



Rother District Council Corporate Plan 2014 - 2021

Cover Photography

| | |
|---|------------------------|
| Pett Level by Richard Hoyland | - <i>top left</i> |
| Rural Rother by Alison Spring | - <i>top centre</i> |
| Flower pot scarecrow, Battle by Roger Comerford | - <i>middle left</i> |
| Sunset at Camber by Lynda Hooker | - <i>middle centre</i> |
| Staplecross affordable housing by Hastoe Housing Association | - <i>middle right</i> |
| Egerton Park, Bexhill by Rebecca Owen | - <i>lower left</i> |
| Link road construction by Tim Hickling | - <i>lower centre</i> |
| Colonnade Cupolas by Cheryl Poole | - <i>lower right</i> |

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Foreword

Rother District Council is committed to securing a better quality of life for all who live and work in Rother district in partnership with the people of Rother and many other agencies.

First and foremost our strategy over the next seven years is to continue to drive through our vision for improvements to the quality of life in Rother. This document sets out the ways in which the District Council will lead and inspire the achievement of this vision whilst at the same time adapting to unparalleled financial pressures.

Our ambition for life in Rother district is founded on a rich understanding of its people and their needs, on a profound knowledge of the area acquired over many years. The Corporate Plan will be the means by which the aspirations of our residents shape our services, guiding the way in which our services are planned and delivered. It describes the priorities on which the Council will be focussing its efforts over the next seven years and the community leadership required of Rother District Council in order to deliver successful results.

We recognise that whilst we have an important role as a community leader in the district, working in genuine shared partnership with others is now a fundamental part of how we operate. We have taken into account partner viewpoints and we will use the Plan as a springboard for future long-term community planning for the district with our local strategic partners.

We feel that this document captures the vision, ambition and aims that we wish to see move the Council forward, setting a strong delivery framework for the future. We believe that this will contribute to accountability, democracy and active citizenship – clear concerns for the nation at this time.

We will be accountable for all that is contained in the Corporate Plan and for the performance of the Council against its plans and against the expectations of our residents and stakeholders.



Councillor Carl Maynard
Leader of the Council



Malcolm Johnston
Executive Director of
Resources



Anthony Leonard
Executive Director of
Business Operations

Introduction

The Corporate Plan 2014 - 2021 sets out the Council's aims and objectives for the next seven years.

Rother District Council has for many years been an efficient and pragmatic provider of good services to its citizens – we now need to ask whether, in the changing social and political context and with reduced resources, there are new roles demanded of the Council. This plan addresses the question of how we can continue to act on local people's concerns and deliver improvements in their quality of life in partnership with the broad range of other agencies operating in the district.

In addition to responding to current economic and social challenges, we have taken the opportunity to review the role that the Council plays in the lives of its residents. We have considered the underlying purpose of the Council's community leadership role in an increasingly complex social environment. A very clear steer from the coalition government has been given through the Localism Act 2011 and the promise of government decentralisation. We intend to secure maximum advantage for our residents from this opportunity and to act in a way that meets local needs.

Principal among the challenges we face is the changing economic climate: financial constraints imposed by the banking crisis, global recession and reductions in public spending. Change in the population of Rother, particularly the growing number of older people, is also impacting on the remit of the Council and the public sector as a whole. Whilst the number of older people is growing, the Council recognises the necessity for many to continue working into retirement; suitable employment opportunities are required to enable those who wish to, to continue in employment.

What we do

The Council is one of 201 non metropolitan district level local authorities charged by the UK Parliament with duties and powers to deliver a wide range of public services to its citizens, including:

- Housing policy and services
- Spatial planning, development consents and building regulations
- Environmental and public health – food safety, pollution control, licensing
- Waste and recycling collection, street and beach cleaning
- Car parks and public conveniences
- Benefits payments
- Leisure and recreation
- Economic development
- Community safety and emergency planning

Not all of these services are provided directly by the Council; a number are contracted out, commissioned or delivered in partnership. Through the Council's scrutiny process, we ensure services are provided efficiently and effectively. Not all our work is dictated by statute; in addition the Council has wide ranging discretionary powers to act on the concerns of its citizens, lobbying in their interests and calling other agencies to account.

The Council, comprising 38 councillors, is elected every four years and, in addition to government grant, and charging for some services, collects income to fund its services through levying and collecting of Council Tax and Business Rates. The Cabinet comprises nine councillors charged with the executive responsibilities of delivering this Corporate Plan. The Council is served by a body of approximately 250 staff, headed up by two Executive Directors.

Locally, the Council plays its part in serving the public alongside two further tiers of government – East Sussex County Council (ESCC) and the parish and town councils. Increasingly the Council is sharing its strategy and service delivery with the neighbouring councils of Eastbourne, Hastings, Lewes, Wealden and ESCC.



A Corporate Plan for 2014 - 2021



Rother District Council's Role

Rother District Council will show strong leadership in sustaining and improving the quality and future wellbeing of the district, in partnership with those who live and work in Rother. We will continue to be an efficient, flexible organisation, managed on sound business principles.

Our role in the district is as a:

Service Provider delivering and commissioning a clearly defined range of services that meet customers' needs.

Community Leader using our powers, in partnership with others, to act on our residents' concerns and in the best long-term interests of the district.

We have taken into account the views of residents and key partners in drawing up the detail of our plans for the next seven years. It is clear that people want:

- improved job opportunities, especially for young people;
- better transport links;
- homes which meet the needs of our residents;
- action on anti-social behaviour;
- prosperous, clean and tidy town centres; and
- careful stewardship of our countryside and heritage.

All these points have been taken into account in framing our aims and objectives over the next seven years.



Our Vision for Rother

Rother district will be recognised for its high quality of life, as a place where there is a strong emphasis on community and neighbourhoods. This will be achieved by continuing to support and further encourage the development of vibrant, strong, safe and inclusive communities.

- We want to see greater economic prosperity through the emergence of an educated and skilled workforce in well paid employment.
- We want to see individuals and groups and local communities able to take on more responsibilities.
- We want Rother to be a place that is able to attract and retain young people.
- We want to encourage a local identity that welcomes all people.
- We want to tackle deprivation.
- We want to retain confidence in public safety.
- We want our residents to be housed in homes that are warm and have modern facilities.
- We want our residents to have the opportunity of being pro-active in sport as well as cultural activities leading to a greater community spirit and a healthy lifestyle for everyone.
- We want to see our outstanding countryside and coastline carefully managed, conserved and promoted for their contribution to our quality of life.
- We want to see a range of transport options which meet the needs of people living, visiting and working in the district.



Photography

Sunset over Galley Hill

by Roger Comerford

- *top*

Scarecrows in Battle

by Roger Comerford

- *middle*

Curlew at Rye

by Barry Yates

- *lower*



Core Aims

In furtherance of our vision for the district, the Council's core aims for 2014 - 2021 are, in priority order:

- 1. An Efficient, Flexible and Effective Council**
- 2. Sustainable Economic Prosperity**
- 3. Stronger, Safer Communities**
- 4. A Quality Physical Environment**



I. An Efficient, Flexible and Effective Council

| Broad Outcomes | Action |
|--|--|
| Quality customer service and communications | <ul style="list-style-type: none"> • Increasingly develop online service delivery and customer self-help options, including account access and payments • Ensure responsive call handling • Offer high quality customer information through a range of channels • Develop the use of social media • Engage customers in shaping services |
| Value for money, performance improvement and efficiency | <ul style="list-style-type: none"> • Account for performance • Reduce transaction and process costs • Deliver efficient service options, including shared services where appropriate • Actively manage the Council's asset portfolio to ensure the greatest return, whether financial or social • Devolve assets and services to parish and town councils and voluntary sector organisations where appropriate • Increase awareness of financial implications of decision making |
| Securing external support and funding | <ul style="list-style-type: none"> • Strengthen bid-making capability • Enhance innovative revenue generation |
| A learning organisation | <ul style="list-style-type: none"> • Invest in training and staff development • Continue Member development opportunities • Invite peer review |
| Increasing resilience and self-sufficiency | <ul style="list-style-type: none"> • Maintain corporate governance controls and standards • Manage strategic and service risks • Increase resilience, emergency response and business continuity capabilities • Develop workforce plan |

2. Sustainable Economic Prosperity

| Broad Outcomes | Action |
|---|---|
| Flourishing local enterprise, increasing jobs and skills | <ul style="list-style-type: none"> • Support skills training and the creation of apprenticeships and workplace opportunities • Enable new employment sites (including opportunities for ‘start-up’ businesses) and business premises in North East Bexhill • Support new commercial development • Stimulate new inward investment throughout the district • Support events which will attract visitors |
| Town centre improvement | <ul style="list-style-type: none"> • Revitalise the commercial, retail and evening economy of town centres • Work with partners to manage and reduce anti-social behaviour in public places • Promote Bexhill, Battle and Rye as places to visit |
| Improvement of road, rail, bus and broadband networks | <p>Support our partners in:</p> <ul style="list-style-type: none"> • Successful delivery of the Bexhill to Hastings Link Road by 2015 • Improvements to the A21 corridor • Rail and bus service improvements • Superfast broadband rollout • Delivery of safer roads • Promoting halt at Glyne Gap, Bexhill |
| Prosperity through sustainable tourism | <ul style="list-style-type: none"> • Progress the Masterplan for Camber as a premier South East tourist destination • Successfully market 1066 Country accommodation and attractions • Support events which will increase visitors • Champion the world class aspirations of the De La Warr Pavilion |
| Manage spatial development through Local Development Framework | <ul style="list-style-type: none"> • Promote sustainable economic development and growth within the district • Support development and growth through more flexible and user-friendly planning arrangements • Continue to encourage local community engagement in planning through the Local Plan and/or neighbourhood planning with the emphasis on sustainable growth potential |

3. Stronger, Safer Communities

| Broad Outcomes | Action |
|--|--|
| Provision of good housing advice; affordable and decent housing stock | <ul style="list-style-type: none"> • Provide support for those in housing need • Promote affordable home ownership options • Offer affordable housing options for low income working households • Support the development of affordable accommodation • Work to improve the condition of private housing stock, in line with regeneration objectives, including bringing into use empty homes |
| Safer communities and reduction in anti-social behaviour | <p>With partners:</p> <ul style="list-style-type: none"> • Continue to bear down on anti-social behaviour • Reduce domestic abuse and repeat offending • Address road safety issues |
| Promoting active and healthy lifestyles | <ul style="list-style-type: none"> • Develop facilities which promote active lifestyles, linked to needs and for all ages • Encourage participation in physical activity • Communicate the value of healthy lifestyles |
| Addressing deprivation and welfare needs | <ul style="list-style-type: none"> • With partners, manage the impact of welfare reform rollout • Monitor deprivation levels in the district • Offer support to community development, particularly in Sidley, Bexhill Central and Tilling Green, Rye • Support voluntary sector partners in their mission to deliver advice services to those in need |
| Promoting diversity and inclusion | <ul style="list-style-type: none"> • Assess the impact of changes to service delivery to help shape services • Support voluntary and community sector engagement with the Council |

4. A Quality Physical Environment

| Broad Outcomes | Action |
|---|---|
| Quality waste, recycling and street cleaning service | <ul style="list-style-type: none"> • Develop more efficient waste and recycling collection and improved street and beach cleaning |
| Quality public realm | <ul style="list-style-type: none"> • Maintain public spaces free from graffiti and fly-posting • Enforce action against development infringements, vandalism, fly-tipping and abandoned cars • Maintain and enhance town centre environments |
| Improved green spaces | <ul style="list-style-type: none"> • Maintain the quality of parks and open spaces • Continue improvements to coastal environments • Promote beach and water quality improvements |
| Conservation and biodiversity | <ul style="list-style-type: none"> • Actively manage heritage conservation • Support nature conservation and biodiversity |
| Reducing carbon emissions | <p>Work with partners to:</p> <ul style="list-style-type: none"> • Monitor air quality and pollution levels • Support low carbon initiatives • Support local public, active and community transport initiatives • Give strong support to walking and cycling initiatives • Reduce fuel poverty |



Photography

- Egerton Park** by Rebecca Owen - *top left*
- Boats at Rye** provided by Scott Lavocah - *top right*
- Camber Beach** by Barry Yates - *second row left*
- Diamond Jubilee Walk** by Alison Spring - *second row right*
- Link Road Construction** by Tim Hickling - *third row*



Corporate Priority Programme 2014 - 2021

Photography (following page)

| | |
|--|---------------------------|
| Bexhill seafront water feature by Tony Lindfield | - <i>top left</i> |
| Children's Parade Party in The Park by Donna Hall | - <i>top centre</i> |
| Bexhill Roaring 20's festival by Cheryl Poole | - <i>top right</i> |
| Mini festival, De La Warr Pavilion by Alison Spring | - <i>second row left</i> |
| De La Warr Pavilion bandstand by Cheryl Poole | - <i>second row right</i> |
| Rye Bonfire by Neale East | - <i>third row</i> |
| West Parade play equipment, Bexhill by Tim Hickling | - <i>lower left</i> |
| adiZone, Egerton Park by adidas | - <i>lower centre</i> |
| Bexhill Triathlon by Adrian Gaylon | - <i>lower right</i> |

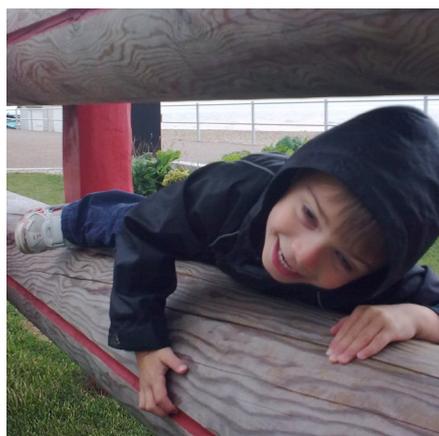


RDC Corporate Priority Programme 2014 – 2021

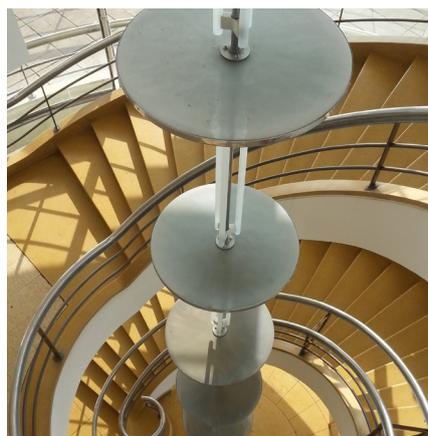
An Efficient, Flexible and Effective Council: Corporate Priority Projects

| REF | PROJECT | OUTCOME | SPONSOR | TIMEFRAME |
|-------|---|--|--|-------------|
| CA1.1 | Member Development | Continuing current programme, focusing on delivering technology options to improve communication. | Executive Director of Resources (Malcolm Johnston) | 2014 – 2015 |
| CA1.2 | Better Connected - Improving access to services and technological culture shift | Develop, deliver and implement a strategy that allows our customers to deal with us effectively and efficiently on-line. | Executive Director of Resources (Malcolm Johnston) | 2014 – 2016 |
| CA1.3 | Workforce Development | Setting out a clear programme of staff development which supports delivery of the Corporate Plan. | Executive Director of Resources (Malcolm Johnston) | 2014 – 2015 |
| CA1.4 | RDC Asset Management Plan | Focus on delivering an asset programme which ensures the greatest return, whether financial or social. | Executive Director of Business Operations (Anthony Leonard) | 2014 – 2021 |
| CA1.5 | Service Resetting (Phase 3) | Programme of service and structure reviews to ensure the Council is prepared for future economic challenges. | Portfolio Holder Finance and Value for Money (Cllr Patten) | 2014 – 2015 |

West Parade play equipment
by Richard Hoyland



Spiral staircase, De La Warr Pavilion
by Tim Hickling



Sea angling festival, Bexhill
by Scott Lavocah



Sustainable Economic Prosperity: Corporate Priority Projects

| REF | PROJECT | OUTCOME | SPONSOR | TIMEFRAME |
|-------|--|---|--|------------------|
| CA2.1 | North East Bexhill Masterplan Delivery (Phase 1) | Ensure appropriate, sustainable development of residential, community, retail and employment sites. Relates to Local Plan site: BX2. | Portfolio Holder: Strategic Planning (Cllr Osborne) | 2014 – 2016 |
| CA2.2 | North East Bexhill Masterplan Delivery (Phase 2) | Ensure appropriate, sustainable development of residential, community, retail and employment sites. Relates to Local Plan site: BX3. | Portfolio Holder: Strategic Planning (Cllr Osborne) | 2014 – 2016 |
| CA2.3 | Blackfriars, Battle | Work with adjacent landowners to facilitate the development of housing. | Executive Director of Resources (Malcolm Johnston) | To be determined |
| CA2.4 | Camber Regeneration | Redevelopment of key sites in Camber, in line with the adopted Masterplan. | Portfolio Holder: Strategic Overview and Regeneration (Cllr Maynard) | 2014 – 2029 |
| CA2.5 | Bexhill Town Centre Strategy Programme | Delivery of the adopted Town Centre Strategy. | Portfolio Holder for Bexhill Affairs (Cllr Elford) | 2014 – 2020 |
| CA2.6 | Development of key employment sites | Enabling development of key employment sites e.g. Marley Lane, Battle; Robertsbridge Mill; Elva Way, Bexhill. | Executive Director of Business Operations (Anthony Leonard) | To be determined |
| CA2.7 | Promoting economic development in the Rye area | Stimulate economic growth in Rye and the surrounding area by joining up existing and planned initiatives and cross-border partnership working with neighbouring councils. | Portfolio Holder: Strategic Overview and Regeneration (Cllr Maynard) | To be determined |

Sustainable Economic Prosperity: Corporate Priority Projects

| REF | PROJECT | OUTCOME | SPONSOR | TIMEFRAME |
|--------|-------------------------------------|---|---|-------------|
| CA2.8 | Superfast Broadband Rollout | Work with ESCC to release information on areas with superfast broadband installed in the press and on the website / social media. | Portfolio Holder: Finance and Value for Money (Cllr Patten) | 2014 – 2021 |
| CA2.9 | Barnhorn Rd Development | Creating units providing increased employment space. | Executive Director of Business Operations (Anthony Leonard) | 2014 – 2017 |
| CA2.10 | Skills Development | Facilitate discussions between education establishments and business. | Portfolio Holder: Transport, Communications and Working in Partnership (public sector) and Gypsies & Travellers (Cllr Lord Amphill) | 2014 – 2021 |
| CA2.11 | Community Infrastructure Levy (CIL) | To develop, deliver and administer a Community Infrastructure Levy (CIL) charging schedule. | Portfolio Holder: Strategic Overview and Regeneration (Cllr Maynard) | 2014 – 2015 |



Stronger, Safer Communities: Corporate Priority Projects

| REF | PROJECT | OUTCOME | SPONSOR | TIMEFRAME |
|-------|---|--|---|------------------|
| CA3.1 | Development of old Bexhill High school site | To provide a landmark leisure destination; to deliver comprehensive development plan for the site as per Local Plan Policy BX9. | Executive Director or Business Operations (Anthony Leonard) | 2014 – 2019 |
| CA3.2 | Active Rother programme | Encourage greater physical activity and promote healthier lifestyles. | Portfolio Holder: Young People, Sport and Equalities (Cllr Johnson) | 2014 – 2017 |
| CA3.3 | Private Sector Housing Renewal | Tackle issues in the private rented housing market in line with regeneration principles and to pilot a new approach to raise standards in the private rented sector. | To be determined | To be determined |
| CA3.4 | Housing Development Programme | Enable the delivery of affordable homes across the district to meet housing needs. | Portfolio Holder: Housing and Older People (Cllr Mrs Hughes) | 2014 – 2019 |
| CA3.5 | Bringing Rother's empty homes back into use | Setting up an information, advice and assistance service for empty home owners. | Portfolio Holder: Housing and Older people (Cllr Mrs Hughes) | 2014 – 2015 |
| CA3.6 | Council Tax Reduction Scheme | Lead on county-wide Council Tax Reduction Scheme to include full scheme rules and full consultation. | Service Manager - Finance and Welfare (Robin Vennard) | 2014 – 2016 |
| CA3.7 | Welfare reform roll-out | Manage the impact of the welfare reform roll-out and manage the impact on staffing following introduction of Universal Credit. | Portfolio Holder: Finance and Value for Money (Cllr Patten) | 2014 – 2018 |

Stronger, Safer Communities: Corporate Priority Projects

| REF | PROJECT | OUTCOME | SPONSOR | TIMEFRAME |
|-------|------------------------------|--|---|-------------|
| CA3.8 | Walking and Cycling Strategy | Support the development, delivery and implementation of a Walking and Cycling Strategy for Rother. | Portfolio Holder: Transport, Communications and Working in Partnership (public sector) and Gypsies & Travellers (Cllr Lord Amptill) | 2014 – 2015 |



A Quality Physical Environment: Corporate Priority Projects

| REF | PROJECT | OUTCOME | SPONSOR | TIMEFRAME |
|-------|-------------------------------------|--|--|-------------|
| CA4.1 | Improving Recycling Rates in Rother | Management of recycling contract to improve recycling rates across Rother. | Portfolio Holder: Waste and Recycling (Cllr Ganly) | 2014 – 2015 |
| CA4.2 | Fuel Poverty | Work with partners to advise residents regarding range of options available. | Service Manager - Environmental Services and Licensing (Richard Parker-Harding) | 2015 – 2016 |
| CA4.3 | Collective Energy Switching | Facilitate and signpost residents to switch energy supplier and achieve savings. | Service Manager - Environmental Services and Licensing (Richard Parker-Harding) | 2014 – 2015 |
| CA4.4 | Coastal Environments | Continue improvements to coastal environment. | Executive Director of Business Operations (Anthony Leonard) | 2015 – 2017 |
| CA4.5 | Combe Valley Countryside Park | Secure the future management and success of the park. | Service Manager - Strategy and Planning (Tim Hickling) | 2014 – 2015 |





Appendix I: Rother District Council Cabinet Members

| ROTHER DISTRICT COUNCIL CABINET 2014/15 | |
|---|---|
| COUNCILLOR | PORTFOLIO |
| Carl Maynard, Leader | Strategic Overview and Regeneration |
| Martin Kenward, Deputy Leader | Culture, Tourism and Leisure and Small Business Liaison |
| Lord Amptill | Transport, Communications and Working in Partnership (public sector) and Gypsies & Travellers |
| Simon Elford | Bexhill Affairs and Bexhill Local Action Plans |
| Tony Ganly | Waste and Recycling, Rural Affairs, Parish and Town Council Liaison |
| Mrs Joy Hughes | Housing and Older People |
| Jonathan Johnson | Young People, Sport and Equalities |
| Paul Osborne | Strategic Planning including Local Development Framework and Voluntary Sector Liaison |
| Robin Patten | Finance and Value for Money Member Training and Development Champion |

Appendix 2: Bookcase of Forward Plans

| | | | | | |
|-----------------------------|--|---|--|---|---|
| Countywide Plans | Pride of Place: Sustainable Community Strategy | Supporting People | Economic Development Plans | Children & Young People's Plan | Health & Wellbeing Strategy |
| Rother-wide Plans | Local Strategic Partnership Plans | Safer Rother Partnership | | Health Improvement Plans | |
| Cross-cutting Council Plans | Corporate Plan | Medium Term Financial Strategy | Capital Strategy and Asset Management Plan | RDC Local Plan | RDC Equality Scheme |
| Plans by theme | Efficient, Flexible and Effective Council | Sustainable Economic Prosperity | Stronger, Safer Communities | Quality Physical Environment | |
| | Local Code of Corporate Governance Web Development Plan | Regeneration Strategy | Environmental Health Plans | Conservation Plans | |
| | Business Improvement and Development Plans | Town Centre Strategy | Housing and Homelessness Strategy | Playing Pitch Strategy | |
| | Communication and Consultation Plans | North East Bexhill Masterplan | Leisure Facilities Strategy | Environment Policy | |
| | Member and Workforce Development Plans | Beeching Road Masterplan | Active Communities Strategy | Municipal Waste Management Strategy | |
| | Risk Management Policy and Framework | | Safeguarding Children and Vulnerable Groups Plan | | |
| | Emergency Plans | | Youth Strategy | | |
| | | | Leisure Development Strategy | | |

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For further information on the Corporate Plan and Programme 2014 - 2021
please visit www.rother.gov.uk/corporateplan

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