

# Hastings Borough Council Corporate Plan: Part II

## Targets for 2014/15

This section of the Council's Corporate Plan sets out the targets we will be working to achieve during 2014/15.

These targets are monitored every three months by the Overview and Scrutiny Committees and these are one of the ways local people can hold the Council to account for its performance.

We ensure that our staff are focused on achieving our longer term priorities and the annual targets, by linking these to their individual targets which are monitored through performance reviews and the staff appraisal process.

The Council works in a cross-cutting way bringing together staff and expertise from teams across the Council to focus on and deliver specific projects and new ways of working. The cross-cutting targets for 2014/15 are set out below followed by the targets for each individual service area.

Key Performance Indicators (KPIs) for 2014/15 are also included in this section. These focus attention on specific issues that are important to local people and those which give an overview of the Council's performance.

## Priorities for 2014/15

The commitments and targets we will work hard to meet in 2014/15, contribute to achieving our 6 overarching Priorities. These are listed below, in no particular order.

Underpinning our priorities from 2014/15 onwards is a renewed commitment to '**Customer First**', and working as '**One Team**'.

## Fairness and Equality

To provide high quality services that meet the needs and improve the quality of life of all our citizens, promoting equality of opportunity through a culture of openness, fairness and transparency, enabling local people to hold us to account.

## Economic & Physical Regeneration

To secure economic & physical regeneration that produces high quality new developments while preserving the best of our heritage, promoting infrastructure improvements, economic growth and employment, particularly in tourism, creative industries, and high-tech manufacturing & research.

## Narrowing the Gap

To 'narrow the gap' between the opportunities of our most deprived communities and those of the rest of the town, as well as between Hastings and the rest of the South East.

**Facing Financial Challenges**

To meet the current financial challenges by maximising the resources available to us through efficiency improvements, income generation, attracting external funding and investigate sharing services, maintaining an organisation that values its staff and is good to work for.

**Interventionist Council**

To keep the town clean, safe and attractive, using direct actions to tackle enviro-crime, poor housing, eyesore properties, derelict land and improvements to the public realm.

**Environmental Sustainability**

To tackle climate change and improve the borough's environment by reducing our own carbon footprint, maintaining high-quality green spaces, promoting sustainable transport, and encouraging 'green' industries.

## CROSS-CUTTING TARGETS 2014/15

The following projects will occupy considerable time and resources during 2014/15. Delivery of these projects involves teams of staff from across the Council working together with Members and our partners. The relevant Overview and Scrutiny (O & S) Committee will monitor progress against targets.

### a) RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

#### 1. DELIVERING SERVICES INTO THE FUTURE

<b>Brief:</b>	Prepare for further significant reductions in Council spending in the future whilst prioritising the activities and projects the Council has capacity to deliver.
<b>Director:</b>	Neil Dart
<b>Contributions:</b>	Strategic Leadership Board and all HBC staff
<b>Lead Member:</b>	Cllr Birch
<b>O &amp; S:</b>	Resources
<b>2014/15 Targets</b>	<ul style="list-style-type: none"><li>a) Undertake a programme of Customer First and Efficiency reviews, prioritising those with the potential for biggest gains in efficiency, cost savings, and/or resilience.</li><li>c) Seek out and explore opportunities for new service delivery models, including shared services where this will provide efficiencies or resilience.</li><li>b) Deliver a programme of consultation to test local priorities with local people and staff.</li><li>d) Complete a Priority Income Efficiency Review process to inform the 2015/16 budget.</li><li>e) Produce and publish a Medium Term Financial Strategy.</li><li>f) Agree a significantly revised Corporate Plan and a Budget for 2015/16 onwards in February 2015.</li></ul>

#### 2. CORPORATE RISK MANAGEMENT

<b>Brief:</b>	To maintain an environment where risk management is an integral part of planning and performance management processes and the general culture of the Authority.
<b>Director:</b>	Richard Homewood
<b>Contributions:</b>	All Heads of Service
<b>Lead Member:</b>	Cllr Birch
<b>O &amp; S:</b>	Resources
<b>2014/15 Targets</b>	<ul style="list-style-type: none"><li>a) To maintain an overview of Corporate and Operational risks to the Council.</li><li>b) To formally review the Corporate Risk Register and report to Audit Committee during 2014/15.</li><li>c) To formally review the Operational Risk Register and report to Audit Committee during 2014/15.</li></ul>

d) To maintain an overview of the Council's Health and Safety Risk Management Policy and procedures.

### **3. ENVIRONMENT AND SUSTAINABILITY**

**Brief:** To provide strategic coordination and advice to the Council's policy and forward planning processes, ensuring the Council is maximizing opportunities to tackle climate change and make Hastings more environmentally sustainable.

**Director:** Richard Homewood

**Contributions:** All Heads of Service

**Lead Member:** Cllr Birch

**O & S:** Resources

**2014/15 Target(s)** a) Oversee and coordinate the implementation of the 2014/15 actions in the HBC Environmental Policy and Climate Change Action Plan.  
b) Review opportunities for exploiting external funding to support corporate environmental objectives.  
c) Deliver our 2014/15 Climate Local Commitments.

#### **PERFORMANCE INDICATORS**

Per capita reduction in CO<sup>2</sup> emissions in the Local Authority area and Percentage CO<sup>2</sup> reductions from local authority operations

### **4. CORPORATE EQUALITIES**

**Brief:** Put the needs of service users at the heart of delivery so that we are responsive to the needs of people with protected characteristics.

NB Under the Equality Act 2010 the Council has a duty to:

- Eliminate unlawful discrimination.
- Advance equality of opportunity between people in our town.
- Foster good relations.
- Identify priority actions for each year.

**Director:** Neil Dart

**Contributions:** All Heads of Service

**Lead Member:** Cllr Chowney

**O & S:** Resources

**2014/15 Target(s)** Our equality objective is to: *"To provide high quality services that meet the needs and improve the quality of life of all our citizens, promoting equality of opportunity through a culture of openness, fairness and transparency, enabling local people to hold us to account"*

Specific 2014/15 actions include:

a) The Corporate Equalities Steering Group to oversee how well services are meeting the needs of our communities.

- b) Carry out Equality Impact Assessments on major new Council policies to make sure that where possible, policies and services do not disadvantage any one part of the community more than the rest.
- c) To comply with the specific duties of the Equality Act 2010, and produce an annual equality statistical report which includes statistical information on our workforce including recruitment, promotions and staff turnover (by 31<sup>st</sup> January each year).
- d) Ensure our workforce profile reflects best practice in recruitment, and that through open and honest dialogue with staff we develop a culture of inclusion and openness.
- e) Ensure HBC continues to be an employer that pays a 'Living Wage' and work with our contractors to enable them to achieve this accreditation over appropriate time periods.
- f) Promote communications which celebrate diversity and showcase residents' contributions to their community and to cohesion on an ongoing basis.

## **5. ORGANISATIONAL DEVELOPMENT GROUP**

**Brief:** To continue to develop a 'Customer First' Council that operates as 'One Team'

**Director:** Neil Dart

**Contributions:** All Heads of Service and HBC Staff

**Lead Member:** Cllr Birch

**O & S:** Resources

### **2014/15 Target(s)**

- a) Develop a Customer First Strategy for HBC setting out our vision and approach to customer service across HBC, and publish a Customer Charter clarifying the level of service our service users should expect.
- b) Develop and manage a programme of culture change and improvement activity (including the incubation of new ideas and innovations).
- c) Maximise opportunities for the efficient use of office floor space in parallel with smarter working including flexible, mobile and home working, where possible release space for sub-letting to third parties
- d) Maximise use of electronic communications and technology to assist smooth service delivery and customer care.
- e) Receive and respond to feedback from staff engagement including the Staff Commission.
- f) Oversee complaints and compliments trends and ensure learning points are shared.

## **6. ANTI POVERTY AND WELFARE REFORM**

<b>Brief:</b>	Continue to monitor and co-ordinate HBC and partnership activity in response to the impact of welfare reform on our local residents
<b>Director:</b>	Simon Hubbard
<b>Contributions:</b>	All Heads of Service
<b>Lead Member:</b>	Cllr Forward
<b>O &amp; S:</b>	Resources
<b>2014/15 Targets</b>	a) Take forward with statutory and voluntary sector partners the implementation of the Hastings & St Leonards Anti Poverty Strategy Action Plan. b) Continue to assess and monitor the impact of welfare benefit changes upon inward migration and proactively work with partners to develop adequate responses to emerging trends. c) Review progress and adjust the action plan accordingly by September 2014

## **SERVICES OVERVIEW AND SCRUTINY COMMITTEE**

### **7. REGENERATION IN ST. LEONARDS**

<b>Brief:</b>	Continue to support the delivery of a broad programme of regeneration activity in central St Leonards in partnership with Amicus Horizon, the local community, Town Team and other partners.
<b>Director:</b>	Simon Hubbard
<b>Contributions:</b>	All Heads of Service
<b>Lead Member:</b>	Cllr Forward
<b>O &amp; S:</b>	Services
<b>2014/15 Targets</b>	(a) acquire and improve a minimum of 51 units of privately let or vacant dwelling over the period 2011-14 through the Coastal Space programme with AmicusHorizon. (b) Continue to lobby and press for area based investment and intervention in deprived coastal neighbourhoods such as St Leonards. (c) Explore through the Local Enterprise Partnership opportunities for investment in housing improvements and economic inclusion. (d) Continue proactive enforcement interventions in support of improvement programmes. (e) Work with the partners, the town team and the local community to deliver a regeneration action plan for St Leonards. (f) Continue to support community safety, marketing, business support and community development activities in St Leonards.

## **8. SEAFRONT STRATEGY**

- Brief:** The Seafront Strategy and action plan are overseen by a member/officer group. The action plan is intended to ensure the delivery of a range of action across the Council and maximise the economic, social, environmental and health benefits within existing resources.
- Director:** Simon Hubbard
- Contributions:** All Heads of Service
- Lead Member:** Cllr Chowney
- O & S:** Services
- 2014/15 Target(s)**
- a) Revise and adopt a refreshed seafront strategy and action plan
  - b) Bring forward proposals for the future of the White Rock Baths
  - c) Further develop proposals for the repair and regeneration of Bottle Alley
  - d) Fully commit funding through the Hastings FLAG programme and achieve its total spend by December 2015.
  - e) Bring forward initial proposals for potentially improved pedestrian access to the seafront following the opening of the Hastings/Bexhill Link Road
  - f) Develop with commercial partners catering or other retail facilities at key locations along the seafront.

## **9. HASTINGS CCTV SCHEME**

- Brief:** Let contract to introduce a new CCTV control room, and new on-street and off-street CCTV provision, in conjunction with Sussex Police.
- Director:** Simon Hubbard
- Contributions:** All Heads of Service
- Lead Member:** Cllr Chowney
- O & S:** Services
- 2014/15 Target(s)** Scheme to be implemented within budget by Q3 2014/15

# Environmental Services Directorate

## ENVIRONMENTAL SERVICES

- 1. Work with partners, licensees and residents to help improve public safety and the atmosphere of the town centres and reduce alcohol and drug related anti-social behaviour.**

Measures:

- a) Alcohol & drug related crime levels.
- b) Amendments to Licensing Act reviewed as they arise and implemented locally as appropriate.
- c) Level of participation by licensed premises in the 'Reduce the Strength' campaign.

- 2. Operate a high profile Street Warden Service, helping to maintain good 'streetscene' standards by taking a proactive and robust enforcement approach to enviro-crime and dog laws, and enforcing parking rules in Council operated car parks.**

Measures:

- a) Number of Fixed Penalty Notices and Penalty Charge Notices issued per year.
- b) Results on improved street and environmental cleanliness.

- 3. Work with the East Sussex Waste Partnership and our new waste and cleansing contractor Kier Services to improve refuse, recycling and cleansing services across the borough.**

Measures:

- a) Low level of substantiated customer complaints;
- b) Improved recycling rate
- c) Improved standards of 'streetscene' such as less litter and dog fouling, and improved public perception of 'streetscene', as measured by the modified BV195 indicator and public perceptions surveys specified within the new waste and cleansing contract.

- 4. Improve the quality of life for residents by tackling statutory nuisances such as excessive noise, defective drainage, and common air quality issues such as inconsiderate use of bonfires and businesses operating inappropriate ventilation/extraction systems. Provide an effective emergency environmental health service to deal with serious statutory nuisances occurring outside office hours.**

Measures:

- a) Residents contacting the Council in relation to statutory noise nuisance will receive a good service and where their complaint is substantiated it will be resolved.
- b) Notices served and prosecutions taken.
- c) Participation in profile raising initiatives, such as noise awareness week and 'quality streets events'.

- 5. Ensure that all local businesses where the Council is the enforcement agency for food hygiene and health and safety**

**enforcement, take their hygiene and health and safety responsibilities for staff and customers seriously. Where appropriate take enforcement action to help achieve this.**

Measures:

- a) Achievement of our priority inspection programmes.
- b) Good performance maintained in relation to local 'broadly compliant' data for catering premises.
- c) Good food hygiene rating system scores maintained for the majority of local catering premises.

**6. Work with partners in the Sussex Resilience Forum, such as the Police and Fire and Rescue Services, to ensure emergency planning management and response systems are able to respond effectively to issues such as severe winter weather.**

Measures:

- a) Adequate training/exercises completed by appropriate staff and management.
- b) Positive feedback from public and partners following incidents requiring an emergency response from the council.

**7. Manage the smooth transition and continue to operate the Council's CCTV monitoring and out of hours call handling service from the existing facilities at Carlisle Base to new facilities at the Town Hall.**

Measure: A new cost effective service will be successfully established in the chosen location.

**8. Play a lead role in the Safer Hastings Partnership, and work with partners to help reduce crime and improve neighbourhood safety, including commissioning and delivering a range of dedicated community safety initiatives.**

Measures:

- a) Run monthly Multi-Agency Tasking Team meetings and coordinate resulting interventions.
- b) Host the Hastings Community Safety Hub.
- c) Commission targeted interventions to reduce anti-social behaviour and crime against business, to support the evening economy.
- d) Provide additional support to victims of hate crime and domestic violence
- e) Play a full part in the Sussex Police and Crime Panel scrutiny arrangements.
- f) Contribute to the achievement of the Hastings Community Safety Plan targets.

**PERFORMANCE INDICATORS**

1.1 Improved street and environmental cleanliness (levels of litter, dog fouling, detritus, graffiti and flyposting)

1.2 Percentage of household waste sent for reuse, recycling and composting

- 1.3 Percentage of statutory nuisance and public health complaints responded to within 5 working days (bonfires, noise, drainage, accumulations etc).
- 1.4 Percentage of food establishments which are broadly compliant with food hygiene law
- 1.5 Overall crime rate / 1,000 population

## **AMENITIES, RESORTS AND LEISURE SERVICES**

### **1. Maintain and improve standards of safety, quality and cleanliness in our parks, playgrounds and open spaces.**

Measures:

- a) Green Flags retained at Alexandra Park, Hastings Country Park and St Leonards Gardens.
- b) Increased membership of the Green Dog Walkers Scheme
- c) Maintenance and renewal schedule of park assets developed

### **2. Develop the grounds maintenance and arboriculture contracts signed with partners Rother District Council and Amicus Horizon.**

Measures:

- a) Structures and protocols developed for jointly monitoring the performance of the Grounds Maintenance partnership contract effectively.
- b) The action plan to maximise benefits resulting from the new contract implemented with partners.
- c) Continue to explore opportunities for joint parks management with Rother District Council

### **3. Manage and develop Hastings Country Park (HCP) Nature Reserve and Combe Valley Countryside Park with partners and stakeholders.**

Measures:

- a) HCP Interpretive Centre proposals worked up and partnership funding explored with project completion timelines agreed.
- b) Future management arrangements for Combe Valley CP implemented.
- c) Structures for managing and monitoring the new higher level stewardship regime at HCP established and implemented.

### **4. Maintain standards of safety and cleanliness on Hastings & St Leonards Seafront and Foreshore; pursue opportunities to enhance the seafront.**

Measures:

- a) Quality Coast Awards retained
- b) Annual groyne refurbishment programme completed
- c) Coast protection schemes delivered as DEFRA funding allocated
- d) Fisheries Local Action Group (FLAG), Stade Hall and beach projects delivered

### **5. Work with partners to ensure that our bathing water meets the new EU water quality standard in 2015.**

Measures:

- a) Ensure that through the executive group the partnership action plan is delivered effectively and on schedule.
- b) All HBC Year 1 Bathing Water actions plan targets met

**6. Work with partners to implement flood protection measures throughout the town.**

Measures:

- Actions from the Strategic Flood Risk Assessment action plan are delivered.
- Participation in the County-led structures for flood resilience planning results in flood prevention activity in Hastings and Rother.

**7. Enhance the environment at Hastings Cemetery and Crematorium to provide an excellent service and protect the Council's income.**

Measures:

- a) Chapel enhancements designed and delivered.
- b) New welfare funeral arrangements agreed.

**8. Provide a Museum exhibition and education programme for visitors. Develop proposals for the long-term sustainability of the service in light of financial constraints.**

Measures:

- a) Visitor targets achieved.
- b) Collection and storeroom comprehensive cleaning completed.
- c) Feasibility of enhanced wedding offering assessed.
- d) First year of World War One commemoration programme delivered.

**9. Continue to deliver the Active Hastings and Active Streetgames programmes; deliver the objectives of our sports and physical activity strategy.**

Measure:

- a) External funding sourced and secured.
- b) All programme targets met.
- c) Sports and Physical Activity Strategy actions implemented.
- d) Usage targets for Summerfields and Falaise met.

**10. Implement the new Play Hastings Strategy and action plan to ensure quality play opportunities and a regular programme of activities for children and young people town wide.**

Measures:

- a) Play development year 1 action plan targets met with input from play partners and service users.
- b) Identify need for new or improved play areas delivered in areas of deficiency or low quality and work in partnership with residents' groups and other public agencies to identify means for delivery.
- c) Adventure Playground management arrangements negotiated and funding secured for 2015/2016 onwards.

**11. Develop plans for sustaining and enhancing leisure facilities across the town in cooperation with other providers and users.**

Measures:

- a) Reassess and refresh the leisure facilities strategy with partners
- b) Reassess and refresh the play facilities strategy with Amicus Horizon and Orbit

- c) Sustain existing HBC facilities and pursue funding bids for refurbishments as opportunities are identified.

**12. Deliver refurbishment of public realm assets, particularly where justified by energy efficiency and reductions in maintenance liabilities.**

Measures:

- a) Delivery of our annual programme of public convenience maintenance
- b) Car parks and pedestrian signage schemes implemented.
- c) Sticks of Rock extended to Marina (west) and Harold Place (east).

**13. Monitor the quality and popularity of programming at the White Rock Theatre and its role in the delivery of the Cultural Regeneration Strategy.**

Measures:

- a) Attendance targets met.
- b) Actions from the Cultural Regeneration Strategy implemented.

**14. Deliver building works projects to maintain and enhance the Council's assets**

Measures:

- a) 2014-15 Repairs & Renewals works schedule is delivered on time and within budget
- b) Deliver scheduled inspections of HBC estate and conditions surveys/schedules of dilapidations as required on leased property
- c) Deliver refurbishment projects as identified

**PERFORMANCE INDICATORS**

2.1 Number of people attending White Rock Theatre performances

2.2 Number of visitors to Hastings Museum and Art Gallery

2.3 Total attendances at Council Leisure Centres

## **Regeneration Directorate**

### **REGENERATION AND PLANNING POLICY SERVICES**

#### **1. Support the growth of jobs and businesses to increase the economic opportunities for local people.**

Measures:

- a) Inward investors and indigenous business growth supported through the provision of information, and links to financial and specialist business support and workforce development opportunities.
- b) Facilitation of the Evening Economy steering group and delivery of agreed action plan.
- c) Continuation of Green Business Forum.
- d) Completion of building improvements and carbon reduction guidance policy framework, subject to EU approval of ACE project extension.
- e) Delivery of Interreg funded SUCCESS programme
- f) To continue work with partners to pursue Assisted Area Status and to seek to take advantage of this status if awarded to the area.

#### **2. Pursue a cultural regeneration strategy and a programme of cultural activity that attracts people into the town and strengthens the position of Hastings as a cultural hub.**

Measures:

- a) Cultural strategy refreshed
- b) Hastings-Rother Cultural steering group established and action plan agreed.
- c) Continuation of programme of cultural events initiated through the successful Stade Saturdays programme.
- d) Continued support for cultural events that celebrate the diversity of the town's population.
- e) Working with cultural, business and other partners to prepare plans for the celebration of the 950 anniversary of the Battle of Hastings in 2016 and maximise its economic and cultural benefits.

#### **3. Continue to develop the Local Plan and supplementary planning policies, responding to national planning policy developments and assisting in the delivery of planning policy targets.**

Measures:

- a) Respond to the outcome of the public consultation on the Development Management Plan.
- b) Undertake the necessary work for an Examination in Public of the draft Development Management Plan.
- c) Full compliance with the duty to cooperate in the development of the Local Plan.

#### **4. Continue to support the provision of apprenticeships, work experience, and employability skills for local people.**

Measures:

- a) Regular meetings of the Employability Forum

- b) Successor action plan to Own Grown campaign agreed and implemented.
- c) Secure new funding stream to support apprenticeships and/or employability skills development.

**5. Work with partners to deliver the revised Community Cohesion strategy, focusing available resources on actions that tackle exclusion and build greater understanding and appreciation of the town's diverse population.**

Measures:

- a) Facilitate regular meetings of the Community Cohesion steering group.
- b) Develop a coordinated partnership approach to community cohesion and hate crime prevention activity.
- c) Support events and organisations which celebrate diversity and which bring different groups of people together in positive activities.
- d) Dedicated officer support for young people, seniors and disabled groups.

**6. Continue to drive the implementation of the Hastings-Rother Task Force's 6-Point Plan for growth. Develop and maintain partnership structures that support the procurement and management of new and existing funding streams for area-wide regeneration.**

Measures:

- a) Facilitation of the Hastings and Rother Task Force.
- b) Development of a Community Led Local Development partnership structure and business plan.
- c) Active participation in the Local Enterprise Partnership and its thematic and geographical structures.
- d) New funding opportunities for economic development identified and pursued.
- e) Provide administrative support and management of the Foreshore Trust grants regimes.
- f) Manage the delivery of a number of funding programmes including::
  - o Coastal Communities Funding
  - o SAFE-ICE<sup>1</sup> cluster programme
  - o Community Partnership Fund and small grants funding.
  - o Other external regeneration funds the Council may attract.

**7. Support the Pier's renewal and the programme of activity which will give it long term sustainability.**

Measures:

- a) To support fundraising efforts, particularly further bids for external funding.
- b) To support the Pier Charity in bringing forward its longer term plans for the leisure, community and commercial activity which will support the economic life of the Pier and seafront.

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<sup>1</sup> SAFE-ICE is a consortium of ten European partners who have delivered projects funded by the EU aimed at increasing the size of the low carbon economy. The group will develop good practice in terms of research, innovation and business support.

## **PERFORMANCE INDICATORS**

The following indicators will be reported from 2014/15. These indicators give useful information about the economic conditions in the town, but are not areas the council can directly influence enough to set targets for. They will therefore be reported to show change over time, but without targets set. Figures for the majority of these indicators will only be available annually and will give information for the previous year due to processing and publication timeframes.

- 3.1 Earnings by residence (Median avg gross weekly pay)
- 3.2 Earnings by workplace (Median avg gross weekly pay)
- 3.3 Three-year business survival rate
- 3.4 Percentage of households in poverty
- 3.5 Percentage of those who are unemployed and seeking a job
- 3.6. Ratio of jobs to the working age population
- 3.7 Monthly average number of people claiming JSA benefit

## **HOUSING AND PLANNING SERVICES**

**During 2014/15 we will:**

- 1. Work with partners to bring forward viable plans for the future development of the former Millennium Community land at Ore Valley.**  
Measures:  
Support partners in the marketing of development land on the former Mount Pleasant hospital sites, including securing funding and other action that may be appropriate.
- 2. Through our zero tolerance approach to neglected and derelict buildings and land , take tough measures, including Compulsory Purchase if necessary , to remove eyesores and bring back empty homes or buildings to use.**  
Measures:
  - a) Return a minimum of 60 empty dwellings (long term 2+ years) to use and improve 50 neglected/derelict buildings.
  - b) Bring forward a further programme of compulsory purchases orders in respect of long term empty homes.
- 3. Build on the success of the existing HMO licensing schemes and publicly consult on proposals to introduce selective licensing of all privately rented property in specified areas of the town where there is evidence to support its introduction.**  
Measures:
  - a) License a minimum of 250 Houses in Multiple Occupation in the four wards of Gensing, Central St Leonards, Braybrooke and Castle.
  - b) Undertake a public consultation exercise with regards to the possible introduction of selective licensing.
- 4. Publish a new 5 year housing strategy for the town incorporating the councils approach to identifying and addressing the housing needs and aspirations of current and future residents - be that through access to new housing, the regeneration and improvement of existing property and neighbourhoods or support for vulnerable people, including those who find themselves homeless.**  
Measure:  
Prepare, consult and adopt a new strategy by Nov. 2014
- 5. Build upon the success of the Council's Letstart scheme and further develop the Council's approach to improving access and management of privately rented accommodation.**  
Measure:  
Bring forward proposals for the setting up of a social lettings agency
- 6. Complete the Townscape Heritage Initiative for the conservation and repair of specific buildings in the Central St. Leonards Renewal Area.**

Measure:  
Completion of grant works by September 2014.

- 7. Complete the current grant funded improvements to the Pelham Arcade. Deliver with English Heritage opportunities to bring about further improvement to those properties not yet substantially improved.**

Measure:

- a) Explore with English Heritage and property owners to ensure that the current programme is fully completed by December 2015.
- b) Bring forward proposals for dealing with those properties still at risk.

- 8. Convene pre-application consultation forums where appropriate bringing together developers, councillors and the community to consider significant planning developments in advance of planning applications being submitted.**

Measure:

Number of pre-application forums held in respect of all planning applications received for 30 dwellings or more.

## **PERFORMANCE INDICATORS**

4.1 Number of homelessness acceptances.

4.2 Number of homelessness cases prevented.

4.3 Number of private sector dwellings (units) brought in line with the current statutory standard.

4.4 Number of affordable homes delivered.

4.5 Long term (2+ years) empty properties returned to use.

4.6 Percentage of major residential & commercial planning applications determined within 13 weeks.

4.7 Percentage of minor residential & commercial planning applications determined within 8 weeks.

4.8 Percentage of householder planning applications determined within 6 weeks

4.9 Net number of new homes built

4.10 Number of neglected and derelict buildings improved.

## **MARKETING AND COMMUNICATIONS SERVICES**

**During 2013/14 we will:**

**1 Provide a comprehensive communications service for the Council (internal and external)**

Measures:

Web visits increased year on year, increase number of twitter and facebook followers by 20%.

**2 Produce a tourism marketing plan for Hastings & 1066 Country for implementation in the 2015 season, and deliver the associated work programme**

Measures:

Plan completed by September 2014 and subsequently delivered.

**3 Support Hastings' different festivals and events, and organise the Seafood & Wine Festival, and the 'fish events' on behalf of the Fisheries Local Action Group, to attract visitors and make the town a better and more inclusive place to live**

Measures:

All HBC-supported events delivered successfully in partnership with their respective organisers, acknowledging that the support for and delivery of these events may be different, and the 2014 Seafood and Wine Festival, and fish events, delivered successfully.

**4 Continue to develop, and use, the new 'Famously Hastings' brand and website, ensuring appropriate 'buy-in' from partners**

Measures:

- a) More partners using 'Famously Hastings' branding in their marketing, and further content added to the 'Famously Hastings' website, ensuring it is the 'go to' website for those living in, visiting, or wanting to study or invest in Hastings.
- b) Raised awareness of the branding

**5 Implement the Information & Communications Technology (ICT) review, ensuring that it delivers the planned outcomes (including additional work generated by other service reviews, etc.), develop and introduce a more user-friendly, and transactional website, continue to maintain the Council's IT network, and provide IT support to enable the smooth running of the Council.**

Measures:

- a) ICT review implemented on time and on budget
- b) Website content streamlined
- c) 95% of all Helpdesk calls within target time resolved
- d) Network availability of 99% achieved.

**6 Contribute to a number of partnerships to further the town's infrastructure regeneration efforts by lobbying for improvements to road transport links in light of link road build (and pressing the case**

**for the A21 to be re-branded 'Route 1066') and campaigning to retain, improve and develop rail links to serve the town.**

Measures:

- a) To continue to support the Baldslow Link as a first order economic and transport priority.
- b) Route 1066 principle endorsed by DfT

**7. Work up a high quality Stage 2 bid for Heritage Lottery Funding for improved access (physical and intellectual) to Hastings Castle and improved visitor and staff facilities if Stage 1 bid is successful (decision expected March 2014)**

Measure: TBC

## **PERFORMANCE INDICATORS**

5.1 Visits to the Borough's websites

## Corporate Resources Directorate

### FINANCIAL SERVICES

- 1. Achieve an unqualified audit opinion for the annual statement of accounts.**  
Measure:  
Unqualified audit opinion gained by 30<sup>th</sup> September.
- 2. Maintain the high occupancy of industrial units against a background of an uncertain economic environment.**  
Measures:  
Percentage of void industrial units and actual income versus the budget.
- 3. Monitor developments in the potential rollout of the Government's new 'Universal Credit' scheme and take appropriate preparatory action as necessary.**  
Measure:  
Submit updates to Cabinet and Overview and Scrutiny Committees when further steps are clarified and detail the implications for the Council and the community.
- 4. Review the current Council Tax Support Scheme and consider implications for 2015/16 onwards.**  
Measure:  
Current Council Tax Support System reviewed.
- 5. Implement the outcomes of the Revenues and Benefits 'Customer First and Efficiency' Service Reviews.**  
Measure:  
Both reviews to be completed in the early part of 2014 and subsequent actions implemented as timetabled.
- 6. Give priority within the shared Fraud Investigation Service to more serious cases, working within the Single Fraud Investigation Service requirements.**  
Measure:  
Number of serious cases investigated.
- 7. Continue to deliver the annual Audit Plan and report outcomes to the Audit Committee.**  
Measure:  
Comparison of audits completed against those on the published audit plan reported in the annual audit report.
- 8. Continue to maximise the benefits from the Council's procurement arrangements, working in collaboration with other local authorities, the East Sussex Procurement Hub and other partners.**  
Measures:

Value for money contracts secured, savings achieved and procurement arrangements completed.

**9. Following the decision by the Cooperative Bank to terminate local authority banking services, identify a new bank for the Council's financial transactions.**

Measure:

New banking arrangements established by March 2015.

**PERFORMANCE INDICATORS**

- 6.1 Percentage of Council Tax collected in year
- 6.2 Percentage of Non domestic rates collected in year
- 6.3 Average number of days to process new housing benefit claims
- 6.4 Average number of days to process changes to housing benefit claims
- 6.5 Average number of days to process new Council Tax Support claims
- 6.6 Average number of days to process changes to Council Tax Support claims

## **CORPORATE SERVICES**

### **1. Continue to support local democracy by the effective delivery of electoral services activities.**

Measures:

- a) All statutory timetables and performance standards met in line with Electoral Commission requirements for:
  - Successful management of the 2014 European Parliamentary and Borough Council elections.
  - Successful completion of annual absent voter Personal Identifier refresh in spring 2015.
  - Preparation for UK Parliamentary election in May 2015.

### **2. Prepare for a successful transition to Individual Elector Registration during autumn 2014.**

Measures:

- a) Meet the performance standards and timescales as determined and prescribed by the Cabinet Office.

### **3. Continue to facilitate the Local Strategic Partnership (LSP) to act as the principal strategic forum for collaboration between service providers, community representatives, the voluntary and private sectors.**

Measures:

- a) LSP Board supported to work effectively; work in partnership with key stakeholders to deliver services which respond to locally identified need, and act as a collective voice with a shared vision for shaping the town.

### **4. Support the Council's transformation to a leaner, more resilient organisation which remains focussed on delivering outcomes for local people as well as supporting and valuing its staff.**

Measures:

- a) Support managers and staff to ensure the Council's workforce is equipped to meet new challenges and ways of working.
- b) Assist teams to undertake service process re-design and identify opportunities for efficiency, maintaining service quality and improving customer service.
- c) Support staff throughout the change process, work with the Staff Commission and solicit regular staff feedback to inform strategic planning.

### **5. Support and equip Members to effectively undertake their roles and responsibilities.**

Measures:

- a) Annual work programme of Scrutiny Reviews completed to time, cost and specification.

- b) Progress against Corporate Plan targets reviewed quarterly by Overview and Scrutiny Committees to aid transparency about Council performance.
- c) Comprehensive programme of Member training and briefings delivered according to priorities set by the Training and Development Group.
- d) Following the conclusions of the i-pad trial and the roll out of the new Mod Gov committee administration system, support Members to contribute to the achievement of modern and paper-light working arrangements.

**6. Continue the rolling programme of reviewing the Council's Constitution with elected members, to make our decision making processes as transparent and accessible as possible.**

Measures:

- a) Working Arrangements Group (WAG) convened and recommendations made to Council for appropriate changes to the Constitution arising from practical experience, feedback, legislative requirements, and to make it more user friendly.

**7. Facilitate and promote 'Switched On Hastings' to encourage local people to take part in collective energy switching, whereby bulk buying power at an energy auction may result in individuals saving money on their energy bills.**

Measure:

- a) Participate in at least two further energy auctions.

**8. Project manage the European-funded 'Future Cities' project to support climate change adaptation activities.**

Measures:

- a) Build upon the successful development of the 'Adaptation Compass' tool for developing climate-proof cities, by engaging with other local authority areas to assist them to understand and use the tools to visualise the social, economic and business benefits of adapting our towns and cities.
- b) Work with European partners to build upon project delivery experience and excellent networks to develop environmental and low carbon project proposals for the Interreg V 2014 – 2020 regional development funding stream.

**8. Contribute to the Council's Customer First priority by delivering a high quality, effective and efficient Community Contact Centre and Tourist Information Centre.**

Measures:

- a) Continue to improve the quality and timeliness of personal and telephone caller's experience of using our service, with a focus on 'right first time'.
- b) Work with colleagues to continually refine and improve the whole customer journey, from first point of contact to resolution, based on intelligence gained from monitoring customer enquiries and feedback.

**9. Promote a culture of transparency in everything the Council does.**

Measures:

- a) Details of Council assets, pay policy, senior management salaries, resources, decision making, contracts and spending published to aid transparency.
- b) Freedom of Information and other data requests responded to within legislative timescales.
- c) Implement a refreshed corporate complaints process following a detailed review in 2013/14.

**10. Deliver an effective Legal Service that plays a key role in delivery of Council priorities.**

Measures:

- a) Provision of strategic legal advice for key projects, policies and procedures (including standards, Freedom of Information, Data Protection etc).
- b) Activity to support enforcement and secure prosecutions; robustly defend the Council against actions brought against it.
- c) Activity to ensure the Council is appropriately protected in terms of contracts and property transactions and planning and is effective at collection of debts and charges against property.
- d) Ensure effective Corporate Governance – appropriate legal advice given to all to support decision making, including quasi-judicial committees and boards.

**PERFORMANCE INDICATORS**

7.1 The proportion of working days/shifts lost due to sickness absence

7.2 Contact centre performance – Appropriate measures for each service area to be agreed jointly with service areas following service reviews: by end June 2014.