

BODY: CABINET

DATE: 23rd March 2016

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 of the Council’s new Corporate Plan 2016-2020 and seek delegation for Corporate Management Team to finalise details of the draft in consultation with portfolio holders.

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Recommendations: Members are asked to:

- i) Note and agree the draft of the new Corporate Plan
- ii) Agree to grant CMT and key officers the authority to finalise the proposed plan in consultation with Cabinet portfolio holders prior to seeking approval for adoption at Council

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 previous 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, provides 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 A copy of the current working draft of the 2016-20 Corporate Plan is attached as Appendix 1. The content and layout aligns with the previous version for continuity but is still subject to updating and editing as information becomes available. Once the final version is completed and approved, work will start on developing ways of communicating the key messages to stakeholders and the public in accessible ways.

2.3 The new Corporate Plan continues with the same 4 priority themes as the previous 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.

2.4 The statistical data throughout the plan has been completed using the latest available information either from the 2011 Census or, where available, more recent data from East Sussex in Figures. This data will be continually reviewed and updated through the life of the Corporate Plan.

2.5 Prosperous Economy

The 2020 aims for this area are:

- A great destination for tourism, arts, heritage and culture
- Supporting employment and skills
- Providing opportunities for businesses to grow and invest
- Investing in housing and economic development
- Supporting investment in infrastructure

Priority actions proposed are:

- Vibrant events programme
- Increase number of conference delegates
- New museum
- Refurbish the Redoubt
- Seafront/Tourism Strategy
- Extension to Arndale Shopping Centre
- Devonshire Park Redevelopment
- Wish Tower Restaurant

- Sovereign Harbour Innovation Park (SHIP)
- Marketing – EB Now (Pier grant project)

2.6 Quality Environment

The 2020 aims for this area are:

- A clean and attractive town
- Less waste and a low carbon town
- A range of transport opportunities
- High quality built environment
- Excellent parks and open spaces

Priority actions proposed are:

- Joint venture for Energy and Sustainability
- Hampden Park improvements (Green Flag)
- Old Town Recreation Ground improvements (Green Flag)
- Allotment improvements
- Signage re-branding (parks and open spaces)
- Manor Gardens and Gildredge Park
- Town Centre improvements
- Eastbourne Park initiatives
- Enhancement of open downland
- Eastbourne Cycling and Walking Strategy

2.7 Thriving Communities

The 2020 aims for this area are:

- Keeping crime and anti-social behaviour levels low
- Meeting housing needs
- Improved health and wellbeing
- Resilient and engaged communities
- Putting the customer first

Priority actions proposed are:

- Active Eastbourne strategy
- Welfare reform
- Community facilities
- Young people
- Sovereign Harbour Community Centre
- Shinewater Skate Park
- Improving local parks and playgrounds
- Tennis Development programme
- Customer Access improvement
- Develop enhanced Housing Solutions service
- Eastbourne Community Safety Partnership

2.8 Sustainable Performance

The 2020 aims for this area are:

- Making the best of our assets
- Managing people and performance
- Delivering in partnership

- Making the best use of technology
- Delivering a balanced budget

Priority actions proposed are:

- Improved asset management processes
- Joint Transformation Programme

2.9 Detailed priority projects will be 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.

2.10 Proposed Key Indicator changes

In order to streamline the performance reporting and focus on the chosen priority outcomes of the Corporate Plan, it is proposed that a number of changes are made to the Key Performance Indicators used. A review of Performance Indicators is taking place across the authority to ensure that the right measures are in place to enable progress updates and, where possible, benchmarking of performance against key criteria.

2.11 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 Timeline

3.1 It is proposed that Corporate Development continue to work with key officers, CMT and portfolio holders to finalise the remaining details of the plan prior to it going to Council for approval in May.

3.2 In drafting the new projects and actions, we will aim to embed equality within the delivery plans for each chapter ensuring a robust and demonstrable commitment to all members of our community through the Corporate Plan.

4.0 Consultation

4.1 Key findings from a Residents Survey and Online Survey were reported to Cabinet in December and full reports on these consultations are available online at <http://www.eastbourne.gov.uk/about-the-council/consultations/results/>.

4.2 One of the major findings from both consultations was that there was significant support for all of the proposed priority themes and visions put forward in the questionnaires. Where appropriate, direct links between the consultation findings and the priority projects will be highlighted within the

final version of the Corporate Plan.

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. Ongoing financial and performance reporting have been aligned to improve the quality of management information that regularly goes to committees.

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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.