

Rother District Council

Report to: Cabinet

Date: 28 June 2021

Title: Corporate Programme 2014-2021 update and close-out

Report of: Ben Hook, Head of Acquisitions, Transformation and Regeneration

Cabinet Member: Councillor Oliver

Ward(s): All

Purpose of Report: To provide an update on the progress and outcomes of the Corporate Programme of priority projects delivered to support achievement of the Corporate Plan 2014-2021.

Decision Type: Non-Key

Officer

Recommendation(s): It be **RESOLVED**: That the:

- 1) progress and outcomes of the Corporate Programme 2014-2021 be noted; and
- 2) Corporate Programme 2014-2021 be formally closed out in readiness for the new Corporate Programme 2020-2027.

Reasons for

Recommendations: To close out the programme of priority projects attached to the previous Corporate Plan 2014-2021.

Introduction

1. This report provides an update on the progress and outcomes of the Corporate Programme of priority projects delivered to support achievement of the Corporate Plan 2014-2021.

The Programme

2. The Corporate Plan 2014-2021 included a Corporate Programme made up of 29 priority projects to support achievement of the vision, aims and broad outcomes. Each project sat within one of the Corporate Plan's core aims, as set out below

Efficient, Flexible and Effective Council

1. Member Development
2. Better Connected (phase 1 & 2)
3. Workforce Development Plan
4. Asset Management Plan
5. Service Resetting Plan (Rother 2020)

Sustainable Economic Prosperity

1. NE Bexhill Master Plan Delivery (BX2)
2. NE Bexhill Master Plan Delivery (BX3)
3. Blackfriars, Battle
4. Camber Regeneration
5. Bexhill Town Centre Strategy
6. Development of Key Employment Sites
7. Economic Development - Rye Area
8. Superfast Broadband Rollout
9. Barnhorn Road Development
10. Skills Development
11. Community Infrastructure Levy

Stronger, Safer Communities

1. Development of the old Bexhill High School Site
2. Active Rother Programme
3. Private Sector Housing Renewal
4. Housing Development Programme (phase 1 & 2)
5. Empty Homes Back into Use
6. Council Tax Reduction Scheme
7. Welfare Reform Rollout
8. Walking & Cycling Strategy

A Quality Physical Environment

1. Improving Recycling Rates in Rother
2. Fuel Poverty
3. Collective Energy Switching
4. Coastal Environments
5. Combe Valley Countryside Park

3. Monitoring on progress and risk management issues were reported to the Strategic Management Team in their role as Programme Board on a quarterly basis and by exception, if required.

Delivery and Performance

4. A detailed summary of delivery and performance of the Programme, broken down by individual projects is attached at Appendix A. 15 projects have been wholly completed to date, with close-out reports signed off by Programme Board; these are:
 1. Member Development
 2. Rother 2020 (formerly 'Service Resetting Phase 3')
 3. North East Bexhill Phase 1 (BX2): facilitating development
 4. North East Bexhill Phase 2 (BX3): facilitating development
 5. Superfast Broadband Rollout (supporting East Sussex County Council)
 6. Community Infrastructure Levy (CIL)
 7. Active Rother Programme (Getting Rother Active Project)
 8. Setting up of Information Service for Bringing Empty Homes into Use
 9. Council Tax Reduction Scheme
 10. Welfare Reform Rollout
 11. Walking and Cycling Strategy (supporting East Sussex County Council)
 12. Improving Recycling Rates in Rother
 13. Collective Energy Switching

- 14. Fuel Poverty
- 15. Combe Valley Countryside Park

- 5. Two projects completed a 'phase 1', but Programme Board requested second phases to be scoped and delivered to harness opportunities and address issues, both also completed:
 - 1. Better Connected Phase 2 (both phases 1 and 2 complete)
 - 2. Housing Development Programme Phase 2 (both phases 1 and 2 complete)
- 6. A further four projects were due for completion in 2020, however external factors meant these were put on hold, therefore still 'in progress':
 - 1. Workforce Development Plan
 - 2. Bexhill Town Centre Strategy
 - 3. Coastal Environments
 - 4. Private Sector Housing Renewal
- 7. Throughout the project planning phases, eight projects were identified as longer term, set for completion by 2021 or beyond. Some of these will not be taken any further, whilst others are proposed for inclusion in the new Corporate Programme. This includes:
 - 1. RDC Asset Management Plan
 - 2. Blackfriars, Battle
 - 3. Barnhorn Road (Barnhorn Green Health and Employment Scheme)
 - 4. Development of Key Employment Sites
 - 5. Promoting Economic Development in the Rye Area
 - 6. Development of Former Bexhill High School Site (on hold)
 - 7. Skills Development
 - 8. Camber Regeneration

Resources and staffing

- 8. The Corporate Programme uses both revenue and capital resources of the Council.
- 9. Existing council officers took on Project Management responsibility alongside day-to-day duties in which to deliver most of these projects. A Development Projects Manager was employed in 2018 to take forward housing and asset development schemes. A Major Projects Manager was employed in October 2019 to take forward commercial development schemes. Most recently, a Housing Development Manager was appointed to lead the programme of schemes to be delivered by the local housing company, Alliance Homes (Rother) Limited.
- 10. External consultancy has been used to support project planning and delivery where inhouse technical expertise does not exist, including but not limited to employer's agent services, design, surveys, specific legal advice and planning application preparation and submission and other specific professional advice and input on the breadth of projects across the Programme.
- 11. Attached at Appendix B is a summary of the estimated total cost of the programme of identified projects and actual spend to 31/03/2021.

12. It should be noted that not all projects had full funding in place, e.g. the new Bexhill Leisure Centre development, Blackfriars, Housing Development Programme, Private Sector Housing Renewal and Coastal Environments. Projects where funding was to be identified were progressed to a stage where further Member approval would be required before the Council is financially committed to delivering the project. Given the financial climate for public funding and its impact on the Council's financial position, it was sensible to have this flexibility before substantial financial commitments are made

Conclusion

13. The Corporate Programme has proved a successful method of delivering strategic progress against the Core Aims set out within the Council's Corporate Plan 2014-2021 and much has been achieved since the Plan's adoption. The next step for the Programme is to ensure projects that have been planned in detail can be taken through to delivery as part of a new Corporate Plan vision. The new Programme will be closely monitored and risk assessed to ensure continued successful delivery.
14. Whilst the global COVID-19 pandemic and associated restrictions have required refocus of resources and has impacted the delivery of some event-based initiatives, the large development projects have been able to progress, albeit slightly delayed due to challenges in new ways of working.
15. Cabinet is recommended:
- 1) that the progress and outcomes of the Corporate Programme 2014-2021 be noted; and
 - 2) the Corporate Programme 2014-2021 be formally closed out in readiness for the new Corporate Programme 2020-2027.

Environmental and Finance

16. Specific aspects are detailed in each of the projects.

Other Implications	Applies?	Other Implications	Applies?
Human Rights	No	Equalities and Diversity	No
Crime and Disorder	No	Consultation	No
Environmental	Yes	Access to Information	No
Risk Management	No	Exempt from publication	No

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Appendices:	A: Project status and outcomes report B: Programme valuation and spend to 31/03/2020
Relevant Previous Minutes:	CB14/13 C14/41
Background Papers:	None
Reference Documents:	Corporate Plan 2014-2021

**ROTHER DISTRICT COUNCIL CORPORATE PROGRAMME 2014-21
PROGRESS UPDATE AND CLOSE-OUT 2021**

www.rother.gov.uk/corporateplan

Summary

CORE AIM	TOTAL PROJECTS IN CORE AIM	PROJECTS IN PROGRESS	PROJECTS COMPLETED
An Efficient, Flexible and Effective Council	5	1	4
Sustainable Economic Prosperity	11	7	4
Stronger, Safer Communities	8	2	6
A Quality Physical Environment	5	1	4
Total	29	11	18

AIM 1: An Efficient, Flexible and Effective Council

PROJECT NAME	DUE DATE	UPDATE
CA1.01: Member Development Continuing current programme, focusing on delivering technology options to improve communication	31-Mar-2016	<p>Project completed</p> <ul style="list-style-type: none"> • South East Employers Charter Award for Member Development achieved December 2015. • Technology requirements identified, equipment purchased and distributed. • 4-year training programme created and implemented.
CA1.02: Better Connected Develop, deliver and implement a strategy that allows our customers to deal with us effectively and efficiently on-line	<p>Phase 1: 31-Sep-2018</p> <p>Phase 2: 31-Mar-2020</p>	<p>Project completed</p> <p>Phase 1: integration, channel shift and communications:</p> <ul style="list-style-type: none"> • Develop and Deliver the Essential Maintenance Plan (EPM). • Deliver existing website improvements. • Deliver Member Technology Solutions. • Deliver ICT Systems Integration. • New telephony system installed and implemented. <p>Phase 2: Website Development Programme: Delivery of a new design-led online platform with end-to-end integration, delivering an improved customer experience, improved functionality, and a</p>

		<p>significantly improved service offer, saving £15,000 per year in contract fees. This included:</p> <ul style="list-style-type: none"> • New website platform and Intranet (including sub-sites). • New online corporate standard. • New web content management group. • New web content management procedures and training.
<p>CA1.03: Workforce Development Plan 2014-19 Setting out a clear programme of staff development which supports delivery of the Corporate Plan</p>	31-Dec-2019	<p>Project in progress The Workforce Development Plan is currently in progress. Following the restructure between March and June 2018, and the temporary senior restructure in 2020/21, this project will be replaced in the new Programme to deal with the longer-term restructure aligned with the organisational need.</p>
<p>CA1.04: RDC Asset Management Plan Focus on delivering an asset programme which ensures the greatest return, whether financial or social</p>	31-Dec-2021	<p>Project in progress Table of recommendations for actions on investment properties and devolved/non-devolved assets was completed. Several assets were sold to community groups such as woodlands and tracks to manage and maintain within the community. A capital receipt in excess of £250,000 was achieved in 2016 from auctioned assets surplus to requirements. Recommendations to the Property Investment Group made as opportunities arise. This included taking forward three identified sites on the Beeching Road Estate: Beeching Road Creative Studios (Local Growth Fund grant allocated), Wainwright Road demolition of old factory and new medical centre development (temporary COVID-19 testing site), and early plans for 35 Beeching Road longer term use (in progress).</p>
<p>CA1.05: Rother 2020 (was Service Resetting Plan) Programme of service and structure reviews to ensure the Council is prepared for future economic challenges</p>	31-Mar-2020	<p>Completed £1.8m of savings/income were identified in the December 2017 and December 2018 budget reviews and built into the 2018/19 and 2019/20 budgets. This was achieved through the delivery of a programme of work streams: Increase Income; Lean Business Process Reviews; Demand Management; Prioritisation of Services, and; Organisational Form and Culture.</p>

		<p>Increase Income: included better investment of reserves, property investment opportunities, solar panels and fees and charges.</p> <p>Lean Business Process Reviews and Demand Management: These programmes looked at business demand and processes and provide solutions for making efficiencies. The Lean Implementation Programme was driven forward to ensure identified efficiencies were implemented within service areas. This included the Document Image Processing system, updates to the garden waste payment process and other improvements to digital technology and service processes.</p> <p>Prioritisation of Services (PoS): identification of priority services required and how to deliver them set as part of 2018 mini-restructure.</p> <p>Organisational Form & Culture: Opportunities for review of partnership working, such as combined working on a new finance system with Hastings Borough Council, the formation of the new East Sussex Building Control Service hosted by Wealden District Council, and most recently the transfer of Joint Waste Team to Wealden District Council and the Sussex Training Consortium management transferred to Adur and Worthing Council.</p>
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AIM 2: Sustainable Economic Prosperity

PROJECT NAME	DUE DATE	UPDATE
<p>CA2.01: North East Bexhill Master plan Delivery (BX2) Ensure appropriate, sustainable development of residential, community, retail and employment sites. Relates to Local Plan site: BX2</p>	31-Dec-2018	<p>Project completed: this project was to work with developers to bring the allocated site within the Local Plan (BX2) forward, achieving planning permission and mobilising works on site. The outputs include:</p> <ul style="list-style-type: none"> • Gateway Street planning permission granted, road constructed and in use. • Northern employment area granted outline planning permission (15,000sqm) and first building occupied (Glovers House). • Additional northern employment area granted outline planning permission (7,000sqm) and first building under construction (High Weald House).

		<ul style="list-style-type: none"> • Barratt Homes development planning permission (108 dwellings) granted and nearing completion. Two additional wheelchair units granted August 2017. • Bovis Homes development outline planning permission granted (1,050 dwellings, 7,000sqm employment floor space, primary school, open space and commercial uses) commenced. • Marstons pub and hotel on northern employment area. Planning permission granted, development close to commencing. • North East Access road is opened March 2019 – connecting this part of Bexhill to Ninfield Road. <p>It is expected that the delivery of these sites will be considered for inclusion within the next Corporate Plan/Programme to ensure the strategic objectives are being met.</p>
<p>CA2.02: North East Bexhill Master plan Delivery (BX3) Ensure appropriate, sustainable development of residential, community, retail and employment sites. Relates to Local Plan site: BX3</p>	<p>30-Mar-2019</p>	<p>Project completed: this project was to work with developers to bring the allocated site within the Local Plan (BX3) forward, achieving planning permission. The outputs include:</p> <ul style="list-style-type: none"> • Permission granted for the erection of 139 residential units (including 30% affordable), together with associated car parking, cycle storage, open space, landscaping and provision of new vehicular access from Watergate: RR/2017/2441/P. • Outline planning issued for a Business park for up to 33,500sqm (net internal area) of employment floor space (within Use Classes B1 and B2) with roads and ancillary infrastructure and services: RR/2017/2181/P. <p>It is expected that the delivery of these sites will be considered for inclusion within the next Corporate Plan/Programme to ensure the strategic objectives are being met.</p>
<p>CA2.03: Blackfriars, Battle Work with adjacent landowners to facilitate the development of housing</p>	<p>31-Mar-2021</p>	<p>Project in progress This will see the delivery of 200 homes via the new local housing company Alliance Homes (Rother) Limited, 30% of which will be affordable. Homes England Housing Infrastructure Fund award of £8.7m Planning Application has been approved. Land assembly nearing completion (CPO to be enforced as appropriate)</p>

		Nominated for an 'Inside Housing' national award. Road construction contractor appointed – to be mobilised Spring 2021 Housing development contractor to be appointed by Alliance Homes (Rother) Limited to start late Summer 2021.
CA2.04: Camber Regeneration Redevelopment of key sites in Camber, in line with the adopted Masterplan	31-Mar-2021	Project in progress The Camber Supplementary Planning Document (SPD) sets out the overarching Vision for the village and provides guidance for future development. A viability/options report has been drafted for Strategic Management Team to discuss income and costs from East Sussex County Council regarding various land holdings.
CA2.05: Bexhill Town Centre Strategy Programme Delivery of the adopted Town Centre Strategy	30-Jun-2021	Project in progress <ul style="list-style-type: none"> • Works to Sackville Roundabout commenced early in 2017. • Replacement trees in the town centre and maintenance works to existing trees due to start in Spring 2017. • Summer of Events rail poster campaign in 2016 was successful. • Best for Business Conference held at the DLWP in October 2016. • Improved highways signage for Wainwright Road car park underway with East Sussex County Council. • Cabinet 4.11.19 agreed new Terms of Reference. • Two resident representatives were selected for a years' term following an application and interview process – this was put on hold due to COVID-19. • The steering group decided that the town centre strategy was not the best use of money post COVID-19 and needed to wait to see lay of land (town centre retail). Cabinet report for rest of Section 106 money to be devolved to town centre steering group to support local projects (Feb 2021).
CA2.06: Development of Key Employment Sites Enabling development of key employment sites	31-Mar-2021	Project in progress <ul style="list-style-type: none"> • The list of key RDC owned sites were prioritised. This does not extend to all available target sites in Rother, e.g. Barnhorn Green; Glovers site 3, Mount View Street. These were individually assessed for viability using the prom-forma delivery strategy (approved at Cabinet March 2019).

		<p>Funding allocated (£1.25m) to bring forward the West Trading Estate (Beeching Road and Wainwright Road).</p> <ul style="list-style-type: none"> The Development and Site Allocation (DaSA) examination took place in May 2019. This project continues to review allocated sites in the DaSA and relevant Neighbourhood Plans to assess the potential for RDC involvement and discuss with planners.
<p>CA2.07: 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</p>	<p>31-Mar-2021</p>	<p>Project in progress This was a programme of projects being delivered either directly by RDC or by partnership organisations. The eight projects identified for delivery and partnership monitoring are set out below, each with its broad objective:</p> <ul style="list-style-type: none"> Rye Neighbourhood Plan: No hearing was required by the Examiner. Referendum held 27 June with a positive result. Went to Cabinet and Full Council on 8 July to be 'made' Rye Harbour Development & Site Allocations: The Development and Site Allocations (DaSA) Local Plan was adopted by full Council on 16 December 2019. Rock Channel East Development: Rye Partnership signed off the Feasibility study and opened pre-app discussions regarding redevelopment of the residential units at the Fisheries site. Tilling Green Housing: The site is allocated in the draft Rye Neighbourhood Plan for up to 20 residential units and a community centre. High Speed Rail: SE franchise bidder announcement extended to April 20. The competition for the next SE Franchise was terminated. Direct award contract awarded to incumbent Govia. Rother Owned Land: Proposals are being worked up for Cyprus Place Depot. This site is allocated for residential development in the draft Rye NP. Dungeness Complex Sustainable Access Strategy: The Development and Site Allocations (DaSA) Local Plan was adopted by Full Council on 16 December 2019: incorporate into the policies. Tourist Information Provision: PROJECT COMPLETED: contract successfully let from April 2018 to March 2021.

<p>CA2.08: Superfast Broadband Rollout Work with ESCC to release information on areas with superfast broadband installed in the press and on the website / social media</p>	31-Mar-2021	<p>Project completed This project was led by ESCC (and is ongoing), but RDC's element delivered four main outputs:</p> <ol style="list-style-type: none"> 1. A presentation by ESCC to OSC. 2. A website page directing residents to the ESCC e-Sussex pages. 3. Annual articles in the Members' Bulletin (handed over to service delivery). 4. A communications plan in place with ESCC Communications team for using social media for SFBB updates (handed over to service delivery). <p>The outcomes will be measured and reported by ESCC e-Sussex team on their website and will be included in the Members' Bulletin articles - see 1 March 2018 issue as an example.</p>
<p>CA2.09: Barnhorn Road Development Creating units providing increased employment space</p>	31-Mar-2020	<p>Project in progress The main housing development is underway with several units occupied. RDC has purchased the land allocated for employment and is currently working on the planning application for a GP surgery and employment units. It is expected to cost in the region of £10m. A Growing Places Fund loan of £1.75m has been secured which has been set at 2% below interest. The remainder will be funded through Public Working Loans Board (PWLB) borrowing, offset by rent from tenants, to provide an income stream for the council whilst delivering much needed improved healthcare and business growth. This programme for delivery is delayed due to key partners, being the local GPs and the Clinical Commissioning Group, having higher priorities throughout 2020/21 due to Covid-19 response requirements.</p>
<p>CA2.10: RCPA2.10 Skills Development Facilitate discussions between education establishments and business</p>	31-Mar-2021	<p>Project in progress</p> <ul style="list-style-type: none"> • Employment and Skills Plan: Bovis Homes Section 106 Skills and Development Plans: contract signed, skills plan to be delivered. Local Employment skills plan launch 24 July 2019 at RDC Town Hall. • Supporting Individuals into training or employment: Creative Incubator space in Bexhill: Local Growth Fund bid for Beeching Road development successful (ref: CA1.04). This has enabled the conversion of poor-quality light industrial units to provide a creative hub to facilitate the growth of creative industries – phase two works out for tender (April 2021).

		<ul style="list-style-type: none"> • Jobs & Apprenticeships Fair took place on 5 April 2019. COVID-19 meant the 2020 event could not take place. Since the inception of this annual event, there have been 210 exhibitors, 1,800 attendees, and 160 opportunities created. • RDC Apprentices – Since 2014, the Council has supported 16 apprentices, with seven currently employed and undertaking qualifications (2021).
<p>CA2.11: Community Infrastructure Levy To develop, deliver and administer a Community Infrastructure Levy (CIL) charging schedule</p>	30-Jun-2016	<p>Project completed</p> <ul style="list-style-type: none"> • CIL external examination carried out August to September 2015. • CIL adopted by Full Council December 2015. • CIL implemented April 2016.

AIM 3: Stronger Safer Communities

PROJECT NAME	DUE DATE	UPDATE
<p>CA3.01: 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</p>	31-Mar-2020	<p>Project in progress An outline planning application was given delegated authority for approval subject to completion of a Section 106 agreement. The Land Swap agreement with East Sussex County Council is due to be completed summer 2021. Due to COVID-19 and the uncertainty in leisure provision in the future, a decision was taken by Cabinet to put the leisure centre element on hold until there is more certainty on the leisure industry and local demand. Cabinet agreed that the residential development should still progress as part of the planned acceleration of housing delivery. Officers are working with appointed architects to prepare and submit a reserved matters application for up to 52 new homes.</p>

<p>CA3.02: Active Rother Programme Encourage greater physical activity and promote healthier lifestyles</p>	31-Mar-2018	<p>Project completed The Getting Rother Active project delivered an extensive activity programme, with 3,100 actual participants attending regular activities leading to a total throughput of over 11,000. Several training programmes for activity leaders and volunteers were also delivered as well as one-off events such as the annual summer 'Be Active' days. The project exceeded the targets set by Sport England, the main funder.</p> <p>The University of Brighton has finished the external evaluation of the project highlighting many successes alongside the learning that has come from the project. This reinforces that the Council can apply, manage and successfully deliver a project which can benefit the lives of local residents. The next period will include the publishing of an updated Active Rother strategy, delivered through service operations. This will form the basis of how the Council moves forward with partners to encourage more active and healthy lifestyles for residents.</p>
<p>CA3.03: 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</p>	31-Mar-2021	<p>Project in progress</p> <ul style="list-style-type: none"> • The Environmental Health department is a registered member of NAPIT (the National Association of Professional Inspectors and Testers); this serves as a contact point for RDC and assists Private Sector Housing officers in dealing with electrical hazards. • There is a current focus on dealing with Empty Properties. • 'Project Discovery' has been instrumental in locating licensable housing/HMOs with a focus made on hotel and restaurant staff houses. This is an ongoing service-based project as new HMOs are constantly being created.
<p>CA3.04: Housing Development Programme Enable the delivery of affordable homes across the district to meet housing needs</p>	31-Mar-2020	<p>Project completed Phase 1 completed: this delivered 392 affordable homes across the district: including: two Extra care schemes for older people; three Local Rural housing needs developments, known as 'rural exception sites'; a specialist supported housing scheme for residents with mental health needs; three sheltered housing schemes and; two older persons housing schemes.</p>

		Phase 2 completed: Six projects were scoped as a result of the actions proposed by the Housing Task and Finish Group. Housing, Homelessness and Rough Sleeper strategy adopted and implemented. Alliance Homes (Rother) Limited set up as a local housing company to accelerate the delivery of homes in the district.
CA3.05: Bringing Rother's Empty Homes Back Into Use Setting up an information, advice and assistance service for empty home owners	31-Mar-2016	Project completed <ul style="list-style-type: none"> Website live for information on how to deal with empty homes: https://www.rother.gov.uk/empty-residential-properties Online form for reporting empty homes live on website page. Outcomes to be monitored through the Council's service delivery.
CA3.06: Council Tax Reduction Scheme Lead on county-wide Council Tax Reduction Scheme to include full scheme rules and full consultation	29-Apr-2016	Project completed <ul style="list-style-type: none"> New scheme drafted and consultation carried out. Scheme in force April 2016.
CA3.07: Welfare Reform Rollout Manage the impact of the welfare reform roll-out and manage the impact on staffing following introduction of Universal Credit	30-Jul-2017	Project completed <ul style="list-style-type: none"> Council Tax Reduction Scheme project delivered (ref. CA3.06). Schemes, funding and initial projects delivered to manage the impact of Welfare Reform. ESCC lead: information sharing with delivery partners. Rollout of Universal Credit in Eastern part of Rother (reporting to Hastings Job Centre+) completed December 2016. Rest of Rother went live July 2017.
CA3.08: Walking and Cycling Strategy Support the development, delivery and implementation of a Walking and Cycling Strategy for Rother.	31-Dec-2018	Project completed This project was initially focussed on RDC's role in supporting ESCC in the development of a County-wide Walking and Cycling Strategy. However, tangible actions have been delivered across the district to promote walking and cycling, which exceeded initial project expectations, including: <ul style="list-style-type: none"> 242 organised Health Walks, led by 25 trained leaders across locations in Rother throughout 2018, contributing nearly 700 volunteer hours. Working with East Sussex and Hastings councils, Sustrans and Developers in setting out plans for an integrated, safe Cycle Network.

		<ul style="list-style-type: none"> The annual 1066 Cycling Festival attracts around 350 people each year, helping these partners to promote cycling participation and use of the network.
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AIM 4: A Quality Physical Environment

PROJECT NAME	DUE DATE	UPDATE
CA4.01: Improving Recycling Rates in Rother Management of recycling contract to improve recycling rates across Rother	31-Mar-2018	Project completed Rother led on the East Sussex Joint Waste Partnership and has improved recycling rates in the District. In 2018/19 we reused, recycled or composted over 47% of household waste, which is a 2% increase since 2014. We're currently the 2nd highest collection authority for doorstep recycling in East Sussex.
CA4.02: Fuel Poverty Work with partners to advise residents regarding range of options available	31-Mar-2017	Project completed <ul style="list-style-type: none"> Officers in customer services and private sector housing have been trained to identify households living in fuel poverty and be able to direct households to sources of advice and funding. The East Sussex Energy Partnership (ESEP) has set up a website 'warneastsussex', which provides information on home energy efficiency and grants available to the fuel poor. This website acts as a resource to all visiting Officers. Officers have been advised to use the site, so they can advise their clients. The website will be maintained by the ESEP Co-ordinator. The Council continues to participate with the work of the ESEP. The Overview and Scrutiny Committee received a report on fuel poverty and the work of ESEP. Outcomes are reported to HECA (Home Energy Conservation Act), and the online report from RDC can be found here: http://www.rother.gov.uk/article/2425/Fuel-poverty Front line staff training will continue through the provision of an on-line course, attendance at half day courses provided by the East Sussex Energy Partnership and training will provided to Customer Services

		<p>Assistants at their weekly training sessions. The Council will continue to be an active member of the ESEP and refer residents to the Winter Home Check service, which allows residents to benefit from any available grant funding.</p>
<p>CA4.03: Collective Energy Switching Facilitate and signpost residents to switch energy supplier and achieve savings</p>	31-Mar-2016	<p>Project completed</p> <ul style="list-style-type: none"> • 170 residents registered on the database, with 101 of those switching • Estimated average savings for those 101 households are in the region of £280 per year
<p>CA4.04: Coastal Environments Continue improvements to coastal environment</p>	31-Mar-2021	<p>Project in progress</p> <p>Heritage Lottery Fund applications for a ‘whole project’ approach to conservation and improvement of the public realm promenade were unsuccessful despite multiple attempts.</p> <p>Officers have been working in collaboration with Bexhill Heritage to conserve and restore the seafront shelters</p> <p>An ESCC highway project to achieve replacement of the street lighting like-for-like in keeping with the ornamental scheme. All 30 lanterns have been replaced.</p> <p>Ongoing seafront public realm management is to be taken forward as business as usual as not highlighted as a priority in the new draft Corporate Plan.</p>
<p>CA4.05: Combe Valley Countryside Park Secure the future management and success of the park</p>	31-Mar-2016	<p>Project completed</p> <ul style="list-style-type: none"> • Community Interest Company (CIC) established for management of the park. • Funding secured from NE Bexhill developer contributions in the region of £100,000 per year over 10 years. • Visitor centre opened May 2016.

Corporate Programme 2014-2021: estimated value and spend to 31 March 2021

PROJECTS	Project Status	Project valuations and funding					Actual Spend to 31/03/2021 (rounded up to nearest £1k)
		Estimated Project value (rounded up to nearest £1k)	RDC committed Funding or RDC internal borrowing (rounded down to nearest £1k)	Allocated from PIP/PIS £35m borrowing (rounded down to nearest £1k)	External funding received (rounded down to nearest £1k)	External funding expected (rounded down to nearest £1k)	
Efficient, Flexible and Effective Council							
Member Development	Completed	22,000	(22,000)				22,000
Better Connected programme:	Completed						
Better Connected: Phase 1: Telephony & integration		475,000	(475,000)				475,000
Better Connected: Phase 2: Website		23,000	(23,000)				23,000
Workforce Development	In progress						
RDC Asset Management Plan	In progress	1,455,000	(25,000)	(290,000)	(960,000)		460,333
ROTHER 20/20 (Service Resetting)	Completed	277,000	(277,000)				n/a
R2020 property investment: Terminus Rd		899,000		(899,000)			899,000
R2020 property investment: Glovers House		7,960,000		(7,960,000)			7,960,000
R2020 property investment: 18-40 Beeching Rd		881,000		(881,000)			881,000
R2020 property investment: 16 Beeching Rd		881,000		(881,000)			881,000
R2020 property investment: 1-7 Wainwright Rd		1,000		(1,000)			1,000
R2020 property investment: Jempsons Battle		3,311,000		(3,311,000)			3,311,000
R2020 solar panels		46,000	(39,000)		(7,000)		46,000
Sustainable Economic Prosperity							
North East Bexhill Masterplan Delivery (BX2)	Completed						
North East Bexhill Masterplan Delivery (BX3)	Completed						
Blackfriars, Battle	In progress	70,198,000	(1,200,000)			(8,727,000)	957,427
Camber Regeneration	In progress						
Bexhill Town Centre Strategy Delivery: s106 funds	In progress	100,000			(100,000)		65,000
Development of Key Employment Sites	In progress	30,000	(30,000)				30,000
Promoting Economic Development in the Rye Area	In progress						
Superfast Broadband Rollout	Completed						
Barnhorn Road Development	In progress	10,638,000		(10,638,000)			693,756
Skills Development	In progress	80,000			(80,000)		8,000
Community Infrastructure Levy	Completed	23,000	(23,000)				23,000
Stronger, Safer Communities							
Destination Leisure: Bexhill	On hold	15,105,000	(1,693,000)		(3,538,000)		111,000
King Offa Residential: Bexhill	In progress	11,420,000	(420,000)				20,724
Active Rother Programme	Completed	300,000	(91,000)		(210,000)		300,000
Private Sector Housing Renewal	In progress	69,000	(69,000)				69,000
Housing Development Programme	Completed	9,000	(9,000)				9,000
HDP Phase 1: Council Led Housing Development project		250,000	(250,000)				34,188
HDP Phase 2: Housing strategy and implementation of LHC							
Bringing Rother's Empty Homes Back into Use	Completed						
Council Tax Reduction Scheme	Completed						
Welfare Reform Rollout	Completed						
Walking and Cycling Strategy	Completed						
A Quality Physical Environment							
Improving Recycling Rates in Rother	Completed						
Fuel Poverty	Completed	1,000	(1,000)				1,000
Collective Energy Switching	Completed	1,000	(1,000)				1,000
Coastal Environments (Fairlight Berm £1.5m/East Parade £1m)	In progress	2,500,000	(68,000)		(1,500,000)	(932,000)	1,517,000
Combe Valley Countryside Park	Completed	20,000	(20,000)				20,000
TOTALS		126,975,000	(4,736,000)	(24,861,000)	(6,395,000)	(9,659,000)	18,819,428