

## RETROSPECTIVE REPORT-BACK ON 2012/13 TARGETS AND PERFORMANCE INDICATORS:

The following report reflects achievements against the annual targets and performance indicators set out in the Corporate Plan 2012/13 - 2014/15 for the Directorates and Services relevant to this committee.

Status of annual targets at 31<sup>st</sup> of March 2013 is described as either:

**G = Green** Target achieved

**A = Amber** Target changed, affected by external circumstances or narrowly missed

**R = Red** Did not hit target, also includes (where relevant) description of how we will address this shortfall in 2012/13

Status of performance indicators at 31<sup>st</sup> March 2013 is shown for target met as a star, or target not met by a triangle.

### Exceptions

The following annual targets in Part II of the Council's 2012/13 Corporate Plan have been identified as exceptions that have not been achieved by year end.

<i>Target no./Service</i>	<i>Target Status</i>
9. Environmental Services - CCTV	<b>Amber</b>
10. Environmental Services – Waste, Recycling and Street Cleanliness	<b>Red</b>
2. Amenities, Resorts & Leisure Services – Joint contract management arrangements element	<b>Amber</b>
3. Amenities, Resorts & Leisure Services – Forward Plan for Hastings Country Park	<b>Amber</b>
3. Regeneration Services – Fisheries Local Action Group (FLAG)	<b>Red</b>
1. Housing and Development Services – Housing at Ore Valley	<b>Red</b>
5. Marketing and Communications Services – Next generation broadband	<b>Amber</b>
9. Cross Cutting Targets – Hastings Castle	<b>Red</b>

## Environmental Services Directorate

### Environmental Services

2012/13 Targets/Milestones	Status (R/A/G)	Comments
<p><b>1. Work with partners, licensees and residents to improve public safety and the atmosphere of the town centre and reduce alcohol and drug related anti-social behaviour. (2)</b></p> <p>Measures: Alcohol &amp; drug related crime levels. Perceptions of residents (town centre) feeling safe outside after dark - measured by the Local Place Survey.</p> <p>Amendments to Licensing Act reviewed as they arise and implemented locally as appropriate. Investigate proposed new licensing provisions for additional licence fees for investment in community safety and public order issues and implement as appropriate.</p>	G	<p>The Council's Licensing Service has continued to work effectively with all our partners helping to address concerns about the operation of some licensed premises. Enforcement work in relation to the sale of counterfeit alcohol, excessive noise and anti-social behavior has continued as a result of concerns raised by residents.</p> <p>Several licenses have been reviewed by the Licensing Sub-Committee. A small number were revoked, whereas others had their operating conditions amended.</p> <p>Following a comprehensive consultation process the Council's Licensing Policy relating to the 3 town centre saturation areas was reviewed and updated.</p> <p>Recent amendments to the Licensing Act 2003 have been implemented locally, and preliminary work has been carried out ready for the expected changes to license fees.</p> <p>We have also contributed to the development of a Community Alcohol Partnership across the borough.</p>
<p><b>2. Improve the local street scene environment including standards of street cleanliness, and continue to take a robust approach to enforcing enviro-crime such as littering, dog fouling and fly tipping. (2)</b></p> <p>Measures: Number of Fixed Penalty Notices issued per quarter. Local Place Survey Results on Improved Street and environmental cleanliness. Independent local street</p>	G	<p>Every year independent 'Street Cleanliness' surveys are carried out in accordance with nationally approved methodology. They measure levels of litter, detritus, graffiti and flyposting throughout the borough. The average target for these 4 parameters was that no more than 4.5% of the areas surveyed would fail, and in fact only 4% failed.</p> <p>This year we renewed our focus on robust enforcement to</p>

cleanliness monitoring results.		tackle dog control and enviro-crime, and issued far more Fixed Penalty Notices than last year. We also took more prosecutions for these types of offences, and started to work far more closely with the Police on joint initiatives targeting irresponsible dog ownership.
<p><b>3. Improve the quality of life for residents at night, by tackling statutory noise nuisance caused by noisy neighbours and inconsiderate businesses and provide an effective out of office hours emergency environmental health service. (2)</b></p> <p>Measures: Residents contacting the Council in relation to statutory noise nuisance will receive a good service &amp; where their complaint is substantiated it will be resolved. Notices and prosecutions served. Appropriate Educational initiatives such as Noise awareness week activities completed.</p>	<b>G</b>	<p>The Environmental Protection Team continued to work closely with local residents and businesses to help resolve complaints about statutory noise nuisance.</p> <p>This included providing existing licensees and applicants for liquor and entertainment licenses with advice on how to minimise the potential for noise nuisance arising from premises such as pubs and clubs.</p> <p>It also included serving Noise Abatement Notices and taking action in the local Magistrates Court, in relation to residents who repeatedly ignored warnings about causing noise nuisance to their neighbours.</p> <p>The environmental health emergency out of hours service ensured that action could be taken in relation to serious anti-social behaviour, such as very loud music disturbing people late at night.</p>
<p><b>4. Ensure that all local businesses where the Council is the enforcement agency for food hygiene and health and safety enforcement, meet hygiene and health and safety requirements for staff and customers. (2)</b></p> <p>Measures: Achievement of our priority inspection programmes. Good performance in relation to local 'broadly compliant' data for catering premises. Food hygiene rating system scores for local catering premises improved.</p>	<b>G</b>	<p>In 2012/13 the Food and Safety Team carried out well over 600 inspections of local businesses, most monitoring compliance with food hygiene, but also health and safety.</p> <p>The importance of this work is underlined by the fact that 6 of the premises we inspected voluntarily closed for serious remedial works due to a lack of hot water and filthy conditions, compared to 2 in the previous year. We also served 2 Emergency Prohibition Notices for imminent risk to public health. These notices were endorsed through the Magistrates Court.</p> <p>We currently only have 3 'zero rated' premises under the Food Hygiene Rating Scheme, and enforcement action</p>

		<p>has been taken to improve conditions in all 3.</p> <p>In July 2012 a local business was prosecuted following an accident where an employee suffered a very serious hand injury. The Court fined the company over £13,000.</p> <p>We continue to provide advice on compliance with hygiene and safety rules to businesses throughout the borough.</p>
<p><b>5. 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. (2)</b></p> <p>Measures: Adequate training/exercises by appropriate staff completed. Feedback from public and partners following incidents requiring an emergency response from the council.</p>	<b>G</b>	<p>Our Emergency Planning procedures were tested for real this summer by the Olympic Torch Relay. Several months of planning in partnership with the emergency services and our contractors and the enthusiastic cooperation of staff ensured that the relay and the significant number of events that took place on the day throughout the town went off smoothly.</p> <p>The experience gained from this is already enabling us to improve our planning for the multitude of other major events which happen in the town each year.</p> <p>For the 4<sup>th</sup> year running the Council successfully mobilised the severe weather emergency response plan, due to ice and snow. Redeploying our contractors and our own staff to clear ice and snow from shopping areas, and access points to 'hostage estates', and to help the worst affected residents and businesses with gritting.</p> <p>In February we also helped to rescue 150 German students stranded in their coaches by the snow, and gave them overnight shelter and refreshments in the town hall.</p> <p>We participated in a review of emergency planning across the County, and as a result we are joining the new East Sussex Emergency Planning Partnership, which will now provide advice and support to most of the local authorities in East Sussex.</p>

<p><b>6. Deliver an effective and efficient parking enforcement scheme that supports the local economy reduces congestion and maintains traffic flow whilst the parking Agreement with ESCC remains in place. (2)</b></p> <p>Measures: Feed back/comments from public transport providers and emergency services. Analysis of statistical parking enforcement compared with previous year. “Secured Car Park Award” for 12 car parks maintained.</p>	<p><b>G</b></p>	<p>In support of local business we have continued to focus on maintaining traffic flow by patrolling the main traffic routes and bus corridors. Members of the Hastings Quality Bus Partnership have expressed their gratitude for our vigilance and commitment to this scheme.</p> <p>We have also continued enforcement relating to double parking, obstructing dropped kerbs such as in front of private driveways and by areas of tactile paving for people with visual impairment. As a result compliance with these rules is now much improved, compared with May 2010 when they commenced.</p> <p>We have retained our “Secured Car Park Award” and been congratulated on the low level of car crime in our car parks by the British Car Parking Association.</p>
<p><b>7. Manage the seamless transition of on street parking enforcement back to East Sussex County Council and their Contractor by January 2013.</b></p> <p>Measure: Staff transfer under TUPE and arrangements in place during 2013.</p>	<p><b>G</b></p>	<p>ESCC extended the Notice of termination of the on street parking agreement until 31<sup>st</sup> March 2013</p> <p>We worked closely with our parking enforcement staff, trade unions, and East Sussex County Council (ESCC) and their contractor, to achieve a smooth and successful transition of the on street parking service to ESCC on 31<sup>st</sup> March.</p> <p>We are continuing to liaise closely with our colleagues at ESCC, to ensure that everyone using on and off street parking services in Hastings continue to receive a good service.</p>
<p><b>8. Develop and implement revised arrangements for the management and enforcement of off street car parks owned by the Borough Council and Foreshore Trust by January 2013</b></p> <p>Measure: New arrangements in place during 2013.</p>	<p><b>G</b></p>	<p>ESCC extended the Notice of termination of the on street parking agreement until 31<sup>st</sup> March 2013. On 1<sup>st</sup> April the Borough Council’s off street parking service was merged with our waste and streetscene team. Our off street parking and waste and streetscene enforcement services are now delivered by a new generic Warden service.</p>

		<p>This new service has a higher profile through greater use of liveried vehicles, and a higher emphasis on uniformed Wardens patrolling the car parks and our enviro-crime hotspots.</p> <p>A small team of dedicated administrative support staff are providing the new merged service with the specialist back office support required for Notice processing.</p>
<p><b>9. Work with East Sussex County Council and Sussex Police to identify and implement a sustainable option for operating and monitoring the Council and Police CCTV camera network, and the other essential services such as the emergency out of hours response and co-ordination system, that are currently co-ordinated via the Council's CCTV Control Room. (2)</b></p> <p>Measures: Conclude review commenced in 2011, present options to partners, and agree option to be implemented.</p>	<b>A</b>	<p>In May 2013 Cabinet approved proposals recommended by a multi-agency officer working group. They will result in a procurement exercise to provide a modern CCTV Control Room in the Town Hall, and replace the old analogue CCTV system with a modern fully digital system, providing a far more flexible and sustainable operating platform for the future.</p> <p>Subject to suitable bids being obtained, these proposals will be implemented by the end of 2013/14.</p>
<p><b>10. Reduce waste, increase recycling, and improve street cleanliness. (2 &amp; 5)</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• Work with the member/residents to trial improvements to the containment of domestic waste particularly in the weekly collection areas .e.g. Seagull proof sacks.</li> <li>• Improved facilities and targeted recycling campaigns within areas with poor recycling rates.</li> <li>• Public satisfaction with cleanliness as evidenced by surveys.</li> </ul>	<b>R</b>	<p>There has been a marked improvement to streets cleanliness in the West Hill and Bohemia areas, where seagull proof sacks have been issued as part of the successful trials last year.</p> <p>The success of these trials mean that many more residents will soon be provided with seagull proof sacks in Autumn 2013, when the new East Sussex Joint Waste Contract improvements are being implemented in Hastings.</p> <p>Work has just been completed in the 'seven streets' area of Central St. Leonards, improving the on street refuse storage facilities, and adding some new recycling facilities to some of them. We're now working with residents to help ensure that everyone living in the seven streets</p>

		<p>learns how to make good use of the new facilities.</p> <p>The overall recycling rate for the year is not yet known, but is likely to be 26 to 27%. This is disappointing considering the schemes we have introduced to try and make recycling easier and more convenient. But recycling rates have decreased nationally, partly due to reduced spending power. Two key areas of reduced tonnages are paper (less newspapers being purchased) and glass (less wine/beer being consumed).</p> <p>However, we are confident that when the improved kerbside recycling system is introduced in Hastings in Autumn 2013, there will start to be a significant increase in our recycling rate. The full effect of which should be seen in 2014/15.</p>
<p><b>11. Work with the East Sussex Waste Partnership to procure a new waste, recycling and cleansing contract that will deliver good standards of service, good value for money, and improved recycling for Hastings. (1, 2 &amp; 5)</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• Continue to participate in the joint procurement process;</li> <li>• Successful award of a new contract delivering these services within Hastings starting July 2013.</li> <li>• Investigate the use of new technology to improve efficiency and performance as part of the procurement process, including the introduction of mobile software applications to facilitate community reporting of fly tipping etc.</li> </ul>	<b>G</b>	<p>This procurement process and the partnership underpinning it has been extremely successful, and attracted national awards.</p> <p>The procurement process concluded last Autumn and resulted in Kier Environmental Services being appointed as the East Sussex Waste partnership's contractor.</p> <p>The new contract will enable a wider range of recyclables to be collected, including glass as a separate stream at kerbside. It will also explore and implement better and more secure containment for waste prior to collection, including the introduction of Seagull proof Sacks for up 7,500 households. The contract start date in Hastings will be 3<sup>rd</sup>. July 2013, with anticipated service improvements/changes being implemented between October 2013 and March 2014. A saving of about £600k per year is anticipated.</p> <p>The contract will also result in improved street cleansing services, such as for dealing with dog fouling.</p>

## Corporate Plan Performance Indicators

1.2 The recycling rate figure is provisional and awaiting confirmation by East Sussex County Council by the end of June.

1.4 The number of car crimes in Council car parks was 14 in 2012/13, which is worse than the target of 10 and higher than last year's figure of 5. Over the past 4 years figures have been 12, 9, 12 & 5. Whilst this year's figure is higher, it still reflects very small numbers in each of the 12 car parks over the year.

Environmental Services - Corporate Plan Indicators						
Indicator	Improvement Direction	Actual Mar 2012	Direction of Travel	Actual Mar 2013		Target Mar 2013
1.1 Improved street and environmental cleanliness (levels of litter)	Smaller is Better	6%		5%		4%
1.2 Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	25.9%		24.4% (provisional figure, see note above)		28.0%
1.3 % nuisance/general public health complaints responded to within 4 working days (bonfires, noise, accumulations etc).	Bigger is Better	94.4%		92.9%		95.0%
1.4 % of food establishments which are broadly compliant with food hygiene law	Bigger is Better	88.9%		92.4%		90.0%
1.5 Number of crimes reported in Council car parks	Smaller is Better	5		14		10



## Amenities, Resorts and Leisure Services

2012/13 Targets/Milestones	Status (R/A/G)	Comments
<p><b>1. Maintain standards of quality and cleanliness in our parks, playgrounds and open spaces. Work with partners to create opportunities for improvements and increased sustainability.</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• Green Flags retained at Alexandra Park, St. Leonards Gardens and Hastings Country Park</li> <li>• Achievement of Community Strategy target for quality open space</li> <li>• Improving scope and quality of playground portfolio with Amicus Horizon</li> <li>• Public satisfaction as evidenced by surveys</li> <li>• Introduce a Green Dog Walkers Scheme, to encourage responsible dog ownership, in Alexandra Park, in partnership with the Friends group, at Summer 2012 events.</li> </ul>	<p><b>G</b></p>	<p>Green Flags have been retained for Alexandra Park, St. Leonards Gardens and Hastings Country Park</p> <p>The Community Strategy target for quality open space and playgrounds was met this year through the completion of the Seaside Road Play area, Seafront Play facilities, expansion of the Boyne Road Play area and improvements at St. Johns Road and Lower Alexandra Park. Further open space is in development through recently completed land transfers and adoptions such as Ponds Wood.</p> <p>The Council in partnership with residents' groups and Amicus Horizon secured £35k of external funding for the renovated and extended Boyne Road Play Area. HBC and AmicusHorizon, working together, enhanced play facilities at Edinburgh Rd and implemented £15k worth of improvements at Wishing Tree Play area</p> <p>We have not received survey results for external surveys for 2012/13.</p> <p>Successfully implemented a Green Dog Walker scheme in Alexandra Park with over 450 members signed up to clean up after their dog. Rangers continue to publicise and encourage dog walkers in the park to sign up to the scheme. It has now become a recognised initiative aimed at reducing dog mess in our parks and will be extended to other green spaces in 2013/14.</p>



		<p>Agricultural Policy of which farming subsidies are a part, have not been completed and may not be concluded until 2014. Uncertainty over the completion of negotiations at a European level may have a consequence of delaying our new subsidy agreement by up to two years. Officers have therefore asked Natural England to transfer our current Countryside Stewardship Agreement into a new subsidy agreement before our current agreement runs out. As a result, we have been invited by Natural England to apply to transfer by June 2013.</p>
<p><b>4. Lead the development of Pebsham Countryside Park in partnership with Rother District Council and East Sussex County Council.</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>Proposals developed for new activities and investment in the Pebsham Countryside Park activity zone in the south of the park.</li> <li>2012 Infrastructure work on paths and gates delivered.</li> </ul>	<b>G</b>	<p>The partnership between Hastings, Rother and East Sussex Councils continues to develop the infrastructure and governance to take the Park forward. Utilising S106 monies from the Southern Water Treatment Plant, new paths and signs are being erected. The park has undergone a name change to Combe Valley Countryside Park and Elected Members on the Management Board have agreed that a new 5 year Development Plan be written to outline the governance structures required to take the park into the future. As the major landowner we will be actively involved in shaping the future direction of the Park.</p>
<p><b>5. Work with partners to implement flood protection measures throughout the town. (2 &amp; 5)</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>The Surface Water Management Plan action plan implemented.</li> <li>Cross-agency and community arrangements established and maintained.</li> <li>DEFRA application for Harbour Arm funding submitted.</li> <li>Flood emergency plans implemented.</li> </ul>	<b>G</b>	<p>The Surface Water Management Plan was implemented and Hastings BC has supported the development of the ESCC led draft Flood Risk Management Strategy for East Sussex and actively participated in the East Sussex Flood Partnership.</p> <p>Options are currently being developed by the partnership for formalised joint working arrangements to support the delivery of effective flood risk management across East Sussex.</p> <p>A full DEFRA funded condition survey was undertaken on Coast Protection assets and this will form the basis of the</p>

		<p>reviewed Medium Term Plan submission to the Environment Agency in June 2014.</p> <p>Hastings BC has also been part of the working group reviewing and updating the East Sussex Coastal Pollution plan which will be exercised later in 2013.</p>
<p><b>6. Provide an exhibition and education programme for visitors to our Museums. Develop proposals for their long-term sustainability in light of financial constraints. (1 &amp; 4)</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• Visitor targets achieved.</li> <li>• Actions from the Cultural Regeneration Strategy implemented.</li> <li>• Future museum management and funding options assessed, development plan agreed and implemented.</li> </ul>	<b>G</b>	<p>The visitor figures at Johns Place were the highest they have been for many years. At the Old Town Hall Museum they fell just under the target – the OTH had major electrical problems for over three weeks during the Christmas period which meant it had to be closed to the public. Website visitor numbers also met the target – redesign of the site is currently underway.</p> <p>There was a full programme of exhibitions and events. During Q4, four different temporary displays were on show at HMAG each with associated talks and family activities. The Museum also participated in national Science and Engineering Week.</p> <p>Weekly Play and Learn sessions continue to be held in term-time in partnership with Hastings &amp; St Leonards Children's Centre, In2Play and Hastings Children's Library. The Local Studies Room is open every Wednesday for researchers and those interested in family history.</p> <p>A final meeting of the group to discuss the future of the Old Town Hall was held in February. The group were consulted on the proposed plans for partial winter and Monday closure.</p>
<p><b>7. Continue to deliver the Active Hastings, Active StreetGames, Hearty Lives and new Active Women programmes; deliver the objectives of our sports and physical activity strategy.</b></p> <p>Measure:</p>	<b>G</b>	<p>The Active Hastings Partnership met regularly and progressed the year 1 actions of the Sports and Physical Activity Strategy. StreetGames and Active Hastings interventions have been delivered successfully and achieved annual targets. External evaluations have been completed for the Active Hastings and Active Women</p>

<ul style="list-style-type: none"> <li>• All Programmes targets met.</li> <li>• Sports and Physical Activity Strategy adopted and first year actions implemented.</li> <li>• Usage targets for Summerfields and Falaise met.</li> </ul>		<p>projects and demonstrate significant positive community impact. Like the majority of Active Women projects across the country, our project has struggled to meet annual participation targets due to the challenge of the task. However, the expectations of our local steering group and Sport England have been met and funding is secure for 13/14.</p> <p>Annual usage targets for Summerfield and Falaise have been exceeded by over 24,000 visits.</p>
<p><b>8. Implement year 2 of the play development action plan to ensure quality play opportunities and a regular programme of activities for children and young people town wide.</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• Play development action plan targets met with appropriate input from play partners and service users.</li> <li>• The Adventure Playground attracts children from across the town, as evidenced by monitoring data.</li> <li>• Adventure Playground management arrangements negotiated and funding secured for 2013-2015.</li> </ul>	<p><b>G</b></p>	<p>The Play Forum met quarterly and implemented year 2 of the Play Development action plan.</p> <p>During this quarter; the official opening of the refurbished Boyne Road play space took place. Consultation and fundraising for Combe Valley play space continued in partnership with Children's centres and local RA.</p> <p>Adventure Playground demonstrated an increase in wider usage during day time sessions and during the multi agency funded youth session. Regular after school sessions engaged 20-30 children during the evenings with attendance dipping during colder Winter months. Additional interventions successfully engaged targeted groups throughout the year. In2play have been awarded a Children in Need grant which will match fund the Council's contribution for the Adventure Playground over the next 2 years.</p>
<p><b>9. Develop plans for sustaining and enhancing leisure facilities across the town in cooperation with other providers and users.</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• White Rock area plan developed in consultation with tenants and users.</li> <li>• Funding bids submitted, in partnership with the</li> </ul>	<p><b>G</b></p>	<p>We continued to concentrate on the development of leisure activities on the White Rock to the west of Falaise Road, prioritising the skate park and enhanced facilities for the indoor bowlers.</p> <p>Facilitated by Leisure Services, the skate park user group helped to raise £60k towards the phase 2 extension and have since led a successful consultation with local users. Local users will remain involved, working with the</p>

<p>Boyley Trust, to extend the Skate Park within agreed phase 2 plans</p> <ul style="list-style-type: none"> <li>• Hollington BMX trail delivered.</li> <li>• Assessment of playing field changing rooms completed, funding bids submitted and facilities refurbishments implemented as funding is identified.</li> <li>• Align our plans with the commitments of the Anti-Poverty Strategy's 2012 action plan.</li> </ul>		<p>successful contractor to complete the skate park extension in time for the summer holiday. Planning application was submitted this quarter.</p> <p>The indoor bowls club is considering the feasibility of an extension and reconfiguration of their building, utilising the disused bowls greens; we are working with them to develop their plans.</p> <p>The disused tennis courts will be a priority for a next phase of redevelopment as funding sources can be identified.</p> <p>Young people helped to build a section of the Hollington bike trails last summer and were able to use the facility during the drier months. Work to trails will restart in May in time for the new season. We will continue to facilitate local young people on this self build project.</p> <p>Conditions surveys have been completed for HBC sports pavilions. We are working closely with the County FA to explore local need and potential funding bids to the Football Foundation.</p>
<p><b>10. Deliver refurbishment of public realm assets, particularly where justified by energy efficiency and reductions in maintenance liabilities.</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• Delivery of our annual programme of public convenience maintenance and refurbishment.</li> <li>• Revamped fingerpost signage scheme extended through the town centre.</li> <li>• Review and rationalisation proposals for decorative lighting agreed.</li> </ul>	<p><b>G</b></p>	<p>The annual programme for public convenience refurbishment was delivered, notably at Cross Street and Ore.</p> <p>The facility at Rock-a-Nore has been redeveloped into new unisex/disabled units ready for opening at Easter. Final landscaping enhancements will be completed by summer. The redundant western building will be sold.</p> <p>Pelham Place refurbishment has been completed with reopening for Easter 2013; works to the 'changing places' disabled facility at the site to be completed by July.</p> <p>Fingerposts throughout the town centre have been refurbished and updated.</p> <p>Seafront decorative lighting remains a priority; repairs and</p>

		relamping have been completed. Other schemes will be reviewed and their future reconsidered whenever they require updating or replacement.
<p><b>11. Monitor the quality and popularity of programming at the White Rock Theatre and its role in the delivery of the Cultural Regeneration Strategy.</b></p> <ul style="list-style-type: none"> <li>• Attendance targets met.</li> <li>• Actions from the Cultural Regeneration Strategy implemented.</li> </ul>	<b>G</b>	<p>Total attendance for the theatre for 2012/13 reached 64,142 representing a 19% increase on the previous year. This was particularly encouraging considering the theatre was 'dark' during July and some of August whilst refurbishments were undertaken.</p> <p>From April 2013, the theatre will be collating statistics relating to attenders and participants in the community and non-ticketed elements of the theatres programme. This will provide a much more rounded and useful figure with which to evaluate the theatre's positive impact on the community and will be reported quarterly.</p> <p>New initiatives planned for 2013 include a New Youth Theatre Company for 14-21 age group, an open access show choir, theatre master classes and theatre career days.</p> <p>These initiatives will build on established community programme including the Youth Theatre, Easter and Summer Youth projects and a range of community based groups e.g. Hastings Music Festival, Opera South East and Hastleons.</p>

## Corporate Plan Indicators

2.4 The last public Council building that was not accessible, Hillcrest Sports Centre, is owned by Hastings Academy and is no longer used by HBC as a community facility, so all are now accessible to disabled people. This indicator will be removed for 2013/14.

Amenities, Resorts & Leisure - Corporate Plan Indicators						
Indicator	Improvement Direction	Actual Mar 2012	Direction of Travel	Actual Mar 2013		Target Mar 2013
2.1 Number of people attending White Rock Theatre performances	Bigger is Better	54,530	✓	63,831	▲	80,000
2.2 Number of visitors to Hastings Museum and Art Gallery	Bigger is Better	34,793	✓	40,158	★	35,000
2.3 Total attendances at Council Leisure Centres	Bigger is Better	379,473	✓	390,194	★	366,000
2.4 % Local Authority public buildings suitable for and accessible to disabled people	Bigger is Better	93%	✓	100%	★	100%



## Regeneration Directorate

### Regeneration

2012/13 Targets/Milestones	Status (R/A/G)	Comments
<p><b>1. In partnership with others, encourage the creation of sustainable employment, particularly by the private sector, and the ability of local people to gain and maintain employment</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• To develop and deliver an employability project aimed at assisting people to gain employment.</li> <li>• To develop an inward investment strategy</li> </ul>	<p><b>G</b></p>	<p>The Own Grown Campaign was launched on Feb 15<sup>th</sup>. This partnership initiative involves college and private sector / employer associations, and aims to get 1,066 pledges from employers to give support to young people for the world of work. 165 achieved by March 31<sup>st</sup>. Website and database established, and regular features in the local newspaper.</p> <p>Job Centre Plus (JCP) funded project to coordinate Work Experience for unemployed young people in Hastings and Rother commenced late February, targeting 200 work placements in 2013-14.</p> <p>Two publications produced to support employers: 30 page <i>Work Experience Toolkit</i>, and <i>Guide to Equalities for Small Businesses</i> leaflet (responding to Apprenticeships Equalities Impact Assessment).</p> <p>Two publications to promote apprenticeships to young people – introductory A6 leaflet, and <i>Everything You Wanted to Know About Apprenticeships But Didn't Know What to Ask</i> 12 page booklet.</p> <p>Employability Forum meeting regularly and now incorporates JCP's partner engagement agenda as a standing item, replacing JCP's previous separate meetings.</p> <p>Adult Learning and Skills Strategy drafted under South Coast College Hastings (SCCH) lead, and distributed by the College for comment and consultation.</p>

		Lets Do Business Group appointed by County Council to provide <i>Locate East Sussex</i> inward investment service; marketing strategy under development.
<p><b>2. Work with key local and regional partners to build on the success of the Five Point regeneration plan and attract new inward investment into the area. (1)</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• To lead the development of an action plan for agreement by the Hastings &amp; Rother Task Force by the end of Q2 2012/13 and then monitor its implementation.</li> <li>• Play an active part in supporting the work of East Sussex Energy &amp; Infrastructure &amp; Development Limited (ESEID) in bringing forward new employment and housing schemes in the Hasting and Bexhill area.</li> </ul>	<b>G</b>	<p>Progress – In response to the Hastings and Rother Task Force request, overarching strategic priorities have been agreed in order to serve as a framework within which partners would work. A new 6-point plan for economic growth was adopted by the Hastings and Rother Task Force. This plan builds on the success of the regeneration to date and prioritises: Urban Renaissance, Transport, Skills, Broadband, Enterprise Growth and Image. A business guide has been produced and a twitter account for business has been set up. Improved web-based information has been developed and the Famously Hasting website reflects this. There is a telephone portal in place to streamline enquiries. Support work by the Task Force has continued for the Bexhill Hastings Link Road and Government funding of £56.85m was announced in April 2013.</p> <p>The Council has worked closely with Sea Change Sussex (also known as East Sussex Energy Infrastructure &amp; Development Ltd (ESEID) in progressing a number of development schemes in Hastings and Bexhill.</p> <p>Proposal for Seafront Enterprise Zone covering submitted to South East Local Enterprise Partnership (SELEP) (alongside a similar proposal for Link Road corridor, led by Seachange Sussex).</p> <p>Bid submitted for £4.2m Regional Growth Fund support for creative industries and hotel infrastructure (Hastings Borough Council-led partnership with Thanet and Tendring District Councils).</p> <p>Maintained contact with industrial, tourism and creative sector businesses particularly relating to crime prevention, employment of graduates and unemployed young people,</p>

		and promoting sectors outside Hastings.
<p><b>3. Support the fishing industry through implementation of the Fisheries Local Action Group (FLAG) business plan. (1)</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• £430k of Axis 4 funding spent or committed on FLAG projects in line with the Business Plan.</li> <li>• Seafood Training Kitchen installed and operational in the Classroom on the Coast, Stade Hall.</li> </ul>	<b>R</b>	<p>Commitment of Axis 4 funding at the end of March was £146k.</p> <p>Programme slippage has been due for the most part to the continuing delays and regulatory changes imposed by the Marine Management Organisation (MMO), the national accountable body. In response to this the Fisheries Local Action Group (FLAG) Executive Delivery Group is working hard to consolidate the business plan in order to help ensure quick MMO approval of key projects. The intention is to create a robust and deliverable programme that will enable us to commit the maximum amount of our allocation by the deadline of December 2013.</p> <p>The assistance of the Charity Committee of the Foreshore Trust in approving matched funding for the Seafood Kitchen enabled an application to be submitted to the MMO in late 2012. However further research has revealed that 3 phase electrical is essential for the kitchen to function, and a new application will be submitted that will include the additional costs for this. Subject to MMO approval, the intention is to start works in time to have the kitchen operational for Seafood and Wine Festival 2013.</p>
<p><b>4. Lead the implementation of an international programme to identify effective measures to reduce the carbon footprint of industrial estates through management of the EU Interreg funded Answers in the Carbon Economy programme. (5)</b></p> <p>Measures:</p> <p>Complete modification process (by June 2012). Meet outputs and targets arising from this process</p>	<b>G</b>	<p>Plans to refurbish 30 – 36 Theaklen Drive progressing on schedule. Design work completed and planning application submitted. Currently preparing tender documents and identifying suitable contractors to carry out works. The actual refurbishment works are due to start towards the end of June 2013.</p> <p>All financial and activity targets are on target.</p>

<p><b>5. Continue to promote the cultural regeneration of Hastings through a series of events and projects that involve residents in creative activity and that attract audiences into the town. (1, 4)</b></p> <p>Measures: Delivery of an agreed programme of cultural events between April – October.</p> <p>Performance Indicators: Audience numbers, qualitative audience consultation, residents engaged in interactive workshops/performances, number of performances and workshops.</p>	<p><b>G</b></p>	<p>The 20 performances comprising the Stade Saturdays programme were successfully delivered for the inaugural 2012 season. Highlights included Fishermen's Friends, the Hofesh Shechter Company production, Pi Leau and the Lone Twin Boat project.</p> <p>Despite terrible summer weather the total attendance was 31,000. In addition 3,700 participants enjoyed the comprehensive local workshop programme provided by Inside Out Theatre, Close Act, Eight Foot Square, Boat Project Singathon, Bicycle Ballet and Hofesh Shechter Company. The latter reached 590 secondary school students. 61 workshops were provided across the whole programme.</p> <p>Audience surveys, both face to face and on-line revealed that 95% of those surveyed said the programme and their experience was 'very good'. 80% came from Hastings and 20% from further afield. Lack of amplification for certain 'unplugged' performances and the 'no alcohol' site rule were the most common reasons for negative feedback.</p> <p>Research into the economic impact of the programme is still underway but 52% of the audience surveyed went on to have a meal after the Stade Saturdays performance (half in a restaurant and half from a take away). 30% combined their attendance at a Stade Saturday performance with another visit to an exhibition, show, gallery or museum. The audience was dominated by the over 45's. Attracting a younger audience for some of the performances will be a target for the 2013 season.</p> <p>We were successful in our bid for £1.2m in grant from the new Coastal Communities Fund for (a) capital project to build Pier "Pavilion Restaurant"; and (b) Coastal Industries Skills Academy. HBC as lead body managing grants to</p>

		Pier Charity and SCCH.
<p><b>6. Support the work of Area Management Boards, members of the community and voluntary organisations in identifying and implementing measures to improve local neighbourhoods. (1, 4)</b></p> <p>Measures: Achievement of Local Area Management Plan targets.</p>	<b>G</b>	<p>Area Management Boards have now all come to an end, with exit strategies implemented in each area. The council is now focusing its community support resources on the most deprived neighbourhoods including Central St Leonards (Coastal Space Project) and North East Hastings (Big Local Project Area).</p>
<p><b>7. Continue to promote and work with other agencies and local residents to achieve a more cohesive and inclusive community. (4)</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• Cultural activities including Black History Month, Chinese New Year; International Women's Day, White Ribbon Day, and Refugee Week delivered.</li> <li>• Increased opportunities for intergenerational interaction through workshops and the Senior Forum's and Youth Council's grant awards process enabled.</li> <li>• Continue to support the work of groups such as the BME Practitioners Group, the Interfaith Forum and the Hastings Intercultural Organisation.</li> </ul>	<b>G</b>	<p>The council worked with a range of organisations throughout the year in supporting the successful delivery of a range of focused events, including Black History Month, Chinese New Year, International Women's Day, White Ribbon Day, Refugee Week, Eat Global and St Leonards Festival.</p> <p>There were 3 successful intergeneration activities delivered during the year. This included work with skateboarders and a local residents association, a youth and seniors coffee morning and intergenerational IT classes. In addition, a hugely successful youth awards event was held where 15 youth groups were recognised. Over 250 people attended.</p> <p>Senior and Youth Grants - over 26 seniors' bids received with £12k spent on projects and over 24 youth bids with 8k spent on projects.</p> <p>Over 22 representatives attended the Black and Minority Ethnic (BME) Practitioners group meeting in December 12. They are a mix of service providers and community voluntary organisations which have specific commitments to improve services to the BME community. A key achievement from these group meetings has been to assist communities to establish mother tongue language schools (Polish, Bengali, Russian, Arabic and Chinese)</p>

		<p>based in local schools in Hastings.</p> <p>HIO and Interfaith Forum worked together to deliver the Festival of Cultural and Faiths held at Concordia Hall in December 12. The Interfaith Faith Forum has also published its programme for 2013 – available from their website <a href="http://hastingsinterfaith.org/event-calendar">http://hastingsinterfaith.org/event-calendar</a></p>
<p><b>8. Work with the police and other partners and lead the Safer Hastings Partnership and dedicated community safety activities to reduce crime and improve neighbourhood safety. (2, 4)</b></p> <p>Measures: Achievement of Community Safety Plan targets;</p> <ul style="list-style-type: none"> <li>• Continue to fund additional support to victims of hate crime and domestic violence over and above County wide provision</li> <li>• Convene and support a Hastings Hate Crime Steering Group</li> <li>• Achievement of Community Safety Plan targets</li> <li>• Run monthly Multi Agency Tasking Team meetings and co-ordinate resulting action plans/interventions</li> <li>• Commissioned targeted interventions to reduce crime against business and support the evening economy.</li> <li>• Commission targeted interventions which reduce antisocial behaviour by supporting families with multiple problems.</li> <li>• Play a full part in the Police Crime Panel scrutiny arrangements following the election of the local Police &amp; Crime Commissioner.</li> </ul>	<p><b>G</b></p>	<p>Regeneration officers have worked with Police in the last quarter in developing a town wide 'Business Watch'. Over 200 businesses have already signed up to this scheme.</p> <p>The council provided funding to commission a service to support victims of Domestic Violence and Hate Crime providing additional capacity to meet local needs.</p> <p>Overall Performance against community safety targets has been good, with year on year reductions in recorded crime of 11.7% (871 less victims). One area of concern is public place violent crime which increased by 14.7%. Initial research indicates that this is not linked to alcohol related crime generated by the evening economy.</p> <p>The Multi Agency Tasking Team (MATT) meetings have continued to thrive with strong multi agency involvement. Antisocial behaviour forms the core work and reported incidents have reduced by 32.5% (-2224), the highest reduction in East Sussex.</p> <p>The Bar &amp; Shop Watch schemes continue to function effectively with strong memberships. We continued to fund the Taxi Marshall scheme, which operates on Friday and Saturday nights in the town centre. Again, this proved to be an effective intervention in managing queues of up to 100 people at times, many under the influence of alcohol</p> <p>We also continued to provide funding for the Family Intervention Project which remains a key control measure</p>







		<p>in reducing the impact that some chaotic families have in their neighbourhoods.</p> <p>Direct engagement by Councillors and officers with the newly elected Police and Crime Commissioner has ensured that she has been made fully aware of local issues and that Hastings remains a community safety priority area.</p>
<p><b>9. Progress the Hastings Local Plan (Formerly the Local Development Framework) by preparing the Spatial Strategy, and the Development Management Plan. (1, 4 &amp; 5)</b></p> <p>Measures: The Planning Strategy will be the subject of public consultation during quarters 1 and 2, a final version submitted to the Secretary of State in quarter 3, and the Examination in Public is programmed to commence in quarter 4. A draft Development Management Plan will be prepared and published for further public consultation in quarter 3 and 4, and then submitted to the Secretary of State in quarter 1 of 2013/14.</p>	<b>G</b>	<p>The Planning Strategy (PS) was the subject of public consultation during Quarters 1 and 2, and a final version submitted to the Secretary of State in Quarter on 31 October 2012. The Examination in Public (EIP) was held in Quarter 4. Public consultation on the proposed main modifications and the revocation of the South East Plan is due to be carried out in Q1 of 2013/14. Following this, the Planning Inspector will hold a further hearing on the outcome of this consultation before issuing his report on the PS.</p> <p>A draft Development Management Plan (DMP) was prepared and published for further public consultation in Quarter 4. The outcome of the consultation and the final revised submission version of the DMP will be reported to Cabinet following the conclusion of the PS EIP. The timing of the submission of the draft DMP to the Secretary of State during 2013/14 will depend on the outcome of the PS EIP and its adoption.</p>
<p><b>10. Respond to the Council's responsibilities contained in the Localism Act in relation to neighbourhood planning. (6)</b></p> <p>Measure: Present a report to Cabinet during 2012/13 setting out the additional responsibilities, duties and challenges to the Council following changes relating to neighbourhood planning in the Localism Act.</p>	<b>G</b>	<p>The new Neighbourhood Planning regulations came into force on 6 April 2012 and information on neighbourhood planning has been added to the Council's website and updated as new information is made available. A training session with members has also been undertaken on neighbourhood planning.</p>

<b>11. Support to the Voluntary and Community Sector through the Community Partnership fund to be reviewed (4)</b>  Measures: Conclude review of Council's financial support commenced in 2011 and agree options to be implemented. Seek the views of community based organisations on the outcome of the review.	<b>G</b>	The outcome of the review of the Council's support for community based activity helped informed the priorities for the Community Partnership Fund for 2013-15, and led to the overhaul of the application and evaluation processes. More than a dozen community based organisations have been awarded grants to deliver a broad range of services to the most disadvantaged residents and communities in the town.
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## Performance Indicators

### 3.01 - 3.03

The targets for overall crime and criminal damage are based on the Safer Hastings Partnership's Community Safety Plan reduction targets. These are to reduce overall crime levels by 3% from 2010/11 levels, and criminal damage by 5%. There is no specific target for public place violence in the plan, and the target for 2012/13 was to maintain levels at no more than the rate for 2011/12. This target was not achieved.

Regeneration & Planning Policy - Corporate Plan Indicators					
Indicator	Improvement Direction	Actual Mar 2012	DoT	Actual Mar 2013	Target Mar 2013
3.01 Overall crime rate / 1,000 population	Smaller is Better	86		73	 84
3.02 Public place violence / 1,000 population	Smaller is Better	9.7		10.7	 9.7
3.03 Criminal damage / 1,000 population	Smaller is Better	17.6		13.6	 17.4



## Housing and Development Services

2012/13 Targets/Milestones	Status (R/A/G)	Comments
<p><b>1. Subject to the results of site feasibilities studies, assist a second phase of housing at Ore Valley by March 2013. (1)</b></p> <p>Measure: Secure planning permission, funding and agree revised implementation plan with partners.</p>	<b>R</b>	<p>Bellway Homes have confirmed that they will not be proceeding with second phase of housing. Discussions are now underway with Seaspaces successors regarding the best options for securing and safeguarding the land for future uses. This is the subject of a revised corporate plan target for 2013/14. The long held desire for a health facility on the site is now being realised with confirmation that a pharmacy and local doctors surgery will be built close to phase 1 of the development adjoining Hughenden Road and Parker road.</p>
<p><b>2. Take tough measures, including Compulsory Purchase, to bring long term empty homes and other buildings back into use. (1, 4 &amp; 5)</b></p> <p>Measure: Reduction in the total number of dwellings empty for more than 2 years (Target of 30 returned to use per annum).</p>	<b>G</b>	<p>A total of 91 Empty Homes have been brought back into use to date, 70 of which having been empty for over two years. This has been an exceptional year for returning empty homes back into use, well exceeding the target.</p> <p>Of the 42 long term empty homes we have authority to pursue CPO action on, 23 are occupied or are in the process of being renovated.</p> <p>Four properties are being leased from an owner by the YMCA under the HCA empty homes funding programme. The HCA grant will help renovate the empty properties so that they can be let to young persons nominated by the Council.</p> <p>We are in the process of taking possession of one of these long term empty homes, where the owner has failed to engage with us. This is nearing fruition and will be sold at auction. We intend to take similar action on two further properties.</p>

		<p>We will be shortly instructing solicitors to pursue Orders on 11 of these properties.</p>
<p><b>3. License a minimum of 175 Houses in Multiple Occupations to protect tenants and improve standards. (1, 4 &amp; 5)</b></p> <p>Measure: 175 licences issued in the 4 wards of Gensing, Central St Leonards, Braybrooke and Castle per annum.</p>	<b>G</b>	<p>The Additional Licensing Scheme has now been in operation since September 2011.</p> <p>204 licenses have been issued exceeding the year end target.</p> <p>Officers are now focusing activity on seeking out unlicensed HMOs, where owners have not come forward for early registration.</p>
<p><b>4. Undertake a review and produce revised policies for the allocation of affordable housing within the town. (4 &amp; 5)</b></p> <p>Measure: Cabinet adoption of revised allocation and strategic tenancy policies.</p>	<b>G</b>	<p>The Housing Allocation Scheme was approved at Cabinet on 2<sup>nd</sup> April 2013. This document sets out the Council's policy on who is eligible for an allocation of Affordable Housing.</p> <p>The Tenancy Strategy was approved at Cabinet on 2<sup>nd</sup> April 2013. This document provides guidance which Registered Providers must have regard to when formulating their own policies relating to:</p>
<p><b>5. Work with Local Space and other partners to implement new regeneration plans for Central St Leonards, including the acquisition of a minimum of 20 units of HMO accommodation in 2012/13. (1, 4 &amp; 5)</b></p> <p>Measure: Implement a new housing enforcement programme and assist Local Space Housing association in securing funding for the delivery of the 100 unit scheme over the period 2011-15.</p>	<b>G</b>	<p>Local Space confirmed during the year that they would not continue as main development partners beyond the pilot project. During the pilot Local Space successfully renovated 34 Kenilworth Road delivering 5 units of affordable housing. 41/42 Carisbrooke Road was also acquired by Compulsory Purchase Order. The title is vested in Hastings Borough Council and discussions are ongoing between the partners as to how best to take forward this project in 2013/14.</p> <p>Funding was approved at Budget Cabinet on 27<sup>th</sup> February 2013 to take forward the delivery of major new regeneration strategy for St Leonards, which includes the delivery of a 51 home scheme with AmicusHorizon plus</p>

		associated community, public realm and employment initiatives. This forms part of a new cross cutting corporate target for 2013/14.
<p><b>6. Continue to implement the second phase of the Townscape Heritage Initiative for the conservation and repair of specific buildings in the Central St. Leonards Renewal Area. (2)</b></p> <p>Measures: Taking up of final grant offers and completion of site works.</p>	<b>G</b>	<p>Heritage Lottery Fund extended whole scheme deadline to end 2014 to accommodate repair of St Leonards Congregational Church. Church works commenced Nov. 2012. Much additional fabric decay found on opening up. Limited additional grant likely to be available to owner. Two previous seafront repairs projects (12 Grand Parade, 49 Marina) due to complete mid 2013.</p>
<p><b>7. Progress improvements to the Pelham Arcade Restoration through English Heritage supported grant scheme. (2)</b></p> <p>Measures: Encourage the taking up of grant options, facilitate processing of parallel grant submissions to English Heritage and the Council and taking projects to start work on site.</p>	<b>G</b>	<p>Coordinated Arcade frontage and above Arcade lantern light design and listed building consent in place. Work underway at no 12 with completion anticipated mid 2013. EH made grant in Q4 for three further projects at 6-8, 4-5, and 12A. Start on site at 6-8 (HBC café) anticipated late April. Possible start on site at 4-5, dependant on negotiations between trader and freeholder, but anticipated in May 2013. Some interest from eastern end owner (Amusement Arcade) No interest from owner of 9-11(The Pike), or 1-3 (Fish Café). Further discussions are to take place with EH early in Q1 of 2013/14 regarding how best to proceed beyond existing programme of works.</p>
<p><b>8. Through our zero tolerance approach to neglected and derelict buildings and land, target 45 neglected and derelict buildings or areas of land. (2)</b></p> <p>Measure: 45 neglected/derelict buildings improved</p>	<b>G</b>	<p>Target achieved with a total of 51 neglected/derelict buildings improved</p>
<p><b>9. Convene the Council's Pre application Consultation Forum where appropriate bringing together developers, councillors and the community</b></p>	<b>G</b>	<p>No major proposals triggering a pre application forum came forward during this period, although there have been a number since the beginning of the new</p>

<b>to consider significant planning developments in advance of planning applications being submitted.</b> Measure: TBD		performance year.
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### Performance Indicators

4.01 - During 2012/13 Q4 there were 30 acceptances. For the total year to date there has been 98 acceptances.

During the same period in 2011/12 Q4 there were 15 acceptances, an increase of 15 for the same quarter. For the total acceptances for 2011/12 there were 65, an increase of 33 for 2012/13.

During 2012/13 we received 244 homeless applications compared to 162 in 2011/12, an increase of 82.

4.03 - there was a large increase for this indicator this year, which was mainly due to licensing, as well as a couple of big properties.

<b>Housing &amp; Development - Corporate Plan Indicators</b>					
Indicator	Improvement Direction	Actual Mar 2012	DoT	Actual Mar 2013	Target Mar 2013
4.01 Number of homelessness acceptances	Smaller is Better	65		98	 80
4.02 Homelessness prevention - households who considered themselves as homeless, who approached the local housing authority's housing advice service, and for whom housing advice casework intervention resolved their situation	Bigger is Better	1,829		1,896	 1,800
4.03 Number of private sector dwellings (units) brought in line with the current statutory standard	Bigger is Better	96		237	 120
4.04 Number of affordable homes delivered	Bigger is Better	60		50	 53
4.05 Long term (2+ years) empty properties returned to use	Bigger is Better	38		70	 30/50
4.06 % major residential & commercial planning applications determined within 13 weeks	Bigger is Better	42.1%		72.7%	 60.0%
4.07 % minor residential & commercial planning applications determined within 8 weeks	Bigger is Better	86.7%		76.6%	 85.0%

Housing & Development - Corporate Plan Indicators					
Indicator	Improvement Direction	Actual Mar 2012	DoT	Actual Mar 2013	Target Mar 2013
4.08 % householder planning applications determined within 6 weeks	Bigger is Better	62.7%	🟢	67.6% 🟢	60.0%
4.09 Net number of new homes built	Bigger is Better	200	🔴	148 🔴	200
4.10 Number of neglected and derelict buildings improved	Bigger is Better	46	🟢	51 🟢	45

## Marketing and Communications Services

2012/13 Targets/Milestones	Status (R/A/G)	Comments
<p><b>1. Provide a comprehensive communications service for the Council (internal and external).</b></p> <p>Measures: Web visits increased by 10% year on year, increase number of twitter followers by 50% and increase in Facebook friends % TBD.</p>	<b>G</b>	<p>Unique website visits over the year were 406 223 (342 701 in 2011/12), and there were 2 007 705 page views (1 889 398 in 2011/12), up 18.5% and 6.2% respectively.</p> <p>Twitter followers rose from 1340 to 2204, an increase of 64%.</p> <p>We recently started investing more time in Facebook, and our Facebook friends have risen from 30 in February to a current figure of 379.</p>
<p><b>2. Produce a tourism marketing plan for Hastings &amp; 1066 Country for implementation in the 2013 season, acknowledging the current and expected changes in the funding and delivery structures for tourism nationally and regionally.</b></p> <p>Measures: Plan completed by September 2012 and subsequently delivered.</p>	<b>G</b>	<p>The tourism plan was finalised, and is now being implemented. Our 2013 holiday guide is of course 'Famously Hastings' and reflects our new image (see below).</p> <p>We continue to work closely with Tourism South East, and have achieved some very good editorial coverage in newspapers and magazines, both domestically and internationally.</p>
<p><b>3. Support Hastings' different festivals and events, and organise the Olympic Torch Relay visit, and Seafood &amp; Wine Festival, to attract visitors and make the town a better and more inclusive place to live.</b></p> <p>Measures: All HBC-supported events delivered successfully in partnership with their respective organisers, and the Olympic Torch Relay visit, and the 2012 Seafood and Wine Festival, delivered successfully.</p>	<b>G</b>	<p>This was an exceptionally busy year for the events team, who helped support the large community events, as well as being directly responsible for the Olympic Torch Relay and Seafood &amp; Wine Festival, both of which were very well received. Residents and visitors alike continue to compliment us on our events programme.</p>
<p><b>4. Introduce a new 'LivinginHastings' website,</b></p>	<b>G</b>	<p>The new 'famouslyHastings.com' website was launched at</p>

<p><b>continue to maintain the Council's IT network, and provide IT support to enable the smooth running of the Council.</b></p> <p>Measures: New website introduced using our Content Management System, 95% of all Helpdesk calls within target time resolved and a network availability of 99% achieved.</p>		<p>'Let's Do Business' on 1<sup>st</sup> November, and has been very well received; we are now looking to roll it out to other businesses. The website continues to be added to, and has some excellent content.</p> <p>97.4% of the 5331 helpdesk calls received during the year were resolved within the target time, and a network availability of 99.9% was achieved.</p>
<p><b>5. Support the roll out and take up of next generation broadband to the town</b></p> <p>Measure: All Hastings exchanges broadband-enabled. Work with other partners to maximise broadband coverage of Hastings</p>	<p><b>A</b></p>	<p>As previously noted, the Castleham exchange is now included in the next phase of BT OpenReach's commercial rollout of Next Generation Broadband, with a go live date of 'by the end of 2013'; work is due to start on installing these in early summer.</p> <p>On the Hastings exchange, 72 of the 91 'green boxes' are currently live and accepting orders; work is actively underway on a further seven.</p> <p>On the Baldslow exchange, 9 of the 14 'green boxes' are currently live and accepting orders.</p>
<p><b>6. Contribute to a number of partnerships to further the town's infrastructure regeneration efforts by:</b></p> <ul style="list-style-type: none"> <li>• Lobbying for improvements to road transport links e.g. Hastings Bexhill Link Road, Tonbridge to Pembury A21 dualling.</li> <li>• Campaigning to retain, improve and develop rail links to serve the town</li> </ul>	<p><b>G</b></p>	<p>Preliminary work on constructing the link road is now under way, of course, with the tree clearance work having attracted some publicity; the Government has now announced that the scheme is fully funded..</p> <p>As reported previously the Highways Agency announced in October that it is to resume the statutory process for dualling the A21 between the Tonbridge and Pembury bypasses. HBC's news release welcoming the decision featured prominently on the BBC south-east today website.</p> <p>We submitted our responses to the consultation document on the next Southern and southeastern rail franchises during this period, although the timetable for letting these is now being delayed following Virgin's successful challenge of the West Coast Main Line franchise tender. It is now intended that the Southern franchise (covering the</p>

		<p>lines to Ashford, Eastbourne, Brighton and London Victoria as far as we are concerned) will cease in July 2015, to form part of the much larger Thameslink, Southern and Great Northern franchise, whilst the southeastern franchise is being extended by some v50 months to June 2018.</p> <p>We continue to attend the train operating companies' stakeholder forums.</p> <p>It should be noted that considerable disruption will affect London Bridge users whilst the station is rebuilt over the next four years, with Hastings line trains not being able to call there for some of that time.</p>
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### Performance Indicators

Performance for all indicators for 2012/13 is shown below, and targets proposed for 2013/14. Corporate Plan targets will be sent to Overview and Scrutiny Committee for comment, and to Cabinet to approve on June 10<sup>th</sup>.

5.1 & 5.2 were new indicators for 2012/13 as a new website was launched in August 2011. No targets were set 2012/13.

Marketing & Communications - Corporate Plan Indicators		
Indicator	Improvement Direction	Actual Mar 2013
5.1 Unique Visitors to the Borough Council's websites	Bigger is Better	406,223
5.2 Page Views on the Borough Council's websites	Bigger is Better	2,007,705



## Cross Cutting Targets

**7. Seafront Strategy:** The Council adopted a Seafront Strategy in 2005 and has a member/officer Seafront Regeneration Group. This oversees a seafront action plan which seeks to deliver and maximise the economic, social, environmental and health within the available resources.

2012/13 Targets/Milestones	Status (R/A/G)	Comments
a) To support the opening of part of the White Rock Baths during the financial year including the delivery of enabling works.	<b>R</b>	A proposal by a commercial operator to lease the space proved to be unfeasible, and options for marketing the site or leasing part of the premises for other uses are currently being explored. However since the end of the period an in principal agreement has been reached for a lease from the Foreshore Trust to Hastings Pier Charity for part of the building. It is expected refurbishment works will commence shortly.
b) Bottle Alley feasibility study review and agreed options implemented or planned.	<b>G</b>	Car parking issues currently being discussed with ESCC.
c) Seafront play and exercise facilities completed.	<b>G</b>	Completed.
d) Beach management plan delivered.	<b>G</b>	Beach Management Plan completed and being monitored by Coastal Users Group.
e) Forward plan of action for Charity Committee delivered.	<b>G</b>	Adopted by Charity Committee at December meeting.
f) Programme of cultural activities on the Stade.	<b>G</b>	An eclectic programme of high quality events and performances brought the new Stade Open Space to life between May and October. The programme attracted both residents and new visitors to the Stade and served as the basis for a wider programme of cultural activities elsewhere in the town.

g) To investigate potential sustainable seafront transport schemes.	<b>G</b>	A paper on a 'minitrans' (actually a double ended electric 'bus) was taken to February's Cabinet. Further work is now being undertaken on the scheme, especially the financing of it and a business case for it, and another visit is planned to the manufacturers in Warwickshire at the end of May.
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**8. Hastings Pier:** Seek to acquire the Hastings Pier through a Compulsory Purchase Order and transfer it to the Hastings Pier and White Rock Trust.

<b>2012/13 Targets/Milestones</b>	<b>Status (R/A/G)</b>	<b>Comments</b>
a) Service of a Compulsory Purchase Order on the current owners of the Pier.	<b>G</b>	The Council's CPO actions were successful, and the Secretary of State confirmed the CPO without a public hearing.
b) General vesting declaration and transfer of ownership to the Hastings Pier Charity (subject to a successful bid by the HPWRT for Heritage Lottery Funding).	<b>G</b>	With the successful CPO action, the way is clear for the Council to acquire the Pier and transfer it to the Hastings Pier Charity as soon as the Charity is in a position to take ownership.

**9. Hastings Castle:** Following the earlier, unsuccessful bid to the HLF, work up a Stage 1 bid for HLF funding for improved access (physical and intellectual) to Hastings Castle, and improved visitor and staff facilities

<b>2012/13 Targets/Milestones</b>	<b>Status (R/A/G)</b>	<b>Comments</b>
To work with English Heritage, the local community and other stakeholders to submit a revised bid to HLF, taking	<b>R</b>	Following on from the major HLF award (£11.4m) to the Pier in November 2012, it was thought that another major

into account their feedback on the failed bid, by end Q3 2012/13, for approval by end Q1 2013/14		<p>bid from Hastings was less likely to be successful if submitted so soon after that announcement. The 2013/14 Corporate Plan target is to work with English Heritage, the local community and other stakeholders to submit a revised bid to HLF, by end of Q2 2013/14, for approval by end Q4 2013/14; work to be completed by end of Q2 2016/17.</p> <p>A very successful community/stakeholder workshop took place in April.</p>
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**10. Rebranding Hastings:** To promote Hastings as a place to live, work and invest, utilising the many positive assets and opportunities that exist in the Hastings area.

2012/13 Targets/Milestones	Status (R/A/G)	Comments
a) To agree and begin to implement an inward investment strategy together with partners on the Hastings & Rother Task Force.	<b>G</b>	Local authorities across East Sussex agreed to participate in a countywide inward investment service. This service is due to commence in 2013-14 for a three year period. The Council's economic development teams continue to provide advice and assistance to companies wanting to establish or expand in Hastings.
b) To work with the Town Centre Management Committee and other to improve and maintain the public realm in the town centres and market the retail offer.	<b>G</b>	As previously reported we have participated in the County Public Realm Policy Development. A second branch of signs has been installed in the town centre and planters have arrived and will be installed very shortly. Benches will be appointed before the summer.
c) To work with partners to improve the evening economy in the town.	<b>G</b>	The Council continues to support various activities to improve the evening economy in the town, and facilitated meetings of the Evening Economy Steering Group - a

		<p>multi-agency partnership seeking to enhance the evening and night-time economy. A number of events and activities were organised, including Fat Tuesday, Eat Global and Christmas related events in both Hastings and St Leonards town centres. The Saturation Policy was reviewed and approved by Cabinet. Council licensing and community safety officers worked closely and successfully with the Police and the Town Centre Management partnership to operate a number of measures designed to reduce drink related crime and anti-social behaviour, including the successful Bar Watch scheme that involves many of the licensed premises in the town.</p>
<p>d) To work with partners to agree and deliver an image improvement plan.</p>	<b>G</b>	<p>As noted above, our overarching brand image for Hastings, for use by any organisation with a connection to the town, 'famously Hastings', launched at Let's Do Business on 1<sup>st</sup> November. It includes a brand new website, <a href="http://www.famouslyhastings.com">www.famouslyhastings.com</a>, showing Hastings as a great place to live, visit, study and invest, and branding guidelines are being produced for organisations wanting to use the new brand. As noted in the 'Marketing &amp; Communications' area above, this has been very well received, with a number of other organisations and businesses already saying they are interested in using it..</p>
<p>e) To continue to market Hastings as a visitor destination, emphasising the growing cultural and artistic vibrancy found in the area including the opening of the Jerwood Gallery.</p>	<b>G</b>	<p>Our tourism marketing work (advertising, PR, etc..) emphasises the improved cultural offer here in Hastings, including the Jerwood Gallery, Stade Saturday, Coastal Currents, as well as the artists' quarters in the Old Town and central St Leonards. The 2013 visitor guide will of course be 'famously Hastings', again as noted above.</p> <p>Our application to become City of Culture 2017 has also received considerable, very positive, publicity.</p>
<p>f) To work with South Coast College Hastings and</p>	<b>G</b>	<p>The Council established a multi-agency partnership that meets regularly to identify and resolve issues that detract</p>

<p>University Centre Hastings and Town Centre businesses to improve the attractiveness of Hastings to students as a place to live and study.</p>		<p>from the appeal of the town to university students. A range of measures during Freshers' Week enabled students to gain a better awareness of the amenities and services in the town that appeal to young people. We helped encourage businesses to offer student nights on different days of the week, and brought businesses, the student union and students together to explore the commercial opportunities that the students and their families bring to the town. We initiated a student discount scheme, and over sixty businesses across the town participate in this. As a result of this partnership work, the student union has focused increased resources on supporting students in Hastings and working with local organisations. We funded a student market which took place in Hastings town centre just prior to Christmas. Another is planned for 2013. Recent reports show that increasing numbers of university students have a positive perception of the town, and are far less inclined to seek accommodation and social activities outside Hastings.</p>
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