



**CORPORATE PLAN**  
**2016-2020**

# CORPORATE PLAN

## 2016-2020

UPDATED JULY 2018

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Our Corporate Plan brings together what you have told us through consultations about what you want Eastbourne to be like. It states the key projects and targets that will enable us to successfully deliver our priorities for our residents and realise the potential of Eastbourne as the ideal place to live, work and visit. The full consultation results are available online at [www.lewes-eastbourne.gov.uk/corporate\\_plans](http://www.lewes-eastbourne.gov.uk/corporate_plans)

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



### OUR VALUES:

**Valuing all people**

**Being sustainable**

**Being efficient**

We monitor the plan, reporting progress to Cabinet each quarter. It responds to changing times, and the financial context within which we operate. We refresh the plan annually.

# INTRODUCTION

## FROM THE LEADER

Cllr David Tutt



**The past 5 years have seen great change in Eastbourne along with significant economic pressures. Despite these, 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.**

Eastbourne is a council that has seen significant change and we have revolutionised the way the council is structured to deliver greater efficiencies and a more customer-focused delivery of our services.

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.

We will ensure that our retained asset portfolio delivers best value in terms of efficiency and running costs. Where an asset is held for investment purposes, we will ensure that the return on investment reflects market conditions.

We are investing in Eastbourne and 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.

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.

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.

**“** *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*

**”**

# ABOUT EASTBOURNE

**Eastbourne is a large town in East Sussex which is primarily a seaside resort with approximately 7km (over 4 miles) of outstanding coastline which includes Beachy Head. It is a gateway to the eastern end of the South Downs National Park, with 485 hectares (1,200 acres) of open access land as well as sites of special scientific interest.**

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 is 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 which act as centres of local memory and heritage.

It is 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 also offers the community and visitors a diverse range of restaurants, retail and hospitality accommodation.

The council takes care to maintain and manage Eastbourne's parks and open spaces as well as the local downland and seafront. In 2017 our flower beds in the seafront carpet

gardens and in other local parks won awards in the prestigious 'Britain in Bloom'. We also have two parks with Green Flag awards and 20 QE2 fields protected in perpetuity.

We pride ourselves in supporting sustainable transportation options in the town including through improving pedestrian access. Eastbourne has 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%.

*BELOW Eastbourne seafront*



# PROSPEROUS ECONOMY

Cllr Bannister  
Cabinet Member for Tourism  
and Leisure Services



**2020 Eastbourne vision:** we will have a prosperous and thriving economy which provides opportunities for businesses to grow and invest, supports employment and skills, invests in housing and regeneration along with the infrastructure to support economic growth. Eastbourne will continue to be an outstanding destination for tourism, arts, heritage and culture.

## Our success measures are:

- Reducing vacant business space in the town centre
- Attracting a high number of visitors
- Achieving high rates of tourist, visitor and accommodation spend
- Maintaining high numbers of bandstand patrons
- Maximising the collection of Council Tax and Business Rates to ensure the council has sufficient finances to provide services to residents.

*RIGHT Artists impression  
of Arndale Centre  
extension: The Beacon*



# PROSPEROUS ECONOMY



## Key outcomes:

### An outstanding seaside destination

**Vision:** Eastbourne will be a nationally recognised, outstanding seaside destination and the gateway to the South Downs National Park.

#### Achieved through

- The refurbishment of the Redoubt Fortress to increase the number of visitors and visitor satisfaction
- A new flagship restaurant at the Wish Tower

### A transformed town centre

**Vision:** Our transformed and accessible Town Centre will provide an enhanced retail and leisure offer, with high quality public spaces.

#### Achieved through

- A £85 million scheme to extend the Arndale centre (renamed The Beacon) attracting new businesses and investment
- Public realm improvements that will transform the pedestrian environment alongside the extension to the shopping centre
- 22 new retail units, 7 restaurants and a 9 screen cinema in the extended Arndale centre

### A highly employable workforce

**Vision:** Eastbourne residents will have a wide range of skills and opportunities to help make the town attractive to employers and new businesses.

#### Achieved through

- 700 + jobs in both the construction and operation phases of the Arndale development
- 114 new local construction jobs linked to the Devonshire Park redevelopment scheme
- 169 FTE additional jobs supported in Eastbourne as a result of the additional visitor spending

# PROSPEROUS ECONOMY



## Key outcomes:

### Exciting cultural activities and events

**Vision:** Eastbourne will offer a wide range of cultural activities and exciting events for both residents and visitors. It will continue to host the International Lawn Tennis Tournament and will strengthen partnership opportunities for further investment in the tourism and culture economy.

#### Achieved through

- A vibrant events programme throughout the year
- Devonshire Park investment scheme to include:
  - Restoration of Congress, Winter Garden and Devonshire Park theatres
  - Improved tennis facilities
  - Improved accessibility to Devonshire Park facilities

### Enhanced conference and business facilities

**Vision:** Eastbourne will have new and enhanced conference and business facilities which will attract inward investment and increased visitor spend.

#### Achieved through

- New contemporary business premises at Sovereign Harbour Innovation Park
- New welcome building at Devonshire Quarter to provide new conference and exhibition space and a café
- Increased number of conference delegates

### Improved infrastructure

**Vision:** Eastbourne will support improvements and investments in infrastructure to support economic growth.

#### Achieved through

- Refurbishment of Hampden Retail Park to update the existing buildings and to provide additional units to attract new retailers to this important location
- Continuing to lobby Government for a new A27 dual carriageway between Polegate and Lewes.
- Support for high speed rail services to the town.
- Support for reduced train journey time between Eastbourne and London.
- Improved cycling and walking routes throughout the town

# QUALITY ENVIRONMENT

Cllr Jonathan Dow

*Cabinet Member  
for Place Services*



**2020 Eastbourne vision:** we will have a clean and attractive low carbon town, producing less waste than before. It will have a high quality built environment, excellent parks, open spaces and be served by a number of good transport options.

## Our success measures are:

- Continuing to deliver an efficient planning application service
- Increasing the percentage of household waste sent for reuse, recycling and composting
- Effectively responding to reports of fly-tipping



*RIGHT Princes Park,  
Eastbourne*

# QUALITY ENVIRONMENT



## Key outcomes:

### High quality built and natural environment

**Vision:** Eastbourne will have a high quality built and natural environment, including public and open spaces, which highlights the cultural heritage and tourist offer of the Borough and enables the community to come together and enjoy their environment in a safe and secure way.

#### Achieved through

- Delivery of priority initiatives identified in the Eastbourne Park Supplementary Planning Document
- Initiatives and improvements to the open Downland including to improve accessibility

### Well-planned town centre

**Vision:** We will have transformed the sites that are currently not used efficiently in our town centre

#### Achieved through

- Improving the pedestrian environment in Terminus Road and Cornfield Road
- Delivering a town centre pedestrian and wayfinding strategy to provide effective orientation information to pedestrians

### A low carbon town

**Vision:** We will be moving towards becoming a low carbon town with a wide range of locally derived environmentally friendly initiatives.

#### Achieved through

- Using Clear Futures, the 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
- Reducing the amount of domestic waste and increased recycling

### Good public transport, cycling and walking provision

**Vision:** Eastbourne will have improved public transport, cycling and walking initiatives.

#### Achieved through

- Working with East Sussex County Council to deliver an integrated Cycling and Walking Strategy for the town

### First-class seafront and coastal links

**Vision:** 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

#### Achieved through

- Ensuring developments are sympathetic and in keeping with the environment
- A revised seafront strategy

# THRIVING COMMUNITIES

**2020 Eastbourne vision:** we will have vibrant communities where diversity is valued, where people feel safe and healthy, and are able to access activities and opportunities to help them thrive.



Cllr Ungar

Cllr Shuttleworth

*Cabinet Member for Community Safety* (Deputy Leader) *Cabinet Member for Direct Assistance Services*



ABOVE Launch of Eastbourne local lottery

## Our success measures are:

- Maintaining an efficient Housing Benefit service
- Continuing to efficiently assist disability facilities grants
- Improving our ranking on crime and safety in relation to other local authorities

## Our 2026 Partnership vision

By 2026 Eastbourne will be a premier seaside destination within an enhanced green setting. To meet everyone's needs it will have a safe, thriving, healthy and vibrant community with excellent housing, education and employment choices, actively responding to the effects of climate change.

We will work with our partners in the Housing Forum, Community Safety Partnership, Better Together, Connecting for You, ESCC Children's Services, Eastbourne Youth Partnership, the Disability Involvement Group, Cultural Involvement Group and a wide range of other organisations.

# THRIVING COMMUNITIES



## Key outcomes:

### Well-supported families and young people

**Vision:** Eastbourne's families and young people will be supported and have access to a wide range of services, activities and facilities to help them reach their full potential

#### Achieved through

- Providing Housing Benefit and Council Tax reductions to those on low incomes
- Working with ESCC Children's Services and the Local Safeguarding Children Board
- Improving local parks and playgrounds
- Funding and supporting voluntary organisations working with children, parents and young people

### Active Communities

**Vision:** Our communities will be active in developing and taking part in a full range of cultural, sport, leisure, creative activities and events in the town

#### Achieved through

- An 'Active Eastbourne' strategy and partnership which will share resources and co-ordinate efforts to promote sport and physical activity and improve the health and wellbeing of people living, working in and visiting the town
- Developing and delivering a cultural strategy which will bring together a range of groups and activities
- Tennis programme with the aim of developing "grass roots" players and increasing the number of people playing

### Low levels of crime and anti-social behaviour

**Vision:** Eastbourne will have some of the lowest levels of crime in the South East and, as a result, our communities will feel safe

#### Achieved through

- Working with Sussex Police and our other partners to deliver our Community Safety Partnership plan

### Involved communities

**Vision:** Our communities will have the resources they need to achieve high levels of involvement in projects to meet their needs and improve their neighbourhoods

#### Achieved through

- Maintaining our community buildings and providing a new contemporary community centre at Sovereign Harbour

# HOUSING AND DEVELOPMENT

**2020 Eastbourne vision:** we will have communities whose housing needs are met through decent, affordable and well managed homes and communities; responding to and addressing homelessness and housing needs and through providing affordable housing.

## Our success measures are:

- how many affordable homes are delivered
- number of licensed HMOs inspected
- how long it takes to provide assistance with household adaptations (disabled facilities grant)
- number of days and households in emergency accommodation

*RIGHT View from outskirts of Eastbourne*



Cllr Shuttlesworth  
(Deputy Leader) Cabinet  
Member for Direct  
Assistance Services



# HOUSING AND DEVELOPMENT



## Key outcomes:

### Increased housing options

**Vision:** Increase the supply of housing and in particular affordable housing, deliver a well managed housing service to our tenants, respond to and address homelessness and support those in housing need

#### Achieved through

- Establishing a development pipeline within the Council's Housing Companies to deliver 200+ units
- Providing a range of housing solutions with housing partners to meet identified needs
- Supporting adaptations to existing housing stock to meet changing needs
- Developing a programme of street property acquisitions

### Affordable housing

**Vision:** The housing market in Eastbourne will provide a wide range of quality homes including affordable housing for those in need

#### Achieved through

- A new service to help people gain the most appropriate accommodation to support a healthy and independent life
- Supporting private sector developers to design/implement schemes that deliver affordable housing quotas
- Developing a pipeline programme of 58 new homes over the next 2 years over a number of locations:
  - Fort Lane
  - Langney Road
  - garage sites

### Regeneration and Development

**Vision:** Develop sites where there is a clear housing and/ or site development need through key interventions

#### Achieved through

- Acquiring stalled sites such as Bedfordwell Road Depot to develop a mixed scheme of new businesses and private and affordable homes
- Working with public sector partners to utilise shared assets
- Working with private developers to acquire affordable housing units through S106 obligations

# SUSTAINABLE PERFORMANCE

## JOINT TRANSFORMATION PROGRAMME

**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 given the reality of our changing environment and the current and future pressures on public service spending.

Eastbourne Borough Council has already achieved significant efficiencies through its Future Model programme. The development of the Customer First and Strategy & 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 entails the 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 £2.7 million

- **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



Cllr Holt

*Cabinet Member for  
Financial Services*



Cllr Swansborough

*Cabinet Member for Core  
Support and Strategic Services*

Both councils now share a single staff team delivering most services jointly. Over the coming year more integration will be taking place to ensure services can be delivered seamlessly across the two councils, supported by efficient IT systems.

The effectiveness of the Future Model Programme, JTP 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.

# 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 2017/18 approximately 40 projects were supported through the devolved budget scheme including:

## **Devonshire**

Allchorn Pleasure Boats; Mardi Gras; Gated Alleyway in Latimer Road; Same Sky / Princes Park; Eastbourne Volunteers

## **Hampden Park**

Balloon Festival; Eastbourne Stagers; Heron Park Academy; Eastbourne Junior Park Run; Bowls Club Lighting; Eastbourne Academy; Tugwell Park Goal Posts; Hampden Park in Bloom

## **Langney**

Goals for Eastbourne Youth Team; Bench for Langney Pond; Sevenoaks Road dropped kerbs; Sevenoak Road bench; Compass Community Arts Project – contribution; Defibrillator for the Ward at Langney Shopping Centre

## **Meads**

Shed etc for 1st Meads Scout Group; Gazebo marquee for Friends of Meads Parks and Gardens; Meads Magic; Wayfinder Woman Trust; Film and replacement monitor and associated electrical works at Beachy Head Countryside Centre; Meads Village Website; Heritage Centre cinema room facilities for the public

## **Old Town**

Two trees in East Dean Road; Motcombe Bowling Green Treatment; Trees in Pashley Road, Milton Road and Broomfield Street; Public Access Defibrillator (PAD) installed outside Upwyke House; Motcombe Gardens dig; Old Town Recreation ground notice board

## **Ratton**

Balloon Festival; Trees in Rodmill Drive; Ratton school; Old Rattons Residents Association – speed bumps in Estate

## **St Antonys**

Tree planted in Moy Avenue; Langney Exhibition; Embrace offices – computer; Langney Village Hall stairlift

## **Sovereign**

Mardi Gras; Floodlighting for Eastbourne Winter Wonderland Extravaganza Kingsmere; San Juan Residents Carol Service; Conqueror Hall Blinds; Haven school storage shed; Five Acre field picnic table; Kings Park Estate LED lighting; Memory Lane charity – laptop

## **Upperton**

Chairs for the community centre; Eastbourne Survivors: Therapy Group courses for adults who suffered abuse in childhood; Eastbourne Volunteers newsletter costs; Weaver Close Community day; St Michael & All Angels Church child safety fence around community hall; Bulb planting and removal of a tree; Gardening tools; Steam Punk Festival