

# Supplement to the Annual Performance Plan 2010

## Section One - Corporate Priority Programme

All Corporate Priority Programme projects are reported for the key achievements in 2008 and the main milestones for 2009.





All references to years refer to the financial year from 1<sup>st</sup> April to 31<sup>st</sup> March, unless it specifies otherwise.

Colour band indicates the Council Aim under which the project falls.

Blue	Putting Customers First
Green	Delivering Value for Money
Orange	Building Safer, Stronger Communities
Purple	Working in Partnership

### Key

**Achieved** = an achieved or completed output. If all outputs are achieved the project has been completed.

-  - green flag for projects on target
-  - amber flag for projects slightly at risk of not delivering
-  - red flag for projects at risk of not delivering against the plan
-  - project not started

**Youth Activities Programme** – this is a programme of connected projects that are being sponsored by Cllr Jonathon Johnson. The projects consolidate the Council's response to requests by our residents for more things for young people to do.



### EP01 Sidley Goods Yard Development

Start 2006 End 2010

Project Manager: Graham Burgess, Head of Regeneration

**Objective:** To secure the development of the site for business use.

#### Outputs:

1. Site Survey, Valuation & Development Appraisal. **Achieved**
2. Planning Consent. **Achieved**
3. Development Partner(s) secured. **Achieved**
4. Funding Arrangements in place. **Achieved**
5. Development of employment space completed: 12 workshops, 19 offices, 2,260 m2 of light industrial space, total investment £3.5m.
6. 30+ jobs created.

#### Achievement in 2009:

- Construction substantially completed by 31 March 2010 with full completion by end of May 2010.
- Local schoolchildren were asked to consider names for the scheme and the individual buildings. The scheme will now be known as 'Elva Business Centre' in homage to the Elva sports car that was made in Bexhill. They named the entry road 'Elva Way', the office block 'Napier House' and the workshop blocks 'Edge Workshop' and 'Nichols Workshop'.

#### Milestones for 2010:

- Practical completion of construction contract by June.
- Formal launch of the site by end of September 2010.
- 20% occupancy by end of March 2012.



## EP05 Local Action Plan Support Programme

Start 2007 End 2009

Project Manager: Scott Lavocah, Policy Officer

### Objective & Output:

All parishes and identified local communities that want one to have a Local Action Plan. **Achieved**

### Achievements in 2009:

- Completion of Local Action Plans Programme: all Towns and Parishes in Rother (bar 2 that have opted out) have engaged in the programme, which has seen Local Action Plans (LAPs) published.
- The Council's Community Grant Scheme has supported a number of projects/schemes identified in LAPs, putting money into delivering local priorities.

This project is now completed. The work will now focus on supporting the implementation of projects/schemes identified in LAPs through the Community Grant Scheme and the partners of the Rother Local Strategic Partnership.

## Youth Activities Programme



## EP06 Kick About Areas for Young People

Start 2007 End 2011

Project Manager: Ian Rushforth, Parks Officer

**Objective:** To provide more opportunities for health exercise.

### Outputs:

1. Set of agreed criteria for choice of location. **Achieved**
2. Three kick about areas in agreed locations.

### Achievement in 2009:

- One kick about area has been purchased and one area is on order with a completion date during 2010.

### Milestones for 2010:

- Finalise purchase of second kick about area by 30 September 2010
- Organise the purchase of third kick about area by 31 March 2011
- Completion on-site of three kick about areas by 31 March 2011



## EP08 CHP Rural Outreach

Start 2009 End 2011

Project Manager: Kim Ross, Head of Customer Services

**Objective:** To improve access to council services in remote locations of the district.

### Outputs:

1. Business case for provision of mobile CHP in remote areas, where appropriate in partnership with others.
2. Pilot scheme for evaluation, if case approved

### Achievements in 2009:

- Initial project planning and review of the objectives of the project.

This project has been re-evaluated and found no longer necessary. The planning phase discovered that the provision of new access methods to our services combined with the work programme of the Customer Services Working Group resulted in the objectives and purpose of this project being substantially incorporated within the work of that group.



## EP09 Improving the Sense of Place

Start 2008 End 2009

Project Managers: Alan Dodge, Contract Services Officer and Graham Fifield, Principal Planning Officer

**Objective:** To survey and take actions against eye sores and dereliction in the district, to mount a campaign to reduce the number of fly-tips.

### Outputs

1. Map fly-tipping hotspots. **Achieved**
2. Investigate modifying fly tipping prevention procedures. **Achieved**
3. Investigate removal of fly tips on private land. **Achieved**
4. Publicity campaign on fly-tipping. **Achieved**
5. Increase number of prosecutions on fly-tipping.
6. Survey of eyesores and derelict sites within the District. **Achieved**
7. Action Plan on eyesores and derelict sites. **Achieved**
8. Report to Planning Committee on eyesores and derelict sites.
9. Implementation of action plan. **Achieved**
10. Enhance reporting systems with partners and stakeholders e.g. Report-a-Fault. **Achieved**
11. Review of action plan. **Achieved**

### Achievements in 2009:

- Established a project board
- Ran a pilot project
- Provision of permanent methods of working to achieve the objectives of the project.
- Establishment of protocols and joint partner working.
- Training and advising other staff.
- Structure and management in place by 1 April 2010

This project has been completed.



## EP10 Affordable Warmth

Start 2007

End 2009

Project Manager: Rebecca Anderson,  
Housing Projects Officer

**Objective:** To reduce the number of households affected by fuel poverty in Rother.

### Outputs:

1. Establish via district wide survey current numbers in Fuel Poverty. **Achieved**
2. Increase cavity wall & loft insulation installations. **Achieved**
3. Increase heating installations. **Achieved**
4. Develop branded leaflet and poster campaign. **Achieved**
5. Set up effective referral networks. **Achieved**
6. Educational/training events and talks. **Achieved**
7. Set up small RDC grant scheme to assist with e.g. insulation.
8. Promote adoption of renewable technologies. **Achieved**
9. Work with Planning Service to ease householder transition to renewable technologies. **Achieved**

### Achievements in 2009:

- Adopted the Affordable Warmth Strategy and Action Plan.

This project is now completed and all further work will be part of the implementation of the Affordable Warmth Strategy.



## EP11 Traveller Emergency Stopping Place

Start 2008

End 2009

Project Manager: Richard Parker-Harding,  
Head of Environmental Health

**Objective:** To provide a facility for Travellers, if found to be needed.

### Outputs:

1. Needs assessment. **Achieved**
2. Review of land holdings. **Achieved**
3. Planning application.
4. Funding bid.
5. New site if need is proven.

### Achievements in 2009:

- Opening of Bridie's Tan, a refurbished transit site for travellers, by August 2009.

### Milestones for 2010:

- The need for an additional emergency stopping place will be determined.



### EP13 Fire Safety in Homes in Multiple Occupation

Start 2008      End 2009

Project Manager: Mark Randolph, Private Sector Hsg Manager

**Objective:** To carry out safety inspections of properties with shared facilities.

#### Outputs:

Completion of residual fire safety works on 50 properties. **Achieved**

#### Achievements in 2009:

- 80 units assessed by March 2010.
- Fire safety works completed to 64 units by March 2010.

This project was completed by December 2009 and assessment and fire safety works will continue to be delivered.



### EP14 Rural Exception Site Development

Start 2007      End 2012

Project Manager: Kieran O'Leary, Housing Development Officer

**Objective:** To improve the process for identifying rural housing development opportunities.

#### Outputs:

1. Systems for identification of exception sites (an exception site is land located outside a permitted development boundary in rural towns and villages). **Achieved**
2. Delivery of five homes per year on exception sites in rural villages in order to reduce the number of rural households in housing need.

#### Achievements in 2009:

- Completed Parish Housing Needs surveys for Burwash, Northiam & Hurst Green with surveys nearly completed for Pett, Peasmarch and Rye Foreign.
- Five Parish Site Assessment Reports completed for Brede (second report), Crowhurst, Ewhurst, Westfield and Burwash.
- Fourteen more suitable sites identified for rural exception sites: 3 in Brede, 4 in Burwash, 3 in Ewhurst, 2 in Westfield.
- One planning application submitted for Ticehurst exception site.
- Revised the communication plan for exception site development.

#### Milestones for 2010:

- By June 2010 a dedicated rural affordable housing web-site including news, photos, press releases, past developments and an opportunity for residents to 'talk' to the project teams for their area.
- An updated pamphlet on rural affordable housing by June 2010.
- A rural Rother affordable housing video by August 2010 for use at local meetings and public events to highlight the issues and facts for Rother's rural communities around affordable housing provision. This exercise is being undertaken in partnership with Lewes and Wealden District Councils.



### EP15 Bexhill Museum Extension

Start 2005      End 2009

Project Manager: Susan Adamson, Leisure Services Officer

**Objective:** To build an extension to Bexhill Museum.

#### Outputs:

1. Extension to the existing building at Egerton Park. **Achieved**
2. Refurbishment of the old structure. **Achieved**
3. Moving Costume Museum to Egerton Park site. **Achieved**
4. Integrated museum service with two museums and three collections brought together. **Achieved**
5. Re-opened combined museum with new exhibition programme. **Achieved**

#### Achievement in 2009:

- The completion of the Fit Out of new galleries and handover from contractor in July 2009.
- Existing gallery was refurbished for opening and named the Sergeant Gallery after the museum's former curator.
- Handover of the completed museum to the Society of Bexhill Museums for management.
- Re-opening of the museum in the summer of 2009.
- First exhibition in a new programme of exhibitions.
- Official opening by Eddie Izzard, patron of the museum.

This project is now completed.

### Youth Activities Programme



### EP16 Support to Youth Activity

Start 2009      End 2011

Project Manager:

**Objective:** To develop support to provision of youth activities.

#### Outputs:

1. Feasibility study for support to youth activity
2. Seek approval to proceed
3. Design of a local scheme
4. Possible pilot and review

This project is on hold.



## EP23 Bexhill Hastings Link Road

Start 2006 End 2012

Project Manager: David Marlow, Prcpl Planning Officer (Strategy)

**Objective:** To help timely construction of the Link Road as a landowner, service provider and community leader.

### Outputs:

1. Effective support to East Sussex County Council. **Achieved**
2. Release and sale of land
3. Housing relocations
4. Master planning **Achieved**
5. Planning processes
6. Depot relocation

### Achievement in 2009:

- Submission of Major Scheme Business Case, with RDC contribution, in May 2009
- Consideration by Cabinet of Compulsory Purchase Orders served on the District Council in May 2009
- North East Bexhill Supplementary Planning Document was adopted June 2009.
- Compulsory Purchase Order Inquiry started in November 2009, with input as necessary from Rother District Council.

### Milestones for 2010:

- Receive Government confirmation of the Compulsory Purchase Order by November 2011.
- Receive confirmation that the Government have approved funding by November 2011.
- Main works start on site by January 2012, subject to CPO and funding confirmation.



## EP24 North Bexhill Commercial Development

Start 2007 End 2016

Project Manager, Graham Burgess, Head of Regeneration

**Objective:** To ensure appropriate development of employment sites in north Bexhill.

### Outputs:

1. North Bexhill Master Plan Supplementary Planning Document **Achieved**
2. Planning processes
3. Funding packages
4. Construction of 500,000 square feet of commercial space and
5. 1800 jobs created

### Achievements in 2009:

- Adoption of North Bexhill Master Plan as a Supplementary Planning Document by June 2009.
- Bexhill-Hastings Link Road: planning permission secured by July 2009.
- Compulsory Purchase Order Inquiry started November 2009 and concluded December 2009 and the Inspector's report was submitted March 2010.

### Milestones for 2010:

- Obtain the decision from HM Government on the Link Road Compulsory Purchase Order by November 2010.
- Obtain the decision from HM Government on the Link Road funding by November 2010.
- Start work on the planning application for land within the BX2 Policy Area by December 2010 (subject to above milestones).



## EP26 Vocational Skills Centre

Start 2009 End 2012

Project Manager: Graham Burgess, Head of Regeneration

**Objective:** To lobby for and support the establishment of workshops for apprentice training in Bexhill.

### Outputs:

1. Construction or conversion of workshop units
2. Sustainable operational structure established with delivery partners.

#### Achieved

3. Establish workshops for training for apprenticeships and other vocational training.
4. Vocational training provided to 15+ young people

### Achievements in 2009:

- Construction commenced on site of present Bexhill High School

### Milestones for 2010:

- Completion of construction by September
- Skills Centre open and operational by March 2011.

Rother District Council plays a support role in this project, which is mainly being delivered by East Sussex County Council.



## EP27 Bexhill Town Centre Redevelopment

Start 2006 End 2016

Project Manager: Graham Burgess, Head of Regeneration

**Objective:** To ensure the redevelopment and expansion of key sites and to provide more off street parking and improve linkage over the railway.

### Outputs:

1. Bexhill Town Centre Development Brief produced
2. New Food store of approx. 4,000 sq m
3. New town centre car park
4. Link over railway to Devonshire Square or Western Road
5. Provision/safeguarding of jobs.

### Achievement in 2009:

- Bexhill Local Action Plan completed March 2010.
- Consultation on the draft Economic Regeneration Strategy for Rother District Council from December 2009 to March 2010.

### Milestones for 2010:

- Regeneration Strategy adopted by June 2010.
- Local Development Framework Core Strategy approved by the Council by end of September 2010.
- Report to Cabinet on the project plan for EP27 by end of September 2010.





## EP28 New Hotel Development in Bexhill

Start 2007 Ends 2016

Project Manager, Graham Burgess, Head of Regeneration

**Objective:** To facilitate the provision of new quality hotel accommodation in Bexhill.

### Outputs:

1. Feasibility study including proactive approach to entrepreneurs
2. Support package identified
3. Site identification
4. New hotel built and operating

### Achievement in 2009:

- Interest from national hotel provider regarding opportunities in Bexhill.
- 'Wavelength' conference held with private sector and public sector partners to identify and highlight growth opportunities.

### Milestones for 2010:

- Phase 1 of Next Wave (western promenade) commences in April 2010.
- Phase 2 of Next Wave (Colonnade & Rowing Club) commences in October 2010.
- Local Development Framework Core Strategy is adopted by Council by end of September 2010.



## EP29 Marley Lane Development, Battle

Start 2007 End 2011

Project Manager: Graham Burgess, Head of Regeneration

**Objective:** To secure the redevelopment of Marley Lane commercial sites.

### Outputs:

1. Agreed road improvement scheme with statutory bodies. **Achieved**
2. Enabling role in Area Improvement Framework partnership. **Achieved**
3. Funding bids. **Achieved**
4. Road junction improved. **Under way**
5. 8100 square metres commercial space developed
6. 290 jobs created

### Achievement in 2009:

- Detailed design completed.
- Private sector contribution secured.
- Partnership delivery arrangements with East Sussex County Council put in place.
- Construction of the road junction underway by March 2010.
- Discussions held with potential developers and land owners regarding future development plans.

### Milestones for 2010:

- Completion of the road junction works by end of May 2010.



### EP30 Support to Volunteering

Start 2008 End 2010

Project Manager: Brenda Mason, Head of Policy & Performance

**Objective:** To define the Council's support to volunteering in the district.

#### Outputs:

1. Report on volunteering with costed development options and recommendations.
2. Development of cost effective ways to promote volunteering in Rother.

#### Achievements in 2009:

#### Milestones for 2010:



### EP32 Prevention of Youth Homelessness Campaign

Start 2007 End 2009

Project Manager: Alison Spring, Housing Policy & Development Manager

**Objective:** To pilot a programme of education and signposting aimed at preventing homelessness among 16 and 17 year olds.

#### Outputs:

1. Pilot programme. **Achieved**
2. Partnership for ongoing delivery of homelessness prevention. **Achieved**

#### Achievements in 2009:

- Targeted approach agreed for delivery of programme to Bexhill High School and Rye Community College – both identified as high risk areas for youth homelessness and teenage pregnancy (Delivery March/April 2010)
- Achieve match funding from external partnership agency by September 2009.
- Gain agreement by March 2010 from county-wide partners (through East Sussex Youth Homelessness Strategy) to expand the programme for county-wide delivery.
- Continued reduction in youth homelessness (reported quarterly).

This project has been completed.

## Youth Activities Programme



### EP33 Multi-Use Neighbourhood Games Facilities

Start 2008 End 2011

Project Manager: Susan Adamson, Leisure Services Officer

**Objective:** To provide facilities for healthy activity.

#### Outputs:

1. Long term needs analysis **Achieved**
2. Identified locations. **Achieved**
3. Costs and budget. **Achieved**
4. Partners and funding. **Achieved**
5. One multi-use games area per year over 3 years (providing cricket, football, tennis, basketball).

#### Achievements in 2009:

- The first MUGA at Rye College was granted planning permission in January 2010 and the tender for the works went out in March 2010.
- The partners for the second MUGA are Battle Local Action Plan and Battle Town Council, location is Battle Recreation Ground, funding is £10,000 from Battle Town Council and remainder from Rother District Council, Battle Partnership and Battle LAP fundraising but the amounts are yet to be confirmed.
- Partners for third Multi-Use Games Area, the Adizone, are Adidas, The Great Outdoor Gym Company, East Sussex County Council, Department for Children, Schools & Families, Partnership for Schools, Youth Sport Trust. The site will be Egerton Park, Bexhill. Funding will be £75,000 from the DCSF and from Rother District Council £89,500.

#### Milestones for 2010:

- Rye College MUGA built by September 2010.
- Rye College MUGA management and community use agreement signed by May 2010.
- Adizone constructed by July 2010.
- Battle MUGA funding secured by July 2010.
- Battle MUGA constructed by November 2010.
- Guide to the design, costs and site options for Multi-Use Games areas for the use of parishes and organisations that may wish to provide a facility, to be written by October 2010.



### EP37 Blackfriars, Battle – Residential Development

Start 2007 End 2014

Project Manager: Malcolm Johnston, Director of Resources

**Objective:** To deliver a model housing project.

#### Outputs:

1. Estimated 240 homes of which 40% affordable housing
2. High eco-home standards of build
3. Open space
4. Explore if a new school is needed

#### Achievements in 2009:

This project was placed on hold due to the recession and depressed local housing market.

#### Milestones for 2010:

- The project will be reviewed to see if it can be started again at the end of 2010 or in 2011.



### EP38 Sheltered Housing Improvements Strategy

Start 2008 End 2009

Project Manager: Anne Fennessy, Head of Housing

**Objective:** To draw up a plan to provide more safe, suitable housing for local people.

#### Outputs:

The delivery of the Hastings and Rother - Older Persons 'Housing and Support Strategy' adopted by Members in 2008, and the agreement of the priority areas for new extra care and sheltered housing schemes across East Sussex, with support for the refurbishment of existing schemes in Rother in partnership with ESCC.

#### Achievements in 2009:

- The delivery of the Hastings and Rother – Older Persons 'Housing and Support Strategy' is on track for all agreed actions and targets, within the agreed timeframes.
- Revenue funding has been bid for by Rother and successfully agreed by East Sussex County Council and suitable sites identified. to deliver an extra care housing scheme
- AmicusHorizon Ltd own and manage 19 Housing for Older Persons Housing Schemes (HOPS) within Rother. The HOPS Strategy adopted by Rother Homes (now AmicusHorizon) is currently being updated. The update already identified Auckland House and Lawrence House as needing urgent attention. The Council is now considering refurbishing, redeveloping or disposal of both sites. Residents are being consulted.

#### Milestones for 2010:

- Identify a suitable extra care housing site in Rother and agree its timetable for delivery by November 2010.
- Agree the future plans for Auckland House and Lawrence House schemes by February 2011.
- Negotiate with and sign up to a revised housing strategy following the review of AmicusHorizon housing for older people by April 2011.



### EP39 Manor Gardens Artists Workspace

Start 2007 End 2010

Project Manager: Susan Adamson, Leisure Services Officer

**Objective:** To secure premises for the local creative community to work and exhibit.

#### Outputs:

1. Feasibility study **Achieved**
2. Agreement with partners to long term management of workspace.
3. Conversion and/or adaptation of former Costume Museum and other buildings into a new workshop and/or gallery and workspaces.

#### Achievements in 2009:

- Three community groups (OTPS, BAW, BLODS) submitted project plans for the building and two groups withdrew their interest.
- Plans were evaluated and BLODS' proposals were taken to the Programme Board for approval in February 2010 when it was agreed to proceed with putting together detailed plans.
- The lease arrangements are being discussed with the Estates Manager and will be finalised when the detailed plans are in place.

#### Milestones for 2010:

- Detailed plans approved by the Programme Board by June 2010.
- Funding for the adaptation to be secured by June 2010.
- The lease agreed and signed by July 2010.



## EP40 Pebsham Countryside Park

Start 2003 End 2016

Project Manager: Frank Rallings

**Objective:** To create a public open space at Pebsham with nature conservation and recreational areas.

### Outputs:

1. Business Plan **Achieved**
2. Public open space **Achieved**
3. Amenity open space **Achieved**
4. Public footpath improvement **Achieved** & creation
5. Nature conservation areas
6. Recreational facilities

### Achievements in 2009:

- Park events leaflet published and first events programme delivered in the Park from May to September. Promoted the Park at the Town Hall Open Day in October 2009.
- Regeneration and Economic Development Technical Panel set up in May 2009 and the Panel are developing proposals for recreation within the Activity Park.
- Design work started for the Pebsham Circuit footpath.
- The South East England Development Agency (SEEDA) Teamwork Programme 2009 in conjunction with Kent Architecture Centre visited the Park in June 2009 with members, officers and stakeholders. There was a presentation of Pebsham Countryside Park case study findings at seminar in Tunbridge Wells in September 2009.

### Milestones for 2010:

- Photographic Exhibition, following on from Pebsham Countryside Park photographic competition, in May 2010.
- Appointment of Community Development Officer in conjunction with Sussex Wildlife Trust by June 2010.
- Submission of planning application for Pebsham Countryside Park Circuit by autumn 2010.
- Public Meeting by autumn 2010
- Consideration of proposals for recreational development of southern part of Activity Park issues by autumn 2010.

## Youth Activities Programme



## EP41 Bexhill Leisure Centre & Community Development

Start 2007 End 2016

Project Manager: Susan Adamson, Leisure Services Officer

**Objective:** To build a new indoor leisure facility for Bexhill and the surrounding district.

### Outputs:

1. Project options appraisal and plans
2. Design stages
3. Funding package
4. Planning applications
5. A new indoor leisure facility for Bexhill to replace Bexhill Leisure Pool and Bexhill Leisure Centre

### Achievements in 2009:

- Completion of the Rother Leisure Facilities Strategy in August 2009.
- Completion of initial site surveys in June 2009.
- Spatial Master Plan for Downs site being jointly commissioned by East Sussex County Council & Rother District Council March 2010

### Milestones for 2010:

- Spatial Master Plan completed by November 2010.
- Feasibility Study Stage One completed by July 2010.
- Feasibility Study Stage Two commissions by November 2010.
- Feasibility Study completed by April 2011.



## EP42 Egerton Park Innovation and Conservation (EPIC)

Start 2006 End 2015

Project Manager: Rebecca Owen, Parks Development Officer

**Objective:** To revitalise and renovate Egerton Park.

### Outputs:

1. Further report to Cabinet **Achieved**
2. Bid for Partnership funding from Heritage Lottery Fund (Stage 1 and 2) **Achieved**
3. A revitalised and renovated park creating a key public facility in Bexhill

### Achievements in 2009:

- The Interreg funding decision was deferred and we were invited to re-submit our bid in December 2009, still awaiting decision.
- Planned a programme of works in line with the key areas for improvement in the park including improved access, play-zone, kiosk and lake edges.
- Additional works completed: 1<sup>st</sup> phases of 4 year planting renewal programme; extension of the boundary railings; re-painting existing railings.
- Award of a grant for the Adizone recreation area with areas and equipment for various leisure activities for all ages.
- Works by the Environment Agency to the seawater storage chamber to address flooding issues.
- Works to improve drainage of rainwater to alleviate problem of standing water on main lawn and paths at times of high rainfall.
- Premises licence obtained.

### Milestones for 2010:

- Obtain the outcome of Interreg funding bid.
- Play-zone design and procurement, without Interreg by end of October 2010 and with Interreg funding by end of January 2011.
- Installation of the Adizone (recreation area) in June 2010
- Obtain planning application decision for enhanced access to the park near to the Children's Centre, if successful with construction starting July 2010.



## EP43 Bexhill Seafront Improvements

Start 2007 End 2016

Project Manager: Janice Windle, Project Manager

**Objective:** To make improvements to the seafront.

### Outputs:

1. West Parade designs, Colonnade Feasibility study, Marina Arcade Feasibility. **Achieved**
2. Improved hard and soft landscaping at Bexhill seafront.
3. Improved and/or enhanced public art.
4. Refurbishment and/or redevelopment of the Colonnade.
5. Re-design and upgrade of Marina Arcade public realm.
6. Potential refurbishment and development of Marina Arcade area.

### Achievements in 2009:

- Selection and appointment of lead architects, HTA, by June 2009.
- Public involvement in Spaceshaper event (workshop), in order to inform the design, in June 2009.
- A detailed design has been undertaken for Package A (Landscape Works) and is considerably underway for all other packages.
- English Landscapes are in the process of being retained as the landscape contractor with a planned start date of May 2010. The remaining packages are out to tender.
- Planning permission has been granted for the Rowing Club and Colonnade.

### Milestones for 2010:

- Completion of Package A (landscape works) by October 2010.
- Installation of new shelters by October 2010.
- Start of Package B works (including rowing club, colonnade and metropole lawn) by October 2010.
- Marketing colonnade when the timing is right.
- Capitalise on investment with communication by September 2010.
- Start of Package C works (including Marina Court Avenue) by October 2010.



### EP45 A21 Corridor: Employment Sites

Start 2007 End 2016

Project Manager: David Marlow, Principal Planning Officer

**Objective:** To deliver improvements to the A21 corridor including road improvements and increased employment sites.

#### Outputs:

2. Partner in road improvement scheme. **Achieved?**
3. Marketing campaign for destination.
4. Design and provision of employment sites adjacent to an improved road system.

#### Achievements in 2009:

- Adoption of North East Bexhill Supplementary Planning Document (June 2009)
- Approval of A21 & Marley Lane junction to enable employment sites to be developed off the A21.

#### Milestones for 2010:

- Local Development Framework Core Strategy to highlight 'Enviro21 Corridor' (August 2010).



### EP46 Camber Visitor Management Initiative

Start 2007 End 2012

Project Manager: Graham Burgess, Head of Regeneration

**Objective:** To secure economic improvements in central Camber.

#### Outputs:

Improved facilities at Camber Central Car Park, as a significant contribution to the visitor management initiative.

#### Achievements in 2009:

- We submitted a bid for Interreg funding and the original bid was referred back by the Interreg secretariat for further work. The revised bid was submitted in December 2009.
- Received authority from Cabinet in December 2009 to tender for a development partner for the Central Car Park and Putting Green sites.

#### Milestones for 2010:

- Receive notification of the Interreg funding decision by May 2010.
- Commence a design brief for the Central Car Park by October 2010.
- Commence a walking trail and associated interpretive material by October 2010.
- Issue Development Tenders by October 2010.
- Secure a development partner by end of March 2011.





### **EP50 Affordable Housing**

Start 2008                      End 2014

Project Manager: Kieran O'Leary,  
Housing Development Officer, Housing

**Objective:** To increase the provision of affordable housing in the district.

#### **Outputs:**

120 new homes per year across Rother delivered through the Housing Strategy and Local Development Framework.

#### **Achievements for 2009:**

- Drafted a key worker housing policy.
- Completed a Wheelchair Design Brief for developers.
- Planned the 2010 Housing Needs Survey and the Strategic Housing Market Assessment.
- Delivered an empty homes pilot scheme to provide options for a strategy document focussing on working in partnership to bring empty homes back into use as affordable housing.

#### **Milestones for 2010:**

- Adopt the Key Worker Housing Policy by September 2010.
- Complete the 2010 Housing Needs Survey by February 2011
- Complete the 2010 Strategic Housing Market Assessment by December 2010.
- Increase the delivery of affordable housing by March 2011.



### **EP52 Robertsbridge Mill Development**

Start 2007                      End 2015

Project Manager: Richard Shoobridge,  
Planning Projects Manager, Regeneration

**Objective:** To maximise employment opportunities in line with regeneration objectives.

#### **Outputs:**

1. Further development appraisal
2. Planning application
3. Site development for employment use

#### **Achievements in 2009:**

#### **Milestones for 2010:**

- This project is under review.





## **EP55 Youth Enterprise Centre**

Start 2010                      End 2017

Project Manager: Scott Lavocah, Policy Officer

**Objective:** Raise skills levels and aspirations of young people through the development of a youth enterprise centre.

### **Outputs:**

1. Feasibility study (including stakeholder engagement).
2. Business and design plans
3. Planning permission
4. Lease agreement
5. Raising capital and ongoing revenue funding.

### **Achievements in 2009:**

- Presentation to Members regarding the potential of establishing a Youth Enterprise Centre.
- Identification of the Broad Oak Park buildings as a potential site for the Centre.
- Programme Board authorisation to progress the project.

### **Milestones for 2010:**

- Feasibility study (including stakeholder engagement).
- Business and design plans.
- Lease agreement



## S01 Customer Research

Start 2007 End 2010

Project Manager: Joanne Wright, Policy Officer

**Objective:** To improve mechanisms for collecting, analysing and disseminating customer intelligence.

### Outputs:

Corporate, co-ordinated processes for capture, analysis and dissemination of research and development data, including:

1. Map of current customer data and gap analysis **Achieved**
2. Customer surveys and macro-environment reports
3. 2006 and 2009 Residents and User Surveys, plus interim surveys as required by analysis. **Achieved**
4. Citizen's Panel or equivalent consultation mechanism. **Achieved**
5. Identify efficiency savings delivered through research

### Achievement in 2009:

- Established an officer support network inside the Council to support carrying out good quality research and consultation and a contributor to the establishment of the Sussex Consultation Group.
- Training gap analysis and training programme under way, including partnership training opportunities to reduce costs and improve networking and learning from others.
- Membership of the Consultation Institute on a trial basis for 2 years.

### Milestones for 2010:

- Working with 3 priority services to create pilot customer analysis and identify levels of engagement with an action plan for improvement by 2010.
- Evaluate the Consultation Institute membership by March 2011.
- Deliver the Place Survey 2010 and communicate the results and their usefulness for planning services by March 2011.



## S04 Business Process Improvement

Start 2007 End 2009

Project Manager:

**Objective:** To find more efficient ways of delivering our services.

### Outputs:

#### Phase 1:

1. Assessment of the most appropriate means for improving business processes. **Achieved**
2. Toolkit. **Achieved**
3. Training for relevant staff. **Achieved**
4. Plan for proofing processes to be mapped. **Achieved**

#### Phase 2:

5. Processes mapped to improve business processes
6. Efficiency savings both time and money
7. Integration of systems

### Achievement in 2008:

- Phase 1 was completed.

### Milestones for 2009:

This work is continuing under the umbrella of the Value for Money Strategy with a number of actions outlined in the Action Plan, including agreeing a programme of joint Business Process Improvement reviews to run from 2009 to 2011 with Wealden District Council.



## **S10 Workforce Plan (Phase 1)**

Start 2007      End 2010

Project Manager: John Collins, Head of Human Resources

**Objective:** To modernise council staffing policies, including performance, development, recruitment and contractual arrangements.

### **Outputs:**

1. Relocation of Housing Services. **Achieved**
2. Design and deliver Investors in People **Achieved** and the Workforce Plan. **Achieved**
3. Generic and Flexible working programme.
4. Quantified productivity improvements and efficiency gains.

### **Achievement in 2009:**

- Development, launch and training for new Management Standards
- Review of recruitment processes
- Review of staff benefits
- Improvements in staff consultation mechanisms
- Times Best Council to Work For: 5<sup>th</sup> Place, and 29<sup>th</sup> place in Times Best Public Organisation to Work For

### **Milestones for 2010:**

- Formal start of the new Management Standards
- New flexible working scheme
- Further work on benefits and well being
- Further work on staff consultation and communication mechanisms.



## **S12 Member Development**

Start 2006      End 2009

Project Manager: David Hermon, Democratic Services Manager

**Objective:** To deliver a robust and sustainable programme of training and support for elected members.

### **Outputs:**

1. Member Development Charter. **Achieved**

### **Achievements in 2009:**

- 18 month review of Member Development Charter in September 2009 by South East Employers.

Project is now completed.



## S13 Procurement

Start 2006 End 2011

Project Manager: Scott Lavocah, Policy Officer

**Objective:** To strengthen our procurement practice to ensure efficiency.

### Outputs:

1. Review of Joint Improvement Group achievements and recommendations. **Achieved**
2. The establishment and success of the East Sussex Procurement Hub project.

### Achievements in 2009:

- Undertook a spend analysis and the data has been fed into the Sussex Improvement Partnership's Shared Services for Procurement Project.
- Contributed to setting up a procurement hub with other local authorities and the East Sussex Procurement Hub project that will see a Procurement Advisor appointed to work across East Sussex on a number of procurement related projects to achieve efficiency savings and better align procurement procedures across the participating Councils.

### Milestones for 2010:

- Development and/or expansion of Best Deals programme using information from Transform and subsequent delivery of targeted savings and/or efficiencies by 31March 2011.
- Implementation of IDEA and IESE Market Place by 31March 2011.
- Alignment of procurement strategies, policies etc across East Sussex by 31 March 2011.
- Loading of all tender notices onto SE Business Portal by 31March 2011.
- Combining of forward procurement plans by 31March 2011.
- Establishment of a common contract database by 31March 2011.



## S16 Partnership Mapping

Start 2007 End 2010

Project Manager: Brenda Mason, Head of Policy & Performance

**Objective:** To map our existing partnership activities and make recommendations for future options.

### Outputs:

Report and recommendations containing:

1. Definition and map of existing partnerships. **Achieved**
2. Scrutiny of existing partnership activity using Swot analysis.
3. Identification of possible appropriate partners.
4. Exploration of further options for joint procurement.
5. Options appraisal for improvement in partnership outcomes.

### Achievements in 2009:

### Milestones for 2010:



## **S18 Embedding Improvement in Customer Care**

Start 2010                      End 2011

Project Manager: Kim Ross, Head of Customer Services

**Objective:** To ensure that good customer care is an important element of service delivery in the council.

### **Outputs:**

Outputs:

1. Mystery Shopping Programme
2. Institute of Customer Services Award training for 40 staff
3. Further service specific training programme

### **Milestones for 2010**

- Conduct a mystery shopping programme and report with recommendations for improvements.
- Put 10 staff through the Institute of Customer Services Award.