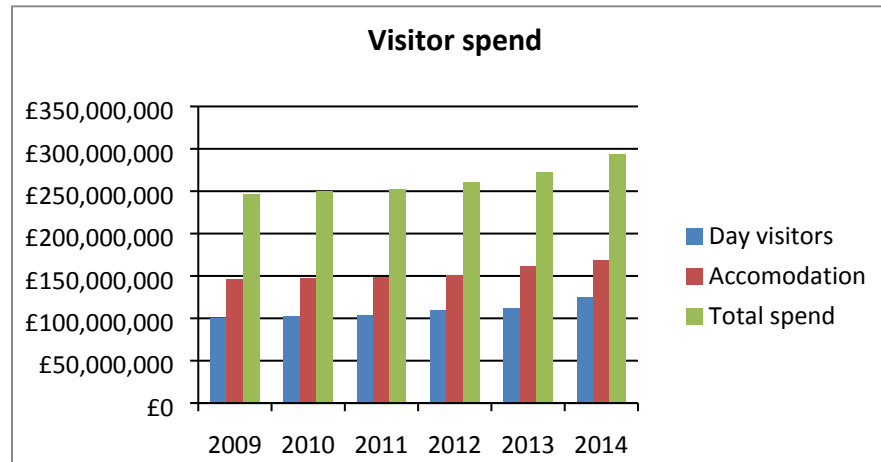
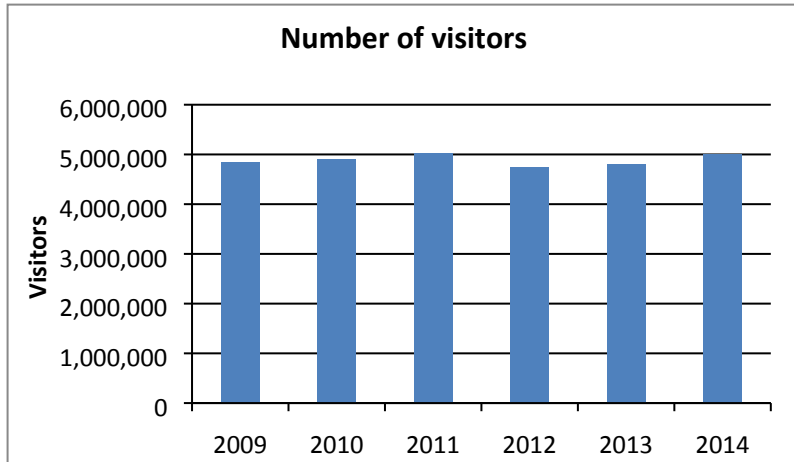
Priority Vision:

By 2020:

- 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

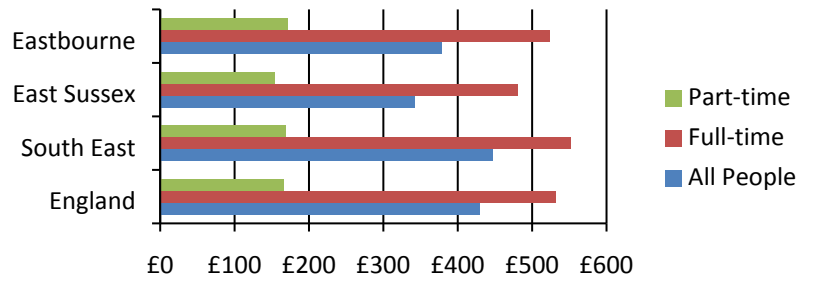
Tourism and information about Eastbourne's economy

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 annually:



2014 (the latest data available) shows total visitor numbers for Eastbourne reaching over 5 million for only the second time in the past 6 years and steady growth over the past three years. Total visitor spend has increased consistently year-on-year reaching over £293 million in 2014.

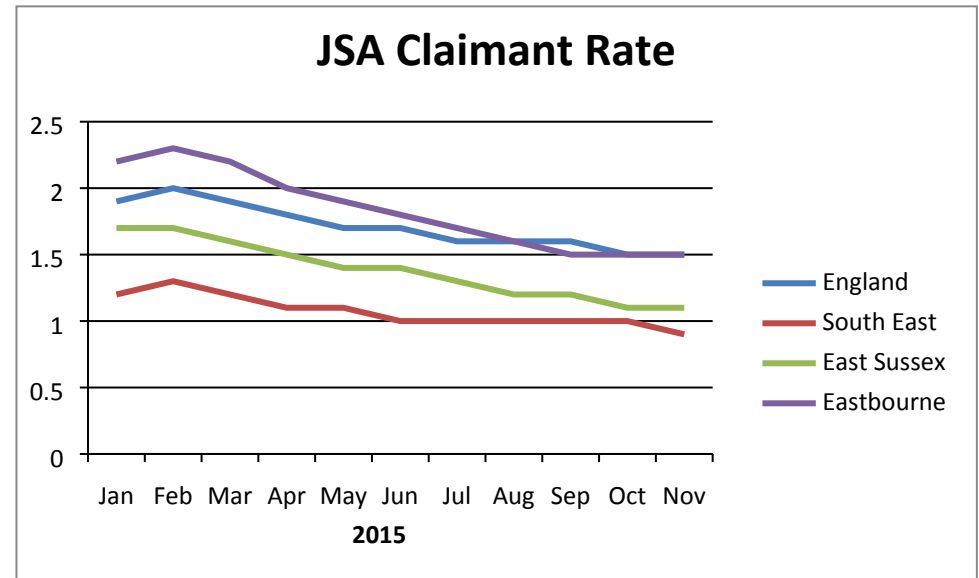
Average (median) earnings - workplace based

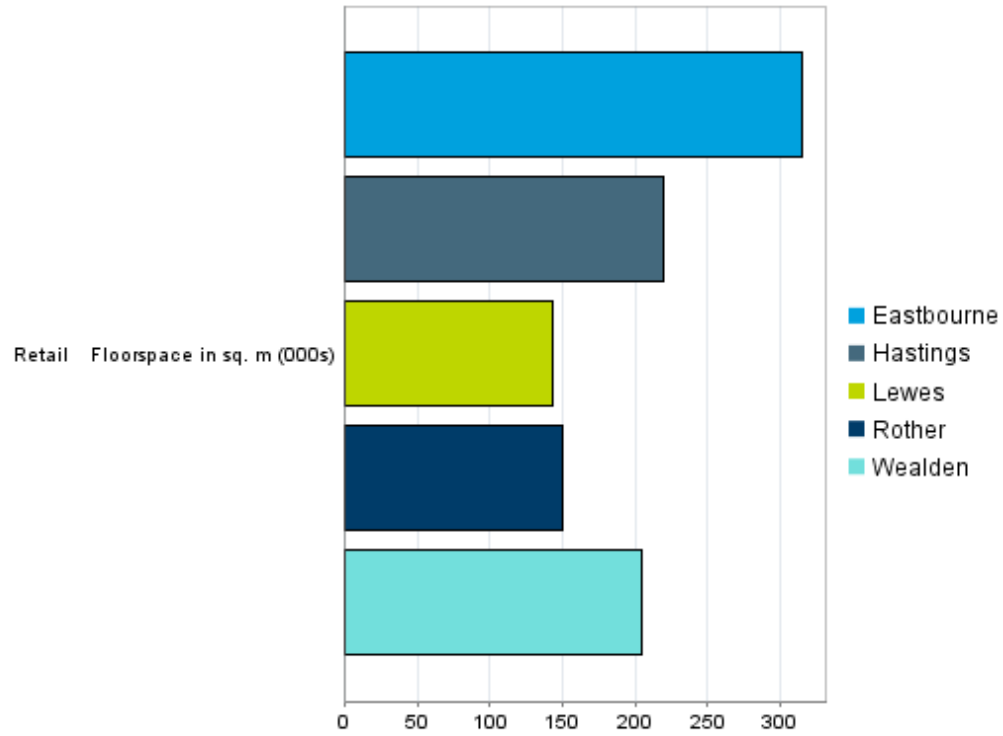


The (median) average gross weekly earnings of people working in Eastbourne are £524 (for full time) and £172 (for part time) workers. This compares to £552 and £169 for the South-East. The median is accepted as the best average to use when analysing earnings data, as the mean value is more likely to be influenced by extreme values (e.g. small numbers of very high or very low earners)

The rate of Job Seekers Allowance (JSA) claimants in Eastbourne has reduced over the course of 2015 from 2.2 in January to 1.5 in November. This brings Eastbourne level with the national rate but higher than the South East (0.9) and East Sussex (1.1) rates.

JSA Claimant Rate





Eastbourne scores highly in East Sussex region for 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: Key Actions (revised actions are currently under development)

Title	Description	Desired Outcome
Tourism Marketing and Brand 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	Continue to progress the Town Centre Masterplan	Wider choice of shops and services for local people and visitors. Improved public environment in the town centre
Business Support Scheme	Support local services through the use of technology and Business Rate Relief	Help create a sustainable environment for local businesses to thrive and support and boost the local economy
Employment – Sovereign Harbour	Development of an Innovation Hub at Sovereign Harbour	Retention of existing Eastbourne employers and attracting new employers. More high quality job opportunities. High quality business space

Prosperous Economy : Performance Indicators

Code & Short Name	2014/15	2015/16
	Value	Latest value*
DE_004 Town centre vacant business space	8.83%	8.5%
TL_003 Bandstand patrons	34,469	36,148
TL_005 Marketing campaign value for money	£0.63	TBC
TL_041 Number of visitors (day visitors and staying trips)	4,795,000	5,007,000 (annual)
TL_042 Total tourist spend	£272,094,000	£293,066,000 (annual)
TL_043 Total day visitor spend	£111,230,000	£125,230,000 (annual)
TL_044 Total accommodation spend	£160,864,000	£167,836,000 (annual)

****2015/16 data is not for the complete year unless stated as an "annual outturn" and shouldn't be used as direct comparison with previous year***

Priority Theme 2 – Quality Environment



Priority Theme Owners



Member: Councillor Steve Wallis

Officer: Ian Fitzpatrick, Senior Head of Community

Priority Vision:

By 2020:

- 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

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

Eastbourne maintains a high profile for natural environment amenities and connectivity due to its location and accessibility.

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

Distance travelled to work (2011)

England : 100

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

	Work mainly from home	Less than 10km	10km to less than 30km	30km and over	Other
England and Wales	10.4	52.1	21.1	8.0	8.4
South East	11.9	46.9	20.7	11.6	8.9
East Sussex	14.1	43.9	19.8	11.8	10.4
Eastbourne	10.0	58.1	12.9	9.9	9.1

Method of travel to work (2011)

	Work mainly	Private	Public	Walk or	Other
--	-------------	---------	--------	---------	-------

	at or from home	transport	transport	cycle	
England and Wales	10.3	60.7	15.9	12.6	0.5
South East	11.8	63.2	11.7	12.7	0.5
East Sussex	13.9	62.7	11.0	12.0	0.5
Eastbourne	9.9	61.2	11.4	17.0	0.5

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) Eastbourne does have a significantly large proportion of people who walk or cycle to work – 17% compared to a national rate of 12.6% and an East Sussex rate of 12%.

Eastbourne has always prided itself in its maintenance and management of its parks and open spaces as well the local downland and seafront. 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.

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: Key Actions *(revised actions are currently under development)*

Title	Description	Desired Outcome
Managing Waste Responsibly	Monitor recycling rates and work with Kier and the Joint Waste Partnership to achieve improvement	To see an improved recycling rate
Improving the Cleanliness of the Street and Public Areas	Use a series of awareness campaigns to reduce environmental crime such as fly tipping, littering and dog fouling and improve the quality of public conveniences in the town.	A more pleasant and enjoyable public environment
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	Continue to implement the Environment Strategy Action Plan and actions to reduce the carbon use of the Council's own buildings	To demonstrate a strategic approach towards our commitment to environmentally sustainable activity and development
Transport – Cycling Provision	Implement the Cycle Strategy	Promote healthy travel options and reduce reliance on less sustainable forms of transport
Eastbourne Park	Work with land owners and stakeholders to implement action plan for the park and investigate flood mitigation measures	Deliver an improved park with good public access and understanding with landowners taking an active role in delivering the necessary actions
Pride in Our Parks	Enhance and preserve the quality of the town's parks	Improve the quality of the urban parks

Quality Environment : Performance Indicators

Code & Short Name	2014/15	2015/16
	Value	Latest value*
DE_001a Satisfaction with street cleanliness - refuse collection	97%	TBC
DE_001b Satisfaction with street cleanliness - street sweeping	86%	TBC
DE_001c Satisfaction with recycling	95%	TBC
DE_006 EBC Carbon Footprint - Buildings	2187 tonnes	TBC
DE_007 EBC Carbon Footprint - Vehicles	31 tonnes	TBC
DE_011 Reduction in number of reported fly-tipping incidents 2014/15	2236	1351 (Q3)
DE_192 Percentage of household waste sent for reuse, recycling and composting	33.92%	37.9%
DE_194 Missed waste collections	4,608	2,043 (Q3)

****2015/16 data is not for the complete year unless stated as an "annual outturn" " and shouldn't be used as direct comparison with previous year***

Priority Theme 3 – Thriving Communities

Priority Theme Owners



Member: Councillor Alan Shuttleworth

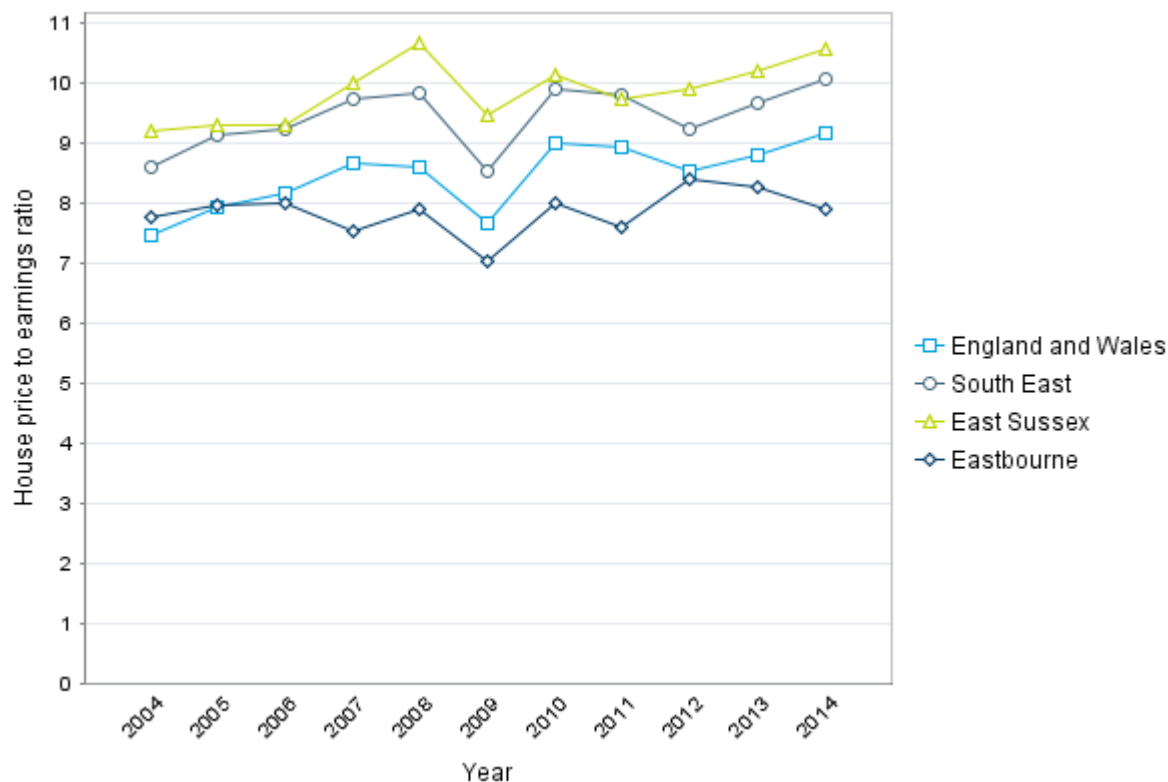
Officer: Ian Fitzpatrick, Senior Head of Community



Priority Vision:

By 2020:

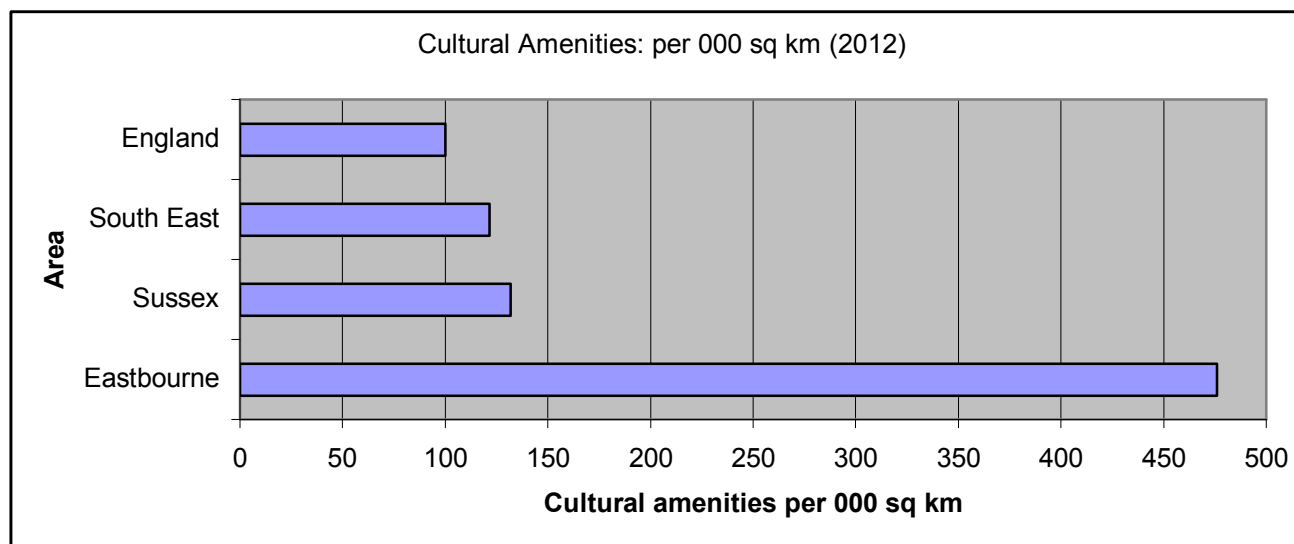
- Eastbourne will have some of the lowest levels of crime in the South East and, as a result, our communities will feel safe
- Families and young people will be supported and have access to a wide range of activities and facilities to help them reach their full potential
- Our communities will have the 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.



Housing: The average house price/earnings affordability ratio for Eastbourne appears to have gone against the national trend over the past few years and is reducing slightly. However, with average house prices still over 7 times the average earnings, affordability of homes is still an issue for many residents.

As at 2013, Eastbourne owned 7.5% of the local housing stock compared to the East Sussex rate of 4% and a National rate of 7.2%. This shows how important the Council's role is in helping support its residents in their housing

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 (November 2015) as having the 5th lowest overall crime rate per thousand population. At the same time, Eastbourne were in the top three for lowest rates of burglaries, vehicle crimes, theft and drug trafficking and supply. See Eastbourne Borough Council's quarterly performance reports www.eastbourne.gov.uk/performance for progress reports on crime.



The number of cultural amenities per 1,000 sq km in Eastbourne is 476.01. This places Eastbourne in the top 20% of districts nationally and compares very strongly with the national and regional scores. The development at Devonshire Park will continue to enhance this area of local focus.

In May 2015, 13.8% of Eastbourne residents were claiming some form of benefit which is above the national and East Sussex rates. With recent changes in Welfare Reform, it remains a key priority for the Council to support vulnerable families.

	Any benefits	Out-of-work benefits	Job Seeker	ESA and incapacity benefits	Lone parents	Other out-of-work benefits	Carers
England	11.8	9.1	1.6	6.0	1.1	0.4	1.5
South East	9.0	6.6	1.0	4.5	0.9	0.2	1.2
East Sussex	11.9	9.0	1.3	6.4	1.0	0.3	1.5
Eastbourne	13.8	10.9	1.8	7.6	1.2	0.3	1.6

Thriving Communities: Key Actions *(revised actions are currently under development)*

Title	Description	Desired Outcome
Develop Youth Services and Activities	Development and delivery of youth activities including Youth Fair and Youth Network	Offer 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	Work with residents and voluntary organisations to improve quality of life throughout the town	Encouraging residents and the voluntary sector to work in partnership with the council and agencies to ensure decent and healthy neighbourhoods
Best Use of Housing Resources	Efficiently manage the council's housing stock and utilise obsolete and redundant commercial properties to support the local economy by delivering new homes and quality retail premises	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	Tackle economic hardship and rough sleeping and deliver the Welfare Reform Action Plan	Residents will be supported and empowered to achieve an improved quality of life
Enable the transfer of Towner to independent governance	Implement the appropriate arrangements to enable the Towner to transfer to Trust	Develop a sustainable cultural provision in the town
Devonshire Park	Progress the development of Devonshire Park and new façade to the Congress Theatre	Far reaching strategy for improved cultural offer with sustainable governance and business plans

Thriving Communities : Performance Indicators

Code & Short Name	2014/15	2015/16
	Value	Latest value*
CD_004 Local percentage of Council Tax collected in year	96.13%	83.39% (Q3)
CD_006 National non-domestic rates collected	97.48%	79.62% (Q3)
CD_051 Number of difficult problem properties remedied / brought back into use by the Difficult Property Group	44	21 (Q3)
CD_056 Median average number of days for assistance with adaptations (Disabled Facilities Grants)	104 days	73 days
CD_155 Number of affordable homes delivered (gross)	70	TBC
CD_156 Number of households living in temporary accommodation	11	28
CD_181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	11.8 days	9.9 days
DE_154 Net additional homes provided	160	TBC
ECSP_002 Reduce shoplifting by 5% from 2011/12	8.52%	-12.46%
ECSP_004 Reduce Violent Crime in a Public Place by 3% from 2011/12	46.77%	31.5%
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.	3	5
ECSP_016 Reduce serious acquisitive crime (robbery, car crime and burglary dwelling)	12.39%	-22.89%
TL_017a Redoubt visitors - paying visitors	15,026	12,524
TL_022 Junior (age <=16) participation in sport (number)	329,470	237,205 (Q3)
TL_026 Total number of theatre users	333,980	235,995 (Q3)

****2015/16 data is not for the complete year unless stated as an "annual outturn" and shouldn't be used as direct comparison with previous year***

Priority Theme 4 – Sustainable Performance

Priority Theme Owners



Members: Councillors Troy Tester and Gill Mattock

Officer: Alan Osborne, Deputy Chief Executive

Priority Vision:

By 2020 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 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.

The effectiveness of the Future Model Programme and development of the Customer First teams has been evidenced through a number of key indicators over the past few years and continues to be a focus for setting and maintaining the highest possible standards of service to our community.

Indicator	2013/14	2014/15	2015/16 (latest value)
CS_010 Calls to 410000 answered within 30 seconds	59.79%	80.47%	86.66%
CS_011 Telephone call abandonment rate	14.03%	2.8%	2.24%
CS_012a Telephone calls handled at first point of contact	49.3%	31.62%	41.18%

Joint Transformation Programme

Eastbourne Borough Council have already achieved significant efficiencies through its Future Model programme. The development of the Customer First and Strategy and Commissioning teams have been key in changing the way services are managed and delivered.

Towards the end of 2015, Eastbourne Borough Council and Lewes District Council agreed to adopt a strategy for the development of shared services which is now referred to as the Joint Transformation Programme. This programme will see an integration of staff and services across both authorities.

Why is this happening?

- Political commitment – both administrations are committed to sharing services where these will deliver improvements in quality, resilience and efficiency. The leaders of both councils have publicly affirmed their commitment to partnership working.
- Financial pressures - both councils need to save around £3m by 2019/20 and respond to pressures on the housing revenue account. Indicative figures are that this strategy could generate up to half of these savings.
- Building on success - we are building on existing shared services arrangements between Lewes and Eastbourne, and on the experience of other councils that have integrated services, such as Adur and Worthing and Dorset councils.
- Future developments - national policy points clearly to the need to integrate, collaborate and share, in order to deliver sustainable services and a greater “strategic presence” within an area.

Both authorities already share a number of services including Human Resources and our Legal Team and are committed to having a shared Chief Executive and Management team in place from early 2016. Work is ongoing to identify other areas the councils can effectively share and efficiencies that can be achieved by working together. This programme will be a key element of the Sustainable Performance theme of the Corporate Plan.

Sustainable Performance: Key Actions

Title	Description	Desired Outcome
Asset Management	Develop the Corporate Landlord team to continue to deliver a sustainable Asset Management system	Develop a sustainable Asset Management system
Sustainable Service Delivery Strategy (SSDS)	Develop and implement the Joint Transformation Programme with Lewes District Council	Achieve efficient and sustainable framework for delivering all council services

Sustainable Performance: Performance Indicators

Code & Short Name	2014/15	2015/16
	Value	Latest value*
CS_003 Sickness absence - average days lost per employee	5.1 days	4.29 days (Q3)
CS_010 Calls to 410000 answered within 30 seconds	80.47%	86.66%
CS_011 Telephone calls abandonment rate	2.8%	2.24%
CS_012a Telephone calls handled at first point of contact	31.62%	41.18%

****2015/16 data is not for the complete year unless stated as an "annual outturn" and shouldn't be used as direct comparison with previous year***

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. 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](#)
[Community Safety Partnership](#)

For more information regarding the content of this plan or Eastbourne Borough Council's performance, please contact the Corporate Development team on 01323 415418, email william.tompsett@eastbourne.gov.uk or visit www.eastbourne.gov.uk