



FUTURE **EASTBOURNE**

CORPORATE PLAN

2016-2020

This document is available in other formats on request

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Introduction

The past 5 years have seen great change in Eastbourne and at the Council. Despite challenging economic pressures, we have managed to revolutionise the way the Council is structured to deliver greater efficiencies and a more customer-focused delivery of our services. We continue to put value for money and the needs of our residents at the heart of all we do whilst supporting the town and its businesses to thrive. Evidence of this is clearly visible now with Pacific House at the Sovereign Harbour Innovation Park and the works going on with the Arndale Centre and Terminus Road. Over the next few years, we will see further development in these areas as we and our partners invest in the future success of our town.

Based on what you have told us, this Corporate Plan states the key projects and targets that will enable us to successfully deliver our longer term priorities for our residents and realise the potential of Eastbourne as the ideal place to live, work and visit. The four priorities of Sustainable Performance, Prosperous Economy, Quality Environment and Thriving Communities continue to demonstrate our commitment to creating a vibrant and successful town that is supported by a strong and efficient Council.

However, we realise that we cannot do this alone and as you will see, many of our goals can only be achieved through strong partnership working with other authorities, organisations and the residents. Together, we can realise Eastbourne's true potential.



Councillor David Tutt, Leader of the Council

Eastbourne is a Council that has seen significant change and improvement over the past years and is now leading the way in its approach to flexible working, customer-focused services and delivering through partnerships.

We have listened to local residents, businesses and stakeholders to find out what is important to you and how we as an authority can play our part in delivering those priorities. The Corporate Plan brings together what you've told us and what you want Eastbourne to be like. It identifies the important changes we need to make by 2020 and how we can work together with partners to make a real difference for residents, businesses and visitors to Eastbourne.

Eastbourne Borough Council is committed to its continuing improvement journey and helping develop the town into a thriving destination and a great place to live and work.



Robert Cottrill, Chief Executive

Eastbourne Borough Council Priority Themes and Aims for 2020

Prosperous Economy

- 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



Quality Environment

- 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



Thriving Communities

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



Sustainable Performance

- Making the best of our assets
- Managing people and performance
- Delivering in partnership
- Making the best use of technology
- Delivering a balanced budget



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

- **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**

Principles

We commit to:

Valuing all people

Being sustainable

Being efficient

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

2010-2015 Corporate Plan Headline Achievements

Prosperous Economy

- Town Centre Local Plan adopted
- Sovereign Harbour Innovation Park
- Arndale Centre and Terminus Road Improvements started
- Consistently strong Town Centre retail void rate
- Driving Devonshire Forward project
- Strong events provision including the 20th anniversary Airbourne, International Tennis tournaments, Olympic torch route and cycling Tour of Britain stage hosting
- Over 50 properties improved in “secondary shopping areas”



Quality Environment

- Solarbourne – Panels on over 280 buildings
- Joint Waste Contract
- Around 200 “Grot Spots” and difficult properties tackled since 2010
- Green Flag awards for Hampden Park and Princes Park
- 20 QE2 protected fields protected in perpetuity
- Over 1,000 new allotment plots created
- Adoption of borough-wide cycling strategy and completion of new cycle routes
- Council’s carbon footprint reduced by 27% since 2010



Thriving Communities

- Devonshire Park redevelopment planned
- Neighbourhood First team established
- Youth Strategy delivered with YMCA
- Benefits processing times down from 20.3 days (2008/9) to 9.9 days (Q3 2015/16)
- Tennis development plan
- Introduction of new Sports Festival
- Overall reductions in crime
- First programme of Council House building for 20 years
- Local Authority mortgage assistance scheme
- Homeless in temporary accommodation reduced



Sustainable Performance

- Agile working
- Future Model
- Customer First
- Improved financial process and management
- Revised service planning and corporate performance management processes
- GoSE peer Review, iESE “Council of the Year”, LGA Peer Challenge, Local Government Transformation Award and UK IT Industry Awards runner up
- Adopted Corporate Landlord Model for asset management



For more details visit www.eastbourne.gov.uk/performance

The Wider Economic Context

This Plan has been prepared during a continuing period of significant economic uncertainty. The economic downturn over the last few years is affecting Councils across the country. We are already seeing a continued and increasing demand for some services. The Government has indicated that it will withdraw Revenue Support Grant altogether by 2019. There are also material challenges which will affect the Housing Revenue Account and services to tenants via the Housing and Planning legislation due to be enacted in 2016.



The medium term financial strategy to 2020 will be refreshed and updated in July 2016 to reflect the projected reduction in resources as set out in the Autumn Statement in December 2015 and confirmed in the settlement in January 2016. The budget, capital programme and corporate plan will be monitored on a quarterly basis and will be reviewed formally on an annual basis.

While this document focuses on the things we want to change during the period 2016-20, 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 and value for money are therefore principal considerations and we must ensure that we can balance short and long-term pressures and ambitions. Delivering efficiency savings, generating income, and managing our use of capital and reserves - remain paramount.

Strong service and financial planning will allow us to identify the compromises that are required. 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 available funds, such as grants and new income streams, to deliver specific projects or initiatives. Our strategic partnership with Lewes District Council will see service delivery brought together over the life of this plan and aid with efficiency effectiveness and resilience.

Councillor Gill Mattock
Council Spokesperson for Finance

97% of residents say that "improved job and career opportunities generally" should be a priority over the next 5 years.

Residents Survey 2015

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.

79% of residents agree that their local area is a place where people from different backgrounds get on well together.

**Residents
Survey 2015**

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.

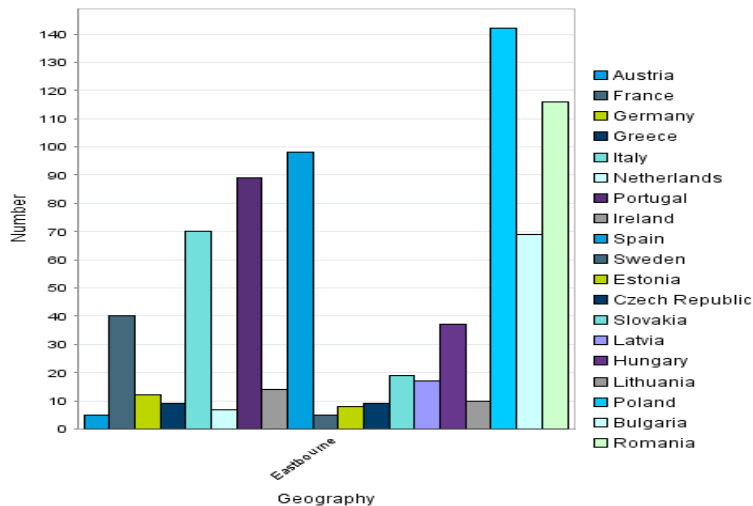
83% of residents are satisfied with Eastbourne's Parks and Open Spaces. An increase from 79% in 2008.

Residents Survey 2015

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 5.9 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](#)

84% of residents felt satisfied with their local area as a place to live.

Residents Survey 2015

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.

31% of residents said they would like to be more involved in decisions that affect their local area with a further 60% saying it "depends on the issue".

Residents Survey 2015

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

Over £420,000 has been spent on Devolved Ward Budget schemes between 2010 and 2015 as a result of projects suggested by Eastbourne residents.

Retail
Eastbourne's town centre retail void rate (the percentage of shops that are empty) remains consistently below the national average at 8.5% compared to 9.8%.

Our economy

It's an exciting time to live and work in Eastbourne. The ambitious regeneration and investment plans over the next five years will transform the town into a business destination ideally suited for the 21st century, creating local economic impacts for future generations.

Developments and Investments

- The development of Sovereign Harbour Innovation Park is a long term Council corporate priority. The Innovation Park is designed to provide companies with high quality offices to enable them to expand and generate jobs, providing an economic boost to the area. Pacific House, the first office centre on the Innovation Park, completed in 2015.
- Planning was approved for a £85 million plan to extend the Arndale Centre. The phased development should be completed by the end of 2018 along with public realm improvements.
- One of the most important projects currently in development and arguably the biggest scheme the Council has ever embarked on is the £44 million ambition to significantly improve the Devonshire Park complex to create a thriving and nationally important and recognised cultural and tennis destination.
- Eastbourne Borough Council is working in partnership to redevelop the Wish Tower Restaurant site on the seafront.
- Through strategic partnership working with the South East Local Enterprise Partnership, Eastbourne has secured a total of £40 million for integrated and sustainable transport projects.
- Driving Devonshire Forward secured £1.8 million from the Coastal Community Fund. The award will regenerate the area by developing new leisure and business facilities, improving the public realm and promoting local artists and providing training, creating 118 jobs.
- Eastbourne received £2 million to help the tourism industry recover from the loss of their pier in 2014.

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, 43% of residents are now qualified to at least Level 3 (two or more A-Levels or NVQ Level 3) suggesting that the labour supply is becoming more qualified.

There are 2 Super Output Areas (SOAs) in Old Town and Ratton Wards that are in the 10% least deprived in education, skills and training in England. There are also 3 SOAs in Hampden Park and Langney Wards which are in the 10% most deprived areas of education, skill and training in England.

Income

Between 2010-2015 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 (6.1%) is higher than in East Sussex (4.1%), the South East (4.3%) and nationally (5.3%). The rate of JSA claimants in Eastbourne (1.8%) also lies above East Sussex (1.4%) and the South East (1.0%), and the national figure (1.7%).

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 (10.9%) is higher than East Sussex (9%), the South East (6.6%) and England (9.1%).

Employment Sectors and Occupations

Human health and social activities is the largest employment sector in Eastbourne at 24% followed by wholesale and retail trade; repair of motor vehicles and motorcycles at 21.2%. Both sectors have greater concentrations in Eastbourne than East Sussex, the South East and Great Britain.

Compared to the South East and Great Britain, Eastbourne has a lower proportion of individuals employed in managerial and senior officials, professional, associate professional and technical, administrative and secretarial, skilled trades and process, plant and machine occupations but a higher concentration of caring, leisure and other service, sales and customer service and elementary occupations. The proportion of high-level professionals in Eastbourne's workforce (37.8%) is lower than the South East (43.3%) and England and Wales (40.9%).

Deprivation

There are 2 SOA's in Eastbourne in the most 10% deprived areas in England. These are found within the Devonshire and Hampden Park.

86% of residents said that "support for vulnerable families" should be a priority over the next 5 years.

**Residents
Survey 2015**

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](#).



Only 39% of residents said they felt well informed about how well local public services were performing.

**Residents
Survey 2015**

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 and 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.

Only 29% of residents agreed that can influence decisions affecting their local area. This is a slight increase from 28% in 2008.

**Residents
Survey 2015**

71% of residents said that they are well informed on how their Council Tax is spent.

Residents Survey 2015

	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 provide an enhanced retail and leisure offer for residents and visitors, with high quality public spaces, attracting new investment and enabling the Town Centre to compete with neighbouring shopping destinations
- 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
- Eastbourne will have innovative conference facilities that will attract profitable conferences to the town
- The Sovereign Harbour Innovation Park will be a commercial hub of high quality, contemporary business premises
- Eastbourne will be a home of tennis, both as a destination for watching and as a town for playing
- The Town will have capitalised on the Eastbourne and South Wealden area to increase investment in highways infrastructure

88% of residents said that “Developing the Town Centre” should be a priority over the next 5 years.

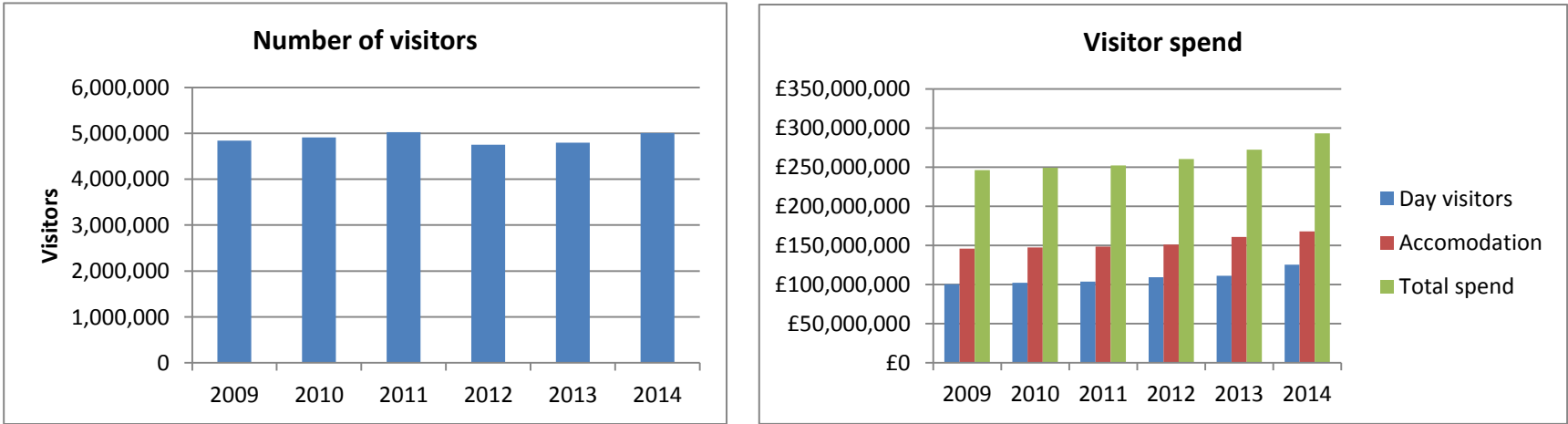
**Residents
Survey 2015**

90% of residents said that a “high quality and varied tourism and community events programme” should be a priority over the next 5 years.

Residents Survey 2015

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:



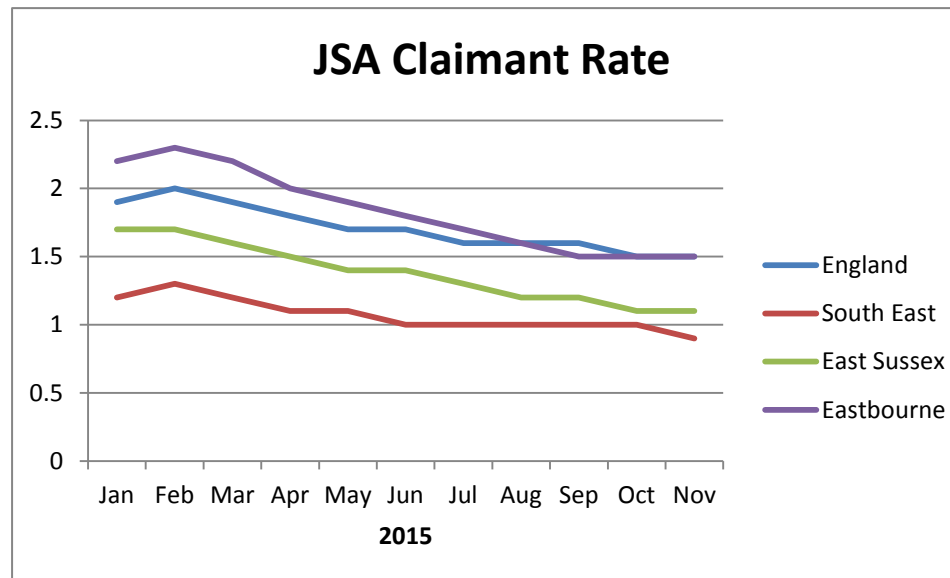
2014 (the latest data available) shows total visitor numbers for Eastbourne reaching over 5 million for only the second time in the past 6 years and steady growth over the past three years. Total visitor spend has increased consistently year-on-year reaching over £293 million in 2014.

Average (median) earnings - workplace based

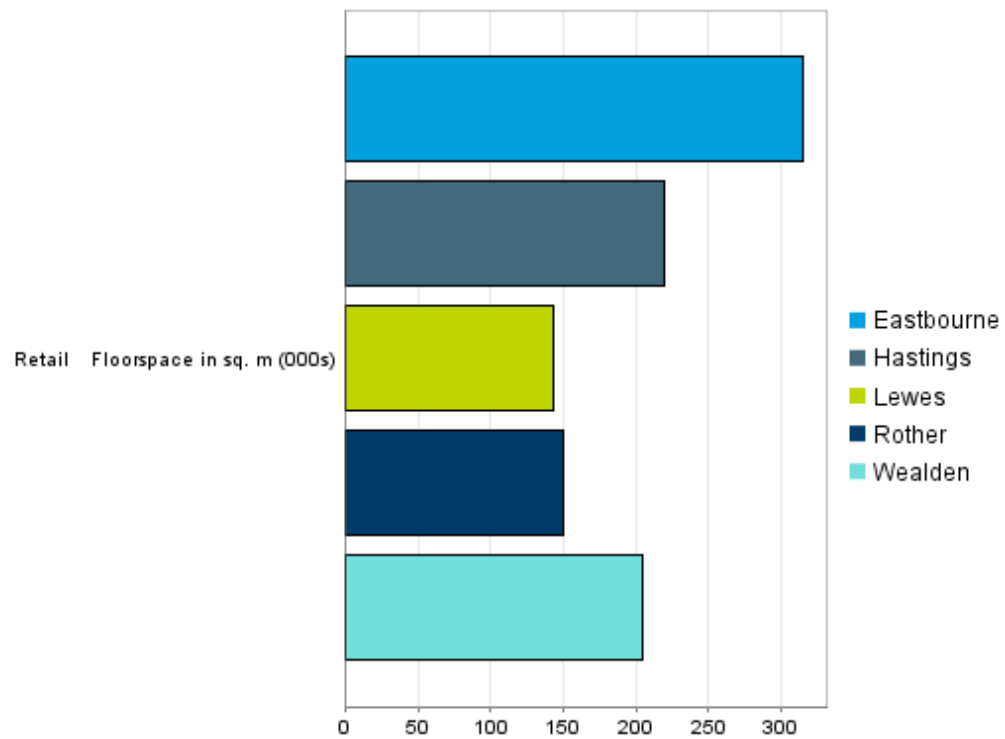


The (median) average gross weekly earnings of people working in Eastbourne are £524 (for full time) and £172 (for part time) workers. This compares to £552 and £169 for the South-East. The median is accepted as the best average to use when analysing earnings data, as the mean value is more likely to 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.



23% of residents said that "wage levels and the cost of living" need improving in Eastbourne



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.

26% of residents said that "shopping facilities" were one of the most important factors in making somewhere a good place to live.

Residents Survey 2015

Housing and Economic Development Partnership (HEDP)

An exciting new housing and regeneration initiative is being developed in Eastbourne. The Housing & Economic Development Partnership (HEDP) is a joint initiative between Eastbourne Borough Council and Eastbourne Homes Ltd (EHL).



HEDP will bring forward and deliver a programme of new housing, regeneration, community and economic development. Core commitments are to provide good quality housing and developing vibrant sustainable communities.

There's a comprehensive range of individual projects, including physical regeneration and economic initiatives such as the provision of enhanced internet connectivity, improvement of the Town's retail offer, a commitment to place shaping and increased opportunities for employment and training prospects.

The Eastbourne Context HEDP Aims

- Place local communities at the heart of the regeneration process and to ensure that maximum benefits are derived which support sustainable communities.
- Improve the built environment in key identified areas, encourage greater tenure diversity, the highest quality of supply and provide some much needed new affordable housing, through new build, redevelopment and purchase and repair initiatives.
- Establish different and innovative approaches to delivery, partnerships and funding so as to minimise reliance on external funding and support wider strategic objectives/projects.
- Commissioned the development of a Strategic Framework Urban Design Vision for the Devonshire Ward.
- Co-ordinated economic and regeneration activity with the Councils Difficult Property Group to ensure that key eye sore, empty and disused buildings are prioritised and remedied.
- Secured £1m of Lottery Funding to support work with local communities in the Devonshire West area over a 10 year period starting in April 2013.

75% of residents said that building more affordable housing should be a priority over the next 5 years

Driving Devonshire Forward (DDF)

Part of the Housing and Economic Development partnership (HEDP) programme, Driving Devonshire Forward is a community led vision to provide more housing and improve neighbourhoods; environmentally, economically and socially, with local people at its heart.

We've come a long way since the initiative started in autumn last year; it's already bringing positive change in the community, and has been driven by the steering group.

We aim to develop a vibrant social, cultural and economic community, and a commitment to provide good quality housing.



Eastbourne Borough Council providing housing and improving neighbourhoods; environmentally, economically and socially, in Devonshire Ward with local people at its heart.

New build housing

We've built 30 new homes at the following locations:

- 1 **Coventry Court** – a mix of affordable housing and 8 shared ownership homes. *Completed.*
- 2 **Belmore Road** – providing 8 new homes – 4 at affordable rent and 4 for sale. *Completed.*

Empty Homes Programme

Refurbishment projects currently underway/completed:

- 3 **67 Langney Road** – 2 one-bed flats. *Completed.*
- 4 **3 St Aubyns Road** – 3 one-bed flats. *Completed.*
- 5 **67-69 Seaside Road** – 4 flats. *Completed.*
- 6 **51-53 Seaside Road** – 3 flats. *Completed.*
- 7 **1-4 Arch Mews** – 4 two-bed houses. *Completed.*
- 8 **1-5 Seaside** – 3 one-bed flats. *Due April 2016.*
- 9 **62a Tideswell Road** *Due April 2016.*

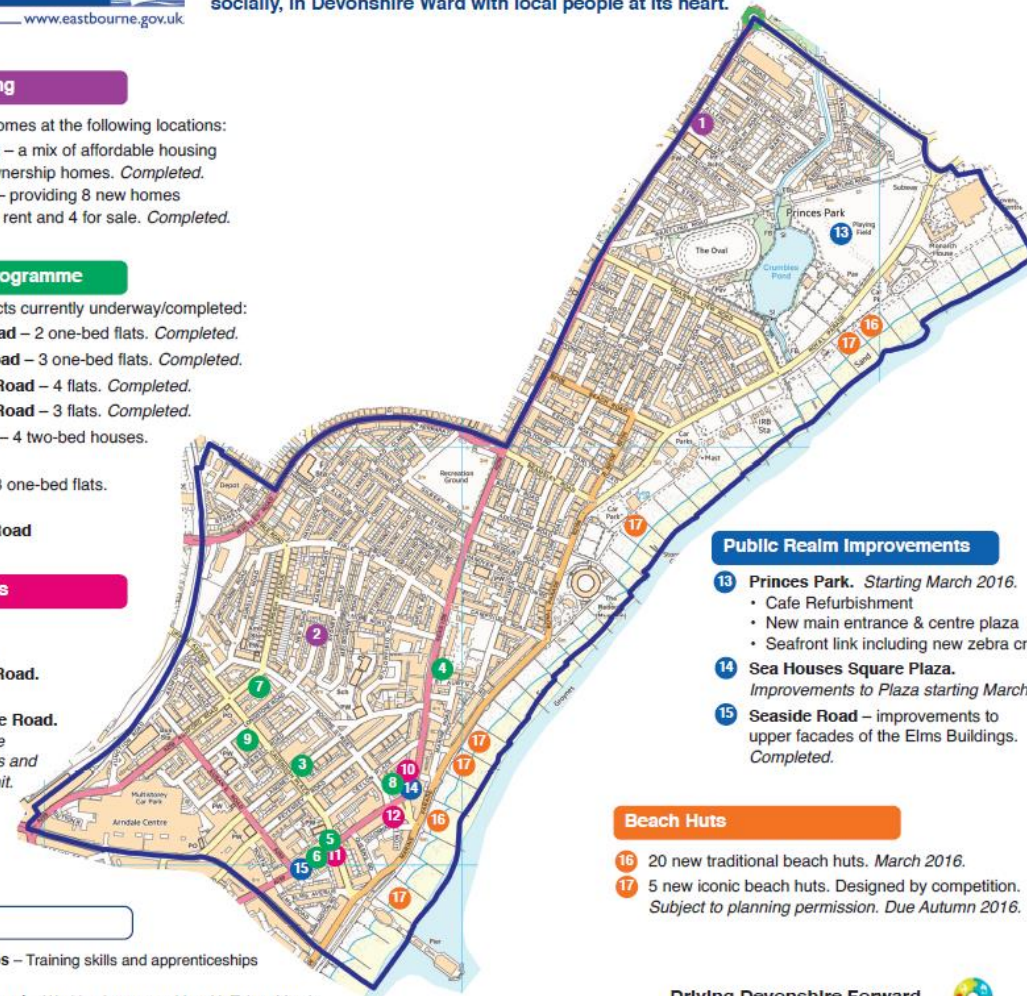
Commercial Units

- 10 **1-5 Seaside.** *Due April 2016.*
- 11 **67-69 Seaside Road.** *Due May 2016.*
- 12 **137-139 Seaside Road.** *Recent purchase providing 12 flats and a commercial unit.*

Training

Building Partnerships – Training skills and apprenticeships in construction.

Talent Match South East – Working in partnership with Talent Match South East mentoring 18-24 year olds who have been unemployed for more than 12 months.



Public Realm Improvements

- 13 **Princes Park.** *Starting March 2016.*
 - Cafe Refurbishment
 - New main entrance & centre plaza
 - Seafront link including new zebra crossing.
- 14 **Sea Houses Square Plaza.** *Improvements to Plaza starting March 2016.*
- 15 **Seaside Road** – improvements to upper facades of the Elms Buildings. *Completed.*

Beach Huts

- 16 **20 new traditional beach huts.** *March 2016.*
- 17 **5 new iconic beach huts.** *Designed by competition. Subject to planning permission. Due Autumn 2016.*



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Devonshire Ward residents have the lowest level of satisfaction with their area as a place to live at 71% compared to an Eastbourne average of 84%.

Residents Survey 2015

Prosperous Economy: Corporate Actions

Title	Description	Desired Outcome
Vibrant Events Programme	All year round events programme that attracts visitors to Eastbourne.	Economic benefits from visitors staying and spending money in Eastbourne. The events programme to act as a key hook to gain additional visitors.
Increase number of conference delegates	Attract shorter staying but higher yield business tourism.	Economic benefit from conference delegates staying and spending money in Eastbourne.
New Museum	A purpose built museum on the site of the Pavilion which will house the "Story of Eastbourne" with a café, shop and outreach facilities.	Increase time spent by visitors in the museum, spend and overall visitor numbers.
Refurbish the Redoubt	Improvements to the Redoubt Fortress to develop its profile as a visitor attraction without the museum.	Increased visitor numbers, spend and satisfaction levels at the Redoubt.
Seafront/Tourism Strategy	Update the Seafront Strategy utilising all of the feedback received through the Seafront Plan consultation. Utilise the research achieved through the destination profiling to shape priorities for the destination.	Eastbourne retains its share of the visitor markets.
Extension to the Arndale Shopping Centre	£85m scheme to provide 22 new retail units, 7 restaurants and a 9 screen cinema.	<p>An enhanced retail and leisure offer for residents and visitors enabling the Town Centre to compete with neighbouring shopping destinations and associated increased spend and attracting new retailers and investment in the Town Centre.</p> <p>Local employment opportunities in both the construction and operation phases of development - the development will deliver 700FTE jobs in addition to construction jobs.</p> <p>A modern and attractive development with better designed, larger retail units.</p>

Devonshire Park Redevelopment	<p>£44m investment to establish Devonshire Park as a premier conference and cultural destination to include:</p> <ul style="list-style-type: none"> • New welcome building • Restoration of Congress, Winter Garden and Devonshire Park theatres • Improved accessibility • Improving tennis facilities • New conference/exhibition space and café facilities/break out rooms • Public realm improvement 	<p>Creation of new jobs:</p> <ul style="list-style-type: none"> • 114 new local construction jobs as a result of the £40 million capital expenditure • 169 FTE additional jobs supported in Eastbourne as a result of the additional visitor spending <p>Additional visitor spend:</p> <ul style="list-style-type: none"> • Projected visitor spend from visitors is £13,419,183 per annum (excluding consequential effects and across the whole economy)
Wish Tower Restaurant	Deliver a flagship restaurant	A new destination to improve the evening economy and a landmark building design in a unique location.
Sovereign Harbour Innovation Park (SHIP)	New contemporary business premises at Sovereign Harbour Innovation Park	High quality, flexible contemporary business space and new commercial hub in a prestigious location and positive effects on employment, business start-ups and wage levels.
Marketing – EB Now (Pier grant project)	30 hotels and other locations to be supplied with onscreen live information about events in Eastbourne, shopping opportunities and discounts.	Increased attendance at events from visitors and increased awareness of and spend at local shops, restaurants and leisure facilities.

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)

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 spaces will be distinctive, high quality, well maintained 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, cycling and walking initiatives
- 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

95% of residents said that "protecting and enhancing parks and open spaces" should be a priority over the next 5 years.

87% of residents said that “improved transport links and safe cycle routes” should be a priority over the next 5 years.

Residents Survey 2015

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)

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

	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

England : 100

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

	Work mainly at or from home	Private transport	Public transport	Walk or cycle	Other
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

Method of travel to work (2011)

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.



59% of resident say they use "parks and open spaces" almost every day/at least once a week.

Residents Survey 2015

Quality Environment: Corporate Actions

Title	Description	Desired Outcome
Joint venture for Energy and Sustainability	Set up a joint venture between Eastbourne and Lewes Council and a private sector organisation to deliver local energy and sustainability ambitions for the next 20 – 30 years.	Deliver sustainability ambitions i.e. local energy and local food.
Park improvements (Green Flags and signage re-branding)	Hampden Park - Improvements to the main entrances and to the path network in Ham Shaw woods as recommended through the published Hampden Park Green Flag Management Plan.	To clearly define that vehicles are entering a park and retain the Green Flag for Hampden Park as an externally accredited quality award for green space.
	Old Town Rec - Improvements to the main entrances, tree planting and pollinating/biodiversity improvements.	Creation of a “welcoming” recreation ground with vistas throughout and to retain the Green Flag as an externally accredited quality award for Green Space.
	Manor Gardens - The Green Flag Award for this area will externally validate the Corporate “Quality Environment” objective. This green space has a strong and supportive Friends of Manor Gardens and Gildredge Park and will be the strongest contender to be successful in securing the award.	To increase the number of open spaces within Eastbourne successfully achieving Green Flag status and provide quality areas for local residents and visitors to enjoy
	Create and “roll-out” standard, future proof signage throughout the parks and open spaces of Eastbourne.	Improved awareness and access to local parks and open spaces and continued success of the Green Flag Award.
Allotments improvements	Provide 2 new toilets within Manor Gardens and Marchants Field allotments and remove chain-link to install new, secure weldmesh fencing in Priory Road allotments.	To maintain reasonable security and welfare facilities for the tenants of the Council’s allotments.
Town Centre Improvements	Significant improvements to the pedestrian environment in Terminus Road and Cornfield Road to be delivered alongside the extension to the Arndale Centre	Better quality of open spaces within the town centre improving the shopping and leisure experience for residents and visitors

Eastbourne Park Initiatives	Delivery of priority initiatives identified in the Eastbourne Park Supplementary Planning Document	Conservation and enhancement of the existing environmental, ecological and archaeological characteristics of Eastbourne Park for future generations Sensitive management of the area to provide appropriate leisure and recreational uses to enhance the social and economic wellbeing of the local community and to attract more visitors to Eastbourne
Enhancement of Open Downland	To invest in a range of initiatives and improvements to the Open Downland to improve accessibility and enhance Eastbourne as the gateway to the South Down National Park	To ensure the Open Downlands is accessible to all and to provide key improvements for the benefits of residents and visitors in line with the adopted Downland Management Plan.
Eastbourne Cycling and Walking Strategy	Work with East Sussex County Council to deliver an integrated Cycling and Walking Strategy for the town.	Enhanced provision for cycling and walking, improved accessibility and improved satisfaction with the local area.

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)

Priority Theme 3 – Thriving Communities

Priority Theme Owners



Member: Councillor Alan Shuttleworth

Officer: Ian Fitzpatrick, Senior Head of Community



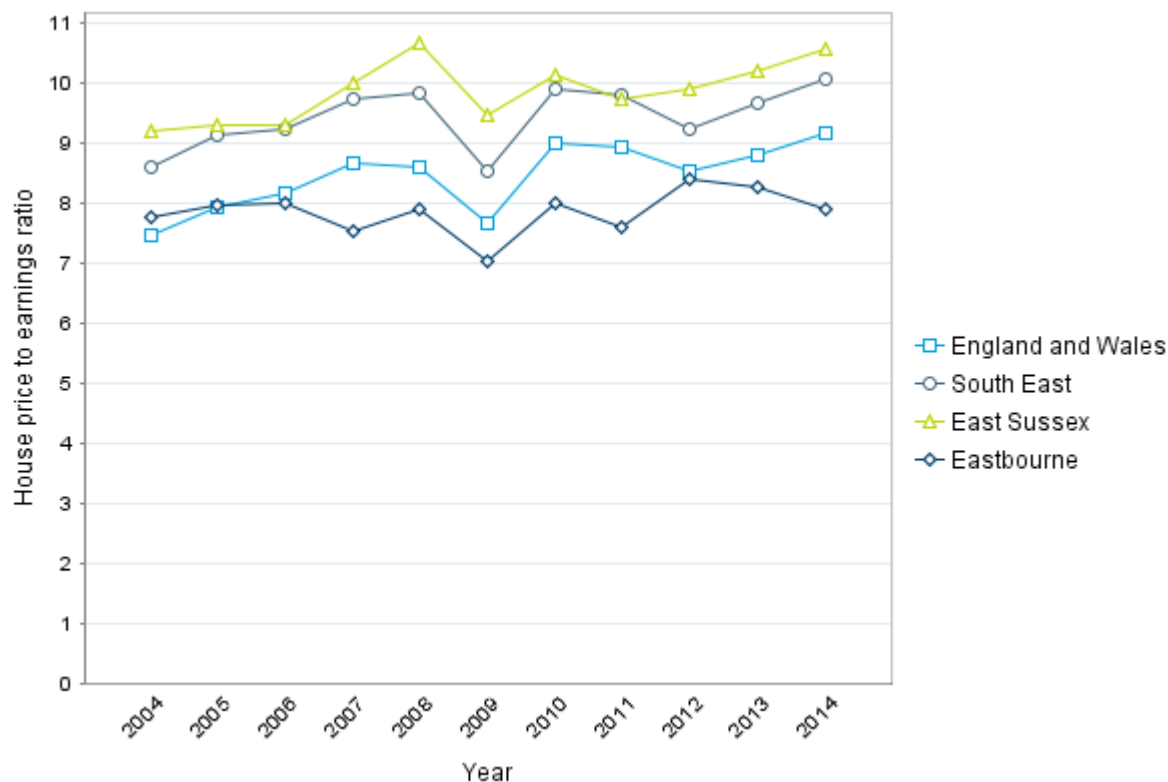
78% of residents said that “provision of community and neighbourhood activities” should be a priority over the next 5 years.

Residents Survey 2015

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.

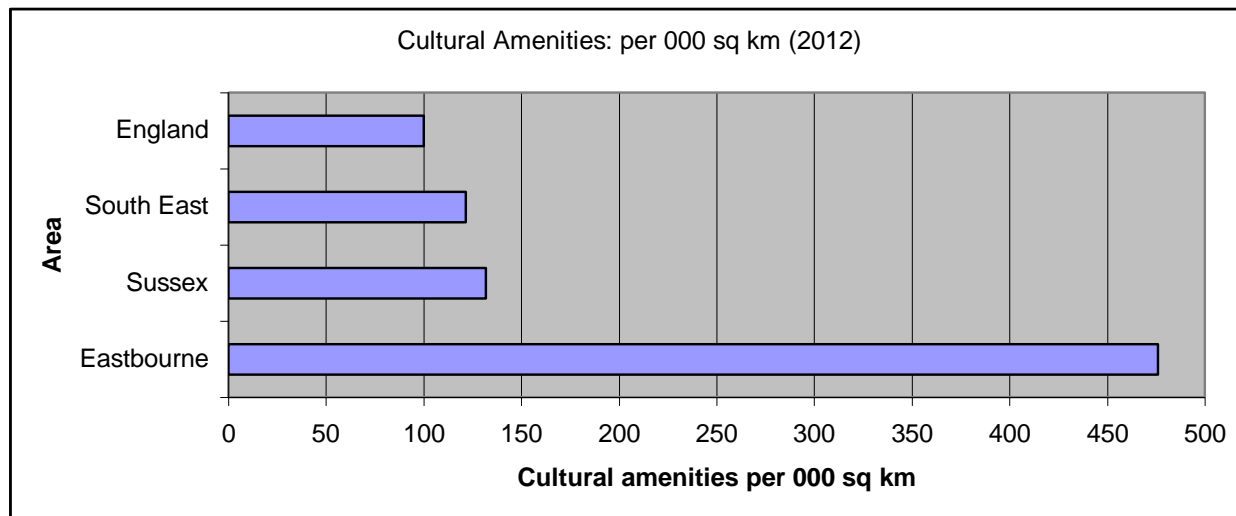
As at 2013, Eastbourne owned 7.5% of the local housing stock compared to the East Sussex rate of 4% and a National rate of 7.2%. This shows how important the Council's role is in helping support its residents in their housing

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.

52% of residents said that "level of crime" was one of the most important things in making their area a good place to live.

76% of residents were satisfied with Eastbourne's theatres and bandstand service..

Residents Survey 2015



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: Corporate Actions

Title	Description	Desired Outcome
Active Eastbourne Strategy	Undertake a study of all the activities that take place across Eastbourne and understand what the trends and gaps are.	A strategy that will be used to shape the services and act as a potential tool to apply for funding/grants to improve health and quality of life of local residents.
Welfare Reform	To support those vulnerable residents affected by the government's Welfare Reform programme.	Residents are able to access and retain good quality accommodation and are able to meet their Council Tax liabilities.
Community Facilities	Supporting development and management of community buildings.	Sustainable development and management of facilities for community activities such as community centres, community library and Town Hall leading to improved community engagement and satisfaction with local area.
Young People	Supporting services to children and families through funding, partnership and networks.	A wide range of activities and opportunities for young people, improving levels of engagement and satisfaction.
Sovereign Harbour Community Centre	£1.6m scheme to provide a new contemporary community centre at Sovereign Harbour.	Improved facilities for residents and increased satisfaction with local area.
Shinewater Skate Park	Upgrade existing dated, modular jumps to a bespoke, specialist design/constructed concrete skate park.	Increased use and satisfaction with facilities and engagement with young people.
Improving local parks and playgrounds	Update play area within Seaside Rec and add new all-weather paths to Seaside Rec and Tugwell Park.	Improved play facilities, accessibility, use and satisfaction with local parks and playgrounds.
Tennis Development programme	Maximise use of the tennis courts across Eastbourne through a partnership operator. Introduce the Clubspark technology which provides data around court usage and profile of tennis players.	Development of "grass roots" tennis players and increased number of people playing tennis.
Customer Access Improvement	A programme of interventions to encourage take-up of online services.	Reduction in demand through face to face and telephone channels.

Develop enhanced Housing Solutions service	A new service to help people gain the most appropriate accommodation to support a healthy and independent life.	Improve accommodation to allow people to remain independent longer. Reduce cost to the public purse. Reduce unnecessary hospital admissions and bed blocking.
Eastbourne Community Safety Partnership	Support the work of Eastbourne Community Safety Partnership.	Reduced levels and perception of crime and anti-social behaviour in the town and improved satisfaction with the area as a safe place to live.

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)

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

46% of residents said that the council provide value for money with only 19% disagreeing.

**Residents
Survey 2015**

72% of residents said that the council treat them with respect most of the time with only 11% disagreeing.

Residents Survey 2015

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 Eastbourne and Lewes Councils, making services more sustainable, resilient and flexible by 2020 in order to...

- **Protect services**
Protect services delivered to local residents while at the same time reducing costs for both councils to save £2.7m
- **Greater strategic presence**
Create two stronger organisations which can operate more strategically within the region while still retaining the sovereignty of each council
- **High quality, modern services**
 - Meet communities' and individual customers' expectations to receive high quality, modern services focused on local needs and making best use of modern technology
- **Resilient services**
Building resilience by combining skills and infrastructure across both councils

Both authorities now share a Chief Executive and a number of services including Human Resources and our Legal Teams with a commitment to have a shared Management team in place from early 2016. Work is ongoing to identify other areas the councils can effectively share and identify efficiencies that can be achieved by working together with a full business case and implementation plan due to go to both Cabinets in April/May. This programme will be a key element of the Sustainable Performance theme of the Corporate Plan.

"I am looking forward to driving this programme of change which will achieve much-needed savings while maintaining frontline services."

**Robert Cottrill,
Chief Executive
of Eastbourne
and Lewes
Councils**

Sustainable Performance: Corporate Actions

Title	Description	Desired Outcome
Improved Asset Management processes	A comprehensive restructuring of property budgets and staff to ensure central control and prioritisation, combined with an asset challenge programme to ensure non-operational assets deliver a good yield or are disposed of.	A sustainable and well maintained asset base strengthening the financial management of the authority.
Joint Transformation Programme	A major programme to integrate the Eastbourne Borough Council and Lewes District Council workforces, and transform the service delivery model for both organisations.	<ul style="list-style-type: none"> • Protect services whilst delivering £2.7m savings. • Create a greater strategic presence in the region. • Deliver high quality, modern services. • Build greater resilience across the councils.

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%

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

44% of residents said they felt well informed about local public services and 39% felt well informed about how well local public services are performing.

**Residents
Survey 2015**