www.rother.gov.uk

Rother District Council
Corporate Plan 2020 - 2027

Corporate Plan 2020-2027 (2020)

PRIORITY OBJECTIVES

CLIMATE EMERGENCY
To establish and deliver a plan to ensure Rother District Council is carbon neutral by 2030.

FINANCIAL STABILITY
To rectify the financial deficit and bring the Council to a secure financial footing by the end of 2025/26.

INCREASE THE SUPPLY OF AFFORDABLE HOMES THROUGHOUT THE DISTRICT
To deliver 400 affordable rent homes by end 2023.

HOUSING LIST REDUCTION
To reduce the Rother Housing list from 1,600 (as at December 2019) to 1,200 by the end of 2023.

HOUSING
To bring Rother above a 5-year land supply by the end of 2023.

EMPOWERED ORGANISATION
To create an organisational structure that allows for a clearer, more effective resident focused organisation by the end of 2023.

A FAIRER SOCIETY
To build a fairer society by promoting acceptance and equality in the District, developing an Anti-Poverty Strategy to improve existing support services and identifying new ways of working in collaboration with the voluntary sector to reduce poverty and hardship within the District.

DEVELOPMENT OF ROTHER'S ECONOMY
To lift the average indexed wage in the Rother District from the bottom of the national league table by the end of 2023.

AN OPEN COUNCIL
To improve access to Council meetings, ensuring increased transparency, meaningful consultation and better visibility by the end of 2023.

A TOWN COUNCIL FOR BEXHILL-ON-SEA
To form a Parish (Town) Council for Bexhill with effect from 1 April 2021 with the first elections in May 2021.

CLIMATE EMERGENCY

To establish and deliver a plan to ensure Rother District Council is carbon neutral by 2030.

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
By ensuring that the new Local Plan (2019-39) includes policies that demand higher bio-diversity net gain measures from developments than required by the National Planning Policy Framework, subject to evidence gathering and allowances within the regulations.	Evidence gathering 2020-22. Investigate the extent to which the Local Plan can demand additional environmental measures in developments. Progression through Local Plan.	Regulation 18 consultation - Autumn 2021, Regulation 19 consultation Autumn/Winter 2022, Submission to PINS Spring 2023, Adoption Winter 2023.
By focusing a proportion of the Rother Community Grants and Community Infrastructure Levy on infrastructure projects which reduce carbon emissions.		
Increase the proportion of waste that is recycled by Rother residents.	Proportion of recycling is increased to 53%.	31/12/23
By actively managing our green spaces to maximise carbon reduction effectiveness.	Develop an Asset Management Plan for green assets.	31/12/21
By ensuring carbon reduction clauses are included in all new Council contracts.	Each new contract as it arises.	31/12/23
By installing Electric Vehicle charging points to be installed in appropriate Rother District Council car parks.	Installation of Electric Vehicle Charging into Rother District Council Car Parks to begin where viable.	31/12/21

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
By developing a plan to ensure all Rother District Council assets are carbon neutral or have carbon offsets scheduled equally over the period 2021-2030.	Proposals for dealing with Town Hall, Bexhill.	31/03/21
	Develop an Asset Management Plan and improvement programme for entire estate.	31/12/22
By Incentivising Parish and Town Councils to adopt climate emergency policies.	Establish list of the Parish and Town Councils Climate policies.	31/03/21
	Make the adoption of such a policy a requirement for accessing environment related funding or grants.	31/03/22

FINANCIAL STABILITY

To rectify the financial deficit and bring the Council to a secure financial footing by the end of 2025/26.

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
Continue to bring forward secure property investments which generate current net income.	Extra income £73,000 Extra income £1,716,000 Extra income £2,995,000 Extra income £3,353,000 Extra income £3,449,000	31/03/22 21/03/23 31/03/24 31/03/25 31/03/25
Monetising and maximising financial return on income from Rother assets wherever possible.	Rent reviews Surplus assets disposal Strategic redevelopment	2025
	Identify secondary income opportunities from assets (e.g. energy storage/production).	2022
Devolve discretionary assets and services to Parish and Town Councils and other bodies where possible.	Devolve non charged-for Car Parks to Parish and Town Councils.	31/03/22
	Devolve control of Parks and Gardens to Parish and Town Councils.	31/03/22
	Devolve control of public conveniences to Parish and Town Councils.	31/03/22
	Savings of £1,350,000	31/03/25

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
	Additional income generation through increased or new fees for discretionary services: £107,000 £202,000	 31/03/22 31/03/23
Increase the amount of business rates generated and collected locally.	Proactively attract and retain high value businesses in the Rother District through new developments: • Barnhorn Green • Beeching Road/Wainwright Road • Bexhill Enterprise Park Other developments throughout the District where possible.	 2023 2024 2023
	Removing incorrect discounts/exemptions.	31/03/24
	Bringing unrated businesses into NNDR (Business Rates Baseline).	31/03/23
Reorganise the Council's corporate structure to reduce cost delivering and greater efficiency.	Savings of £78,000 staffing structure.	31/03/22

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
	Savings of £180,000 council transformation through delivery of lean/demand recommendations.	31/3/22
Investigating shared services to improve resilience.	Identify potential partners where shared service viable and report to Cabinet.	31/12/21
	Prioritise Services to be delivered as shared service and develop delivery programme.	31/03/22
Bring forward a programme of innovative plans to generate income enabling costs to be offset and improvements in service delivery.	Create Member/Officer work group to identify and develop proposals.	31/03/21
	Prioritise proposals and develop delivery programme.	30/09/21

INCREASE THE SUPPLY OF AFFORDABLE HOUSING THROUGHOUT THE DISTRICT

To deliver 400 affordable rent homes by end 2023

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
By ensuring that schemes being progressed by Registered Providers and private developers are delivered within expected timescales.	85 new affordable homes delivered.	31/03/21
	106 new affordable homes delivered.	31/03/22
	118 new affordable homes delivered.	31/03/23
Work with landowners and Registered Providers to begin delivery on stalled sites with planning permission.	Begin development on two stalled sites to deliver at least 30 Affordable Rent homes.	31/12/23
Direct development of Affordable Rent homes through the Alliance Homes (Rother) delivery vehicle.	61 affordable rent homes delivered.	31/12/23

HOUSING LIST REDUCTION

To reduce the Rother Housing list from 1600 (as at December 2019) to 1200 by end 2023.

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
Increase supported housing options to meet identified temporary accommodation needs.	20 new units of supported temporary accommodation delivered.	31/03/22
	30 further new units of supported temporary accommodation delivered.	31/03/23
Increase the number of adaptations made to the homes of disabled people and support them to sustain their accommodation through the provision of Disabled Facilities Grants (DFGs)*.	150 DFGs completed annually.	31/03/22
Support those at risk of homelessness to sustain their accommodation through the provision of Discretionary Housing Benefit*.	Provide help to at least 200 households annually.	31/12/23
Direct development of new homes through the Alliance Homes (Rother) delivery vehicle to increase the supply of housing in all tenure types across the District.	253 Homes completed.	31/12/23
Prevent and relieve homelessness by improving access to the private rented sector through the Rother Tenant Finder Scheme (RTF).	The RTF Scheme to achieve 100 private rented sector tenancies per annum.	31/03/23
Support the most vulnerable households with multiple and complex support needs to access accommodation through multi-agency service delivery.	Through continued investment in the East Sussex Rough Sleeping Initiative relieve or prevent 30 people from rough sleeping annually.	31/03/21

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
	Grow and sustain the Bexhill Safe Space in collaboration with local support groups.	31/03/21
Deliver effective social housing allocations through the implementation of a revised Housing Allocations Policy for Rother and by adjusting the Rother Local Plan to prioritise the type of affordable housing delivered for those in Band A.	New Social Housing Allocations Policy implemented.	30/10/21

* Some targets will indirectly contribute towards a reduction in the housing list through increasing overall supply and homelessness prevention measures.

HOUSING

To bring Rother above a 5-year land supply by end 2023.

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
Deliver a new Local Plan 2019-2039 with policies that: • Speed up the overall planning process. • Incentivise delivery of smaller sites. • Create an environment of certainty for developers.	Evidence gathering 2020-22. Progression through Local Plan.	Regulation 18 consultation - Autumn 2021, Regulation 19 consultation Autumn/Winter 2022, Submission to PINS Spring 2023, Adoption Winter 2023.
By achieving planning permission on Council-owned land and land owned or purchased through Alliance Homes (Rother).		
By working with the Sussex Community Housing Hub and Registered Providers to bring forward applications on rural exception sites.		
By attracting higher indexed wage business employment (supported by DES and the Local Regeneration Company) to new employment sites and incentivising businesses with higher indexed wages (than our current position) to both Bexhill and Rural areas which will support further housing demand. In addition to ensure the Rother Local Plan reflects a housing mix which supports the needs of incoming businesses.		

EMPOWERED ORGANISATION

To create an organisational structure that allows for a clearer more effective, resident focused organisation by end 2023.

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
To review and amend the organisational structure to ensure services are delivered in an efficient and resident focused manner: Our aim is to reduce the number of complaints through improved self-help and the digitalisation of services: • we will empower officers to make decision at the right level; • we will design out demand on the organisation; and • we will conduct an annual perception survey to identify areas in need of improvement.	To install a temporary management structure to reflect short-term priorities and immediate capacity issues.	31/01/21
	Conduct review of organisational structure and present recommendations for consultation.	31/01/22
	Implement new organisational structure.	31/06/22

A FAIRER SOCIETY

To build a fairer society by promoting acceptance and equality in the District, developing an Anti-Poverty Strategy to improve existing support services and identifying new ways of working in collaboration with the voluntary sector to reduce poverty and hardship within the District.

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
For the Anti-Poverty Task and Finish Group to develop an anti-poverty strategy for the District.	Recommendations for a new Anti-Poverty Strategy made for Council's consideration.	01/12/21
Improve employment access and readiness among vulnerable homeless groups.	40 homeless people supported into employment and employment readiness training annually through the Live, Work, Thrive Project.	31/03/22
Improve levels of physical activity amongst residents experiencing socio-economic deprivation and poor health outcomes.	New leisure contract delivers demonstrable improvement in levels of activity amongst residents experiencing deprivation.	31/03/21

DEVELOPMENT OF ROTHER'S ECONOMY

To lift the average indexed wage in Rother District from the bottom of the national league table by end 2023.

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
By delivering on key actions within the Rother Economic Recovery Plan.	500 additional rural homes with access to ultrafast (1GB) broadband infrastructure.	31/12/23
	15 new sustainable tourism events across Bexhill, Battle, and Rye (five per year).	31/12/23
Completion of Council-Led Commercial Developments increasing employment levels in the District.	15,000sqm of new commercial space across: Barnhorn Green, Bexhill Beeching Road, Bexhill Bexhill Enterprise Park	31/12/23
Development of new space to encourage growth of the creative sector in the District.	Phase 1 of the Bexhill Studios project to be completed and operating.	30/07/21
	Phase 2 of the Bexhill Studios project to secure funding.	30/12/23

OPEN COUNCIL

To improve access to Council meetings, open the council to the public ensuring increased transparency, meaningful consultation and better visibility by end 2023.

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
To live-stream all formal public Council meetings held in the Council Chamber to accessible platforms.	To get Cabinet approval agreeing costs/budget.	31/01/21
	To enter necessary contracts/commission installation and assess the viability of streaming directly to social media platforms.	31/09/21
	To commence live streaming of all formal public Council meetings.	31/01/22
By developing a customer service strategy, we will ensure customers are at the heart of what we do by improving accessibility to all Council Services and customer service standards across the organisation.	Customer Service Strategy developed and adopted.	31/12/21
Ensure an equality of access to all Council services to meet the diverse needs of our residents.	Strategy fully implemented	31/03/22
To modernise the way the Council operates by updating the Constitution.	Establish a Constitution Review Steering Group.	31/01/21
	Identify key areas for change.	31/03/21

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
	Consultation with all Members/Overview and Scrutiny Committee.	30/07/21
	Cabinet consider and recommends changes to Council.	31/09/21
	Full Council approval.	31/12/21
	New Constitution implemented.	31/01/22
Listening and responding to the needs and experiences of our residents.	Council survey of the needs and experiences of residents completed annually.	31/03/21

A TOWN COUNCIL FOR BEXHILL-ON-SEA

To form a Parish (Town) Council for Bexhill with effect from 1 April 2021 and first elections in May 2021.

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
Draft the Community Governance Order (CGO) to enact the final recommendations of the Community Governance Review of Bexhill-on-Sea and establish a Parish (Town) Council.	Council approval of CGO.	31/12/20
Appoint an interim administrator to take all necessary steps to set up the initial governance structure for the Council and all other necessary administrative tasks prior to the election of the Parish (Town) Council, including the promotion of the election including the holding of events and briefing prospective candidates.	Interim Administrator appointed.	07/02/21
	Publicise the up and coming elections.	28/02/21
Work with the new Parish (Town) Council to identify and agree which assets and services will be transferred from Rother District Council to the Parish (Town) Council.	Establish a formal process for consulting with the new Parish (Town) Council on the transfer of services.	31/09/21
	Identify and agree which services will transfer from April 2022.	31/12/21
The Community Governance Review Steering Group to work with the interim administrator to make arrangements for the appointment of a permanent Parish (Town) Council clerk following the elections in May 2021.	Advertise position widely in February with closing date end of March.	31/03/21
	Shortlist drawn up ready for the new Parish (Town) Council.	30/04/21
	Interviews conducted by new Parish (Town) Council.	31/05/21

ACTIONS TO ACHIEVE OUR AIMS	MILESTONES	BY WHEN
Conduct the election of the new Parish (Town) Council in accordance with electoral legislation.	Publicise the up and coming election.	28/02/21
	Give formal notice of the election.	29/03/21
	Publish list of persons nominated.	09/04/21
	Conduct the election.	06/05/21

Glossary of Terms – TO BE COMPILED

Bexhill Studios Project

DFGs

Live, Work, Thrive Project

NNDR

PINS

Regulation 18

Regulation 19

RTF