

Overview and Scrutiny Committee for Resources Agenda

Thursday, 11 September 2014 at 6.00 pm

Town Hall, Queen's Square, Priory Meadow, Hastings TN34 1QR

For further information, please contact Michael Courts on 01424 451764 or mcourts@hastings.gov.uk

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1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Minutes of the meeting held on 12 June 2014 and the minutes of the Annual Joint meeting of the Overview and Scrutiny Committees held on 19 June 2014	1 - 8
4.	Quarter One Performance and Financial Monitoring Report (Peter Grace, Head of Finance, Jane Hartnell, Head of Corporate Services)	9 - 30

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12 JUNE 2014

Present: Councillors Webb (Chair), Howard (Vice-Chair), Batsford, Sinden, Atkins, Beaver and Roberts

Lead Members in attendance: Councillors Birch and Cartwright

1. DECLARATIONS OF INTEREST

The following councillors declared an interest in the minutes as indicated:

<u>Councillor</u>	<u>Minute</u>	<u>Interest</u>
Webb	3	Personal – he is a trustee of the 7 Streets project

2. MINUTES OF THE MEETING HELD ON 24 FEBRUARY 2014

RESOLVED that the minutes of the meeting held on 24 February 2014 be approved as a true record.

3. FINAL REPORT OF THE SCRUTINY REVIEW OF CHANGES TO THE WELFARE SYSTEM

This item was moved up the agenda, with the agreement of the Chair.

Councillor Davies, as Chair of the Scrutiny review, presented the review team's findings to the committee.

The purpose of the review had been to monitor the impact of the recent welfare reforms on vulnerable residents in the town. The review had also considered the capacity of the Council and its partner organisations to respond to the changes.

The review team had also considered methodology to measure the fairness of the changes. The methodology included a fairness square, which set out four key principles of equitable decision making. Members considered appending a worked example, to illustrate the application of the fairness square, to the report. The terms of reference for the review were also amended to list Councillor Howard as a member of the review team.

As part of the review, Members had invited representatives of key agencies to attend an evidence gathering meeting to discuss the impact of the changes in more detail.

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Members had also considered the potential impact of further planned changes to the welfare system.

Councillor Batsford proposed an amendment, seconded by Councillor Howard, to the recommendation contained in paragraph 63 of the report, as follows “to work to relieve the effects of poverty by supporting sustainable approaches by partners that help tackle the root causes of poverty”. The proposed amendment was agreed by 6 votes to 0, with 1 abstention.

Councillor Beaver proposed an amendment to the recommendation contained within paragraph 60 of the report, seconded by Councillor Webb, as follows “that the council actively works with other agencies, such as the credit union, to reduce and in time eradicate the need for residents to have to go to loan sharks and pay day lenders charging exorbitant interest rates”. The proposed amendment was unanimously agreed.

RESOLVED – (unanimously) - that:

1) the key recommendations from the review, set out in paragraph 54 to 64, are approved, subject to the Head of Housing and Planning Services making the above amendments. The recommendations will be submitted to Cabinet for an executive management response.

4. CORPORATE PLAN PART III - YEAR END PERFORMANCE INFORMATION AND TARGET SETTING 2014-15

The Head of Corporate Services presented a report to advise members of the year end-actual performance by the staff in the Corporate Resources Directorate against the targets and milestones set out in Part II of the Corporate Plan for 2013/14. Member’s comments were sought on the proposed performance indicator targets for 2014/15.

Councillor Howard took the Chair for the duration of the discussion.

Members noted some slippage in the target to deliver the annual audit plan. The Head of Finance advised that the delays had been caused by difficulties completing the Housing Benefit Grant Subsidy Claim. The annual audit plan had now been completed and the outcomes would be reported to Audit Committee. It was not anticipated that the delays would re-occur in 2014/15.

The committee were pleased to note that the restoration works to 6, 7 and 8 Pelham Arcade was nearing completion, and it was hoped that the café area of St Mary in the Castle could be brought back into use shortly.

Members acknowledged that the collection rate for council tax and non-domestic rates had exceeded the target for 2013/14. The Head of Finance commented that the council would continue to monitor changes in legislation, particularly regarding the business rate relief granted to small business, which may impact on collection rates for council tax and business rates in future years.

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The committee congratulated the Electoral Services team on the arrangements for the recent Local Government and European Parliamentary election.

Members also wished to thank all those involved in the delivery of the Overview and Scrutiny work programme for 2013/14.

Discussion took place regarding the switched on Hastings campaign, which took place as part of the big community switch. Over 1000 households had registered their interest in the scheme, 15% of which switched upon receipt of their offer. A further campaign would be held later in the year, ahead of an auction in October 2014. Members highlighted the importance of engaging with households who may be at risk of fuel poverty, particularly those using pre-pay gas and electricity meters. The Head of Corporate Services added that the council would continue to work in partnership with other agencies to raise awareness of the scheme.

Members noted that the proportion of work days / shifts lost due to sickness absence was 7.01, against a target of 6.25. The Head of Corporate Services suggested that, in future, the statistics for long and short term sickness should be separated, which was supported by the committee.

The committee noted that a report would be submitted to the Cabinet meeting in July regarding the planned refurbishment of Aquila House. The Head of Corporate Services advised that there would be significant disruption to staff while the works were ongoing. However, once complete, it was hoped the refurbishment of Aquila House would improve working conditions for staff and provide increased opportunities for flexible working.

RESOLVED – (unanimously) - that:

- 1) Members have considered the information that will form Part III of the Corporate Plan, and;**
- 2) The comments of the Overview and Scrutiny Committee on the proposed performance indicator targets for 2014/15 be referred to the Cabinet meeting on 7 July 2014, and;**
- 3) The Overview and Scrutiny Committee thank staff for their hard work in achieving the targets set out in the Corporate Plan.**

(The Chair declared the meeting closed at 6.55pm)

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ANNUAL JOINT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEES

19 JUNE 2014

Present: Councillors Webb, Howard, Batsford, Davies (Chair), Pragnell, Sinden, Atkins, Beaver, Charman, Fitzgerald, Roberts, Scott and Turner

Apologies for absence were notes for Councillor Edwards

5. APPOINTMENT OF CHAIR

The Senior Corporate and Democratic Services Officer invited nominations for the appointment of Chair for the duration of the meeting. Councillor Webb moved that Councillor Davies should take the Chair, which was seconded by Councillor Batsford.

RESOLVED that Councillor Davies be appointed as Chair for the duration of the meeting.

6. DECLARATIONS OF INTEREST

The following councillors declared an interest in the minutes as follows:

<u>Councillor</u>	<u>Minute</u>	<u>Interest</u>
Pragnell, Scott and Webb	4	Personal – they are Members of East Sussex County Council
Davies	4	Personal – he was formerly a National Union of Teachers representative.
Pragnell	4	Personal – Member of East Sussex Health Overview and Scrutiny Committee
Webb	4	Personal – Member of the East Sussex Health and Well Being Board

7. UPDATE ON 2013/14 WORK PROGRAMME AND OVERVIEW AND SCRUTINY WORK PROGRAMME FOR 2014/15 MUNICIPAL YEAR

The Senior Corporate and Democratic Services Officer, presented an update report on the 2013-14 work programme, highlighting that members had completed both of the detailed reviews they had identified as high priorities at the 2013 annual meeting. A management response to the scrutiny review of changes to the welfare system was due to be considered by Cabinet at its meeting in July. Members had also formulated

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and published an Overview and Scrutiny Charter, which set out the key principles and objectives of the Overview and Scrutiny function.

The Chair gave thanks to all those involved in the 2013-14 work programme, including members and officers.

The Chair presented the recommendations of the Chairs and Vice Chairs, and introduced the topics which had been identified as a high priority for the 2014-15 work programmes. The recommendations included proposed topics for updates within the quarterly committee meetings schedule.

The committee's views were sought on all the future work programme ideas. Members remained as one joint committee to consider the topics put forward for consideration. Senior officers aided the committee in their discussion on the suggested reviews.

Councillor Batsford proposed an additional review to consider the role of academies as education providers in the town. The review would seek to develop a framework to enable the Council to engage with the academies proactively. Members were mindful that the review would require a significant contribution from key partners, including the education authority and senior staff at the academies.

Members discussed the proposal for a review of the Council's organisational transformation in some detail. Whilst Members agreed that this area is a key priority, they accepted that a full review of this subject would have significant resource implications. Members agreed that it would be preferable to receive an update from the Leader and Deputy Leader of the Council and that the Scrutiny Steering Group would work up questions for them based on the review suggestion put forward by Councillors Davies and Webb. Members would then undertake further monitoring of the ongoing organisational changes, particularly those brought about by the pending refurbishment of Aquila House, through their quarterly committee cycle and consider the outcomes of their findings at the end of the municipal year.

The committee agreed that the title of the proposed review of privatised contracts should be amended to outsourced services, to better reflect the purpose and objectives of the review.

After discussion, members decided on conducting reviews collectively, allowing members from both Resources and Services Committees to sit on any review.

The committee decided on the following issues for their 2014-15 work programme:

SCRUTINY REVIEWS					
	TOPIC	LEAD OFFICER	TIMESCALE	MEMBERSHIP	REPORTS TO
1.	Outsourced contracts	TBC	TBC	TBC	Resources

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2.	Engaging with academies	TBC	TBC	TBC	Services
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COMMITMENTS FROM 2013-14 WORK PROGRAMME				
	TOPIC	REASON	PROPOSER	REPORTS TO
1.	Scrutiny Review of Hastings Castle Future Management Options	Members suggested that the review team is reconvened in autumn 2014, to review the summer season.	Members of the Scrutiny Review of Hastings Castle Future Management Options.	Services
2.	Scrutiny Review of Bathing Water Quality	Members of the review team may wish to meet later in 2014, to review the bathing water samples taken over the summer season, and to monitor efforts to improve bathing water quality.	Members of the Scrutiny Review of Bathing Water Quality.	Services

Discussion took place regarding the suggested programme of updates within the quarterly meetings schedule for 2014/15. Members agreed that, as the review of access to Hastings, which had been identified by the Chairs and Vice Chairs as a high priority, had not been taken up as part of the work programme an update should be forwarded to a quarterly committee meeting instead. The update could include and overview of potential improvements to transport links and other forms of communication, including broadband. The committee accepted the Chairs and Vice Chairs suggested topics for further updates and referred this matter to Scrutiny Steering Group for consideration.

The remainder of the suggestions for both committees, as detailed in the report, were noted but not taken forward for inclusion in the 2014-15 work programme. However, members would be able to take these suggestions forward for the 2015-16 work programme if they so wished, with the exception of those ideas withdrawn at the meeting.

RESOLVED that:

- 1) the Annual Meeting consider the recommendations of the Chairs and Vice Chairs of O&S and agree the O&S work programme for 2014-15 Municipal Year.**

8. INVITATION TO LEAD MEMBERS FOR 2014/15

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The Senior Corporate and Democratic Services Officer, asked for the committee's approval to invite Lead Members to the quarterly Overview and Scrutiny performance monitoring committees for the 2014-15 municipal year.

RESOLVED that Lead Members be formally invited to attend their respective Overview and Scrutiny Committees for the 2014-15 municipal year.

(The Chair declared the meeting closed at. 7.15 pm)

Agenda Item No: 4

Report to: Overview and Scrutiny (Resources)

Date of Meeting: 11 September 2014

Report Title: Quarter One Performance and Financial Monitoring Report

Report By: Jane Hartnell
Head of Corporate Services

Purpose of Report

To advise Members of the performance against the 2014/15 targets and performance indicators in Part II of the Corporate Plan and provide a summary of financial information.

Recommendation(s)

1. That the Committee's comments on Quarter 1 performance be addressed by the relevant Lead Member(s) with appropriate action and report back.
2. That staff in the Corporate Resources Directorate be thanked for their hard work and achievements in this quarter.

Reasons for Recommendations

To enable the Overview and Scrutiny Committee to undertake their performance management function

Introduction

1. Part II of the Council's Corporate Plan sets out the targets and milestones which the Council is committed to achieving during 2014/15. The Overview and Scrutiny Committees play a key role in publicly reviewing performance against these targets on a quarterly basis.
2. The Corporate Plan was agreed by Full Council in February 2014 alongside the Budget for the same period.

Performance in Quarter 1 2014/15 (1st April to 30th June)

3. The performance report attached sets out progress against targets and performance indicators for the period.
4. An exceptions summary is included for those annual targets by service. 'Exceptions' are defined as those targets that are not meeting expected performance and those that have been achieved or exceeded target.
5. The Council agreed a set of Performance Indicators (PIs) for 2014/15 to focus performance management on those issues that are important to local people and that give an overview of the Council's performance. Performance against these PIs is reported in the main body of the text.
6. Each of the Corporate Plan targets is tagged with a status comment as either:
 - Achieved: Target has been delivered successfully – as defined by the measure listed
 - On Target: Confident target will be delivered as worded by year-end or by date specified.
 - Slippage Possible: There are concerns about ability to deliver within the year
 - Will not meet target: Either due to change in external circumstances or for internal reason e.g. resources, re-prioritised etc.

7. Progress against Performances Indicator targets for the year up to the end of the quarter shown as either 'Met' or 'Not Met'.
8. 'Direction of Travel' shows whether performance for the year up to the end of the quarter is Better, Worse or Same as for the same period the previous year. For different indicators better performance may be shown by higher or lower figures (e.g. recycling collection rates vs crime rates). All figures shown in the tables are the totals from the beginning of the year (April 1st) to the end of the quarter.

Current Consultation

9. Public consultation on the Seafront Strategy, Housing Strategy and Licensing are scheduled to commence during the next quarter. Full details will be published at the link below. These are highlighted to assist the Committees to undertake their Scrutiny role effectively and to enable Members input into decision making at an appropriate stage.

10. http://www.hastings.gov.uk/decisions_democracy/voting_petitioning_having_your_say/consultation/current_consultations/

Summary of Council-Wide Financial Information

11. Revenue Budget – The current forecasted outturn position at quarter 1 is a underspend of £559k (Corporate £257k, Environment £187k and Regeneration £115k). Efficiency savings will continue to be identified as the Council's PIER process progresses.
12. Capital Programme –The Gross expenditure to 30th June 2014 was £640K against a budget of £7,762K. The £7,762k includes the original budget of £3,012k plus carry forwards (£4,544k).

Wards Affected

Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St. Helens, Tressell, West St. Leonards, Wishing Tree

Area(s) Affected

Central Hastings, East Hastings, North St. Leonards, South St. Leonards

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	Yes
Crime and Fear of Crime (Section 17)	Yes
Risk Management	Yes
Environmental Issues	Yes
Economic/Financial Implications	Yes
Human Rights Act	Yes
Organisational Consequences	Yes
Local People's Views	Yes

Background Information

Corporate Plan Part II 2014/15 – 2016/17

Officer to Contact

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Quarter 1 progress - to end June 2014/15

The following updates are given against targets in the Council's Corporate Plan 2014/15 – 2016/17.

Targets are listed under the service responsible for delivery. By achieving these targets, the Council will be delivering our overarching priorities for 2014/15 shown below. These are listed in no particular order:

Corporate Priorities

The targets show how we will be working to deliver our 6 overarching priorities during 2014/15, as set out below.

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 environmental 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.

FINANCIAL SERVICES

1. Achieve an unqualified audit opinion for the annual statement of accounts.

Measure: Unqualified audit opinion gained by 30th September.

Performance @ QTR 1 – On Target

Progress – The external auditors are continuing to review the accounts. Audit Committee will consider these at a meeting on the 25 September 2014. An unqualified audit opinion is currently anticipated.

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.

Performance @ QTR 1 – On Target

Progress –

Void units

Factory units 3 out of 62 vacant = 4.8% void (Q4 0%)

1 of the vacant units (12/14 Theaklen Drive) is being partly refurbished, to include a new roof, under phase 2 of the ACE project. This work is due to be completed by the end of September 2014.

Castleham Business Centre East (new) 3 out of 17 vacant = 17.6% void (Q4 17.6%)

Castleham Business Centre West 2 out of 20 vacant = 10% void (Q4 25%)

Actual income versus the budget

No material variations identified at this stage

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.

Performance @ QTR 1 – On Target

Progress – No major developments to report. The rollout of Universal Credit is estimated to be in 2016/17.

4. Review the current Council Tax Support Scheme and consider implications for 2015/16 onwards.

Measure: Current Council Tax Support System reviewed.

Performance @ QTR 1 – On Target

Progress – A joint review by east sussex authorities has taken place and authorities will be recommended to make no fundamental changes for 2015/16. Work is being progressed over the next few months across East

Sussex to review the potential for changes in 2016/17 and beyond. Any recommendations for 2016/17 and beyond will need to be considered by Hastings Borough Council in the first quarter of 2015/16.

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.

Performance @ QTR 1 – On Target

Progress – The Revenues Service review has been completed and actions are being progressed. The first priority being to update the website and make the information more accessible. This first step has been actioned , and further enhancements will follow shortly as the website becomes more functional in late August and September 2014.

The Benefits review will be commenced after the summer break. Lessons learned from the revenues review are being actioned in the meantime.

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.

Performance @ QTR 1 – On target

Progress – Investigations investigated and closed 7 serious cases in the first quarter, 2014/15, compared to 3 cases in the same period last year.

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.

Performance @ QTR 1 – On target

Progress – All assignments started and are on plan.

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.

Performance @ QTR 1 – On target

Progress – The following procurement activity was concluded during quarter 1 by the East Sussex Procurement Hub (ESPH).

Contract Title	Date	Outcomes
Corporate Banking Services	Contract awarded June 2014	Included 5 other District and Borough Councils securing c.25% saving on

Merchant Services	Contract awarded June 2014	current costs. Included 3 other District and Borough Councils securing c.35% saving on current costs.
White Rock Sound System	Contract awarded May 2014	System spec exceeded pre-tender estimates and achieved within budget.
Empty Homes Review	Agreement negotiated April 2014	3 year agreement in place securing 50% reduction in previous years cost.
E-tendering and Supplier Portal	Contract awarded May 2014	Allows the ESPH to undertake electronic procurement and engage with Small Medium Enterprises and local businesses more effectively on behalf of Hastings and other members.

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 @ QTR 1 – On Target

Progress – Following a competitive tendering exercise in partnership with the other East Sussex Borough and District Councils and Crawley BC, Lloyds Bank have been appointed as the Councils bankers.

Hastings BC will be the first of the local authorities to transfer, and the work has already commenced.

PERFORMANCE INDICATORS

Notes

6.2 Non domestic rates collected in year – collection rates during the year will be lower this year than last year due to many businesses taking up the opportunity to pay in 12 monthly instalments through the year, where previously they paid in 10 instalments. The targets for quarters 1 – 3 have been adjusted to take

account of lower collection rates during the year, but the overall target for the year or 97.5% is unchanged from the target agreed in the Corporate Plan. While the Q1 figure is currently below the revised target it is anticipated that the overall target will be achieved by the end of the year.

Name	Improvement Direction	Actual Jun 2013	Direction of Travel	Actual Jun 2014	Status Jun 2014	Target Jun 2014	Yearend Target Mar 2015
6.1 % Council Tax collected in year	Bigger is better	34.9%	Worse	34.5%	Not Met	35.4%	96.0%
6.2 % Non domestic rates collected in year	Bigger is better	36.1%	Worse	33.9%	Not Met	35.0%	97.5%
6.3 Average number of days to process new housing benefit claims	Smaller is better	14.7	Better	12.9	Met	15.0	15.0
6.4 Average number of days to process changes to housing benefit claims	Smaller is better	4.6	Worse	6.9	Not Met	5.0	5.0
6.5 Average number of days to process new Council Tax Reduction claims	Smaller is better	13.6	Worse	13.9	Met	15.0	15.0
6.6 Average number of days to process changes to Council Tax Reduction claims	Smaller is better	1.9	Worse	5.3	Not Met	5.0	5.0

CORPORATE SERVICES

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

Measures:

- a) Successful management of the 2014 European Parliamentary and Borough Council elections.
- b) Successful completion of annual absent voter Personal Identifier refresh in spring 2015.
- c) Preparation for UK Parliamentary election in May 2015.

Performance @ QTR 1 – On target

Progress –

- a) The 2014 combined elections were successfully managed and achieved to timeframe. This involved staff working to new and complex statutory deadlines for both local and European elections.
- b) No information to report at this stage.
- c) Initial discussions already ongoing with neighbouring authority with regard to planning for the 2015 UK Parliamentary election.

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.

Performance @ QTR 1 – On target

Progress –

IER went live on 10 June 2014, with staff well prepared for the initial transition over the summer. Software issues have meant slight delays in initial write out process, although the first stage is now complete, with the two remaining reminder stages due in the coming weeks.

As expected, there has been many queries coming through the Community Contact Centre, but intensive training has meant that the majority of calls are being dealt with at this stage, with only more complex queries needing to be diverted to elections staff.

Councillors were given a comprehensive briefing session on IER on 17 July, which appeared to be well received.

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.

Performance @ QTR 1 – On Target

Progress –

The Chair of the LSP rotates every 2 years and the Board thanked Clive Galbraith from the Chamber of Commerce for chairing the Board on behalf of the business sector. The chair is now held by Marie Casey, Chief Executive of SEAP (South East advice and advocacy providers) on behalf of the Community and Voluntary Sector.

The July 2014 meeting focussed on the community development work ongoing in East Hastings under the Big Local project. The Board accepted an invitation to hold a future meeting in East Hastings at Ore Downs Farm. The LSP also received a presentation from ESCC on strategic transport including the link road, high speed rail proposals and the dualing of the A21.

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.

Performance @ QTR 1 – On Target

Progress –

- a) An annual training programme has been designed and is being delivered to assist in changing the Council's way of working. The focus is on creating a workforce that is flexible and adaptable to on-going change with competence and confidence to deliver business priorities. For example, after the Customer Care Training, 92% of participants reported that they found the course extremely useful as they had learnt things they could use in their current roles. Additional courses are being rolled out in October, 2014.
Work is also continuing to review HR policies and procedures with the aim of revising them to reflect a modern and robust organisation, aligned to the Council's 'One Team' vision to build a modern and efficient organisation that is responsive to customer needs.
- b) Work with services to undertake process and service re-design is continuing. Examples include input to the Housing Services Review and developing a new staff rota system for the Contact Centre to increase efficiency and enhance resource management.
- c) The Staff Commission continues to meet and the main focus is the accommodation refurbishment project and the impact on the teams. A communication strategy has been agreed and staff receive regular updates from the project manager. An 'aquila-accommodation' email address is being used for all queries to ensure consistency of response and consideration of proposals put forward by members of staff.

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.

Performance @ QTR 1 – On target

Progress –

- a) Services and Resources scrutiny committees met jointly in June to agree an ambitious work programme for the municipal year. Reviews on 'outsourced contracts' and 'engaging with academies' commence in August and late September (the latter is subject to involvement of key partners).
- b) The Scrutiny Steering Group met in July to take forward their priorities, this involved refining timescales for reviews, scheduling updates for quarterly meetings and performance management against outstanding actions from the previous quarter.
- c) Members' induction and associated schedule of training was completed following the May elections. The Members Training and Development Group will review the associated post training evaluation as part of their autumn meeting schedule.
- d) The Mod Gov committee system went live to the public in July and will be used for internal meetings following the summer break. A further plan of work is scheduled to enable full implementation of the Mod Gov system. The vast majority of Members use iPad type tablet devices. 20 iPads are provided directly by HBC. Other Members have elected to use their own or County Council devices.

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.

Performance @ QTR 1 – N/A

Progress – WAG has not met in quarter 1, the next meeting is being scheduled for a date in September.

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.

Performance @ QTR 1 – On Target

Progress – Preparations are underway to take part in the October 2014 auction, promotion will begin in early September.

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.

Performance @ QTR 1 – On Target

Progress –

- a) The Adaptation Compass has been promoted with the Coastal Futures User Group, and as a result a workshop has been planned to support the development of the Lewes and Newhaven Neighbourhood Plans and regeneration plans for Seaford.
- b) Discussions are underway with our Future Cities, Ecofab, Ace & Safe Ice partners about future project ideas in preparation for the next round of EU funding.

9. 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.

Performance @ QTR 1 – On Target

Progress –

- a) The quality and timeliness of personal and telephone experience continues to improve, the information below compares performance in qtr 1 last year and qtr1 this year.

Phones

- 21% more calls answered
- 15 second shorter talk time
- 40 second shorter wait time

Date	No of Calls	% Calls Answered	Average talk time	Average wait time
Quarter 1 2013	42762	59.2%	00:04:09	00:07:03
Quarter 1 2014	31,585	80.0%	00:03:54	00:06:22

Face to Face

- 3:31 shorter assistance time
- 2:59 shorter wait time

Date	Customers	Avg assistance time	Avg wait time
Q1 2013/14	8692	00:13:34	00:20:57
Q1 2014/15	6724	00:10:05	00:17:59

b) The Contact Centre staff are integral to the service reviews being undertaken. Improvement planning and activity is already underway even where reviews are not yet complete. Activity following the Revenues Review includes:

- Work with team to redesign customer web pages to be more user friendly and use simpler language (assessed by the 'SMOG' test – will explain at the meeting)
- Joined up Revenues/CCC team meetings, visits and Buddy system implemented Contact centre meetings and contact centre staff to revenues meetings.
- Use of social media to highlight Council Tax reminders being issued
- Analysing phone/face to face and web contact to improve costs and efficiencies
- Recovery timetable change to allow longer for residents to pay their council tax before reminders are sent therefore reducing unnecessary contact
- Further work is planned to streamline the Council Tax recovery process, improvements already include giving the CCC more authority to deal with revenue queries, instigate payment plans, and Team Leaders can suspend Bailiff action in agreed circumstances.

10. 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.

Performance @ QTR 1 – On Target

Progress –

- a) The council is fully complying with transparency legislation and guidance, e.g. we publish annually our pay policy and senior management salaries and we are putting in place processes to comply with the new transparency regulations which came into force on 1st August 2014.
- b) FOI requests are continually increasing but we are meeting the majority of deadlines despite the additional pressure this puts on services.
- c) Officers have identified a system that will assist with monitoring and keeping track of all complaints – a business case is being developed and further information may be available by the date of the O&S Committee meeting.

11. 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 @ QTR 1 – On Target

Progress –

- a) Legal Services continue to provide advice for high profile matters such as Rocklands. They are currently working with Environmental Health to inform a policy in regard to litter and waste enforcement. Legal Services have drafted byelaws in regard to the Promenade, Seashore, Pleasure Parks and Nature Reserves. These will go out for informal consultation with a view to becoming effective in Spring 2015.
- b) Legal Services have taken eleven successful prosecutions to court, administered six formal cautions and won two further court cases where the defendant pleaded not guilty. These cases cover most areas of the Council's enforcement functions. Legal Services have met the demands of serving all papers in regard to the Pier arbitration. The Council are awaiting the decision from the Supreme Court as to whether we will be given leave to appeal.

- c) Legal Services have secured £20,000 Council tax debt by the application to Court for eight charging orders. They have also secured five attachment of earnings and four payment arrangements in respect of Housing Benefit debt. They have collected over £10,000 in other sundry debts. Five leases have been completed and eleven contracts.
- d) Legal Services have given training on induction to members on the Code of Conduct, Constitution, Planning, Licensing, Museums and Environment and Safety
Legal Services also contributed to the successful production of Annual Council.

PERFORMANCE INDICATORS

Name	Improvement Direction	Actual Jun 2013	Direction of Travel	Actual Jun 2014	Status Jun 2014	Target Jun 2014	Yearend Target Mar 2015
7.1 The proportion of working days/shifts lost due to sickness absence	Smaller is better	1.46	Worse	1.55	Met	1.55	6.25

Sickness absence for QTR 1 is up on last year due to an increase in short term absence due to a variety of 24 hour bugs such as D & V, chest complaints etc.

Cross Cutting Targets

1. DELIVERING SERVICES INTO THE FUTURE

Brief: Prepare for further significant reductions in Council spending in the future whilst prioritising the activities and projects the Council has capacity to deliver.

Director: Neil Dart

Contributions: Strategic Leadership Board and all HBC staff

Lead Member: Cllr Birch

O & S: Resources

2014/15 Targets

- 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.
- b) Seek out and explore opportunities for new service delivery models, including shared services where this will provide efficiencies or resilience.
- c) Deliver a programme of consultation to test local priorities with local people and staff.
- d) Complete a Priority Income Efficiency Review process to inform the 2015/16 budget.
- e) Produce and publish a Medium Term Financial Strategy (MTFS).
- f) Agree a significantly revised Corporate Plan and a Budget for 2015/16 onwards in February 2015.

Performance @ QTR 1 – On Target

Progress –

- a) The Revenues Review has been completed and a Service Improvement Group has been established to co-ordinate the implementation of the recommendations and priorities improvements over the next few quarters. The Housing Options Review has almost completed and the Benefits review will commence in the early autumn.
- b) Shared service discussions are explored wherever opportunities arise – there is no significant progress to report this quarter.
- c) Consultation on the draft budget and corporate plan will be planned in the early autumn.
- d) The Corporate PIER process commenced significantly earlier this year as proposals for addressing the significant funding gap facing the council are explored.
- e) The draft MTFS will be presented to Cabinet in November
- f) Work is underway to revise the format and process of preparing the Council's Corporate Plan, this will engage Heads of Service and Lead Members in early autumn and a draft Corporate Plan will be available from mid January 2015.

2. CORPORATE RISK MANAGEMENT

Brief: To maintain an environment where risk management is an integral part of planning and performance management processes and the general culture of the Authority.

Director: Richard Homewood
Contributions: All Heads of Service
Lead Member: Cllr Birch
O & S: Resources
2013/14 Targets a) To maintain an overview of Corporate and Operational risks to the Council.
b) To formally review the Corporate Risk Register and report to Audit Committee during 2014/15.
c) To formally review the Operational Risk Register and report to Audit Committee during 2014/15.
d) To maintain an overview of the Council's Health and Safety Risk Management Policy and procedures.

Performance @ QTR 1 – On Target

- a) The Corporate Risk Management Group meets quarterly and reviews the Corporate and Operational risk registers, monitors insurance claims and procedures for mitigating risk.
- b) The Corporate Risk Register is reviewed quarterly and was reported to Audit Committee on 26 June 2014.
- c) The Operational Risk Register is reviewed quarterly and was reported to Audit Committee on 26 June 2014.
- d) The Health and Safety and Risk Management Policy and procedures are routinely reviewed throughout the year. The Fire risk management and Alert Scheme were reviewed during the year.

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

2013/14 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 @ QTR 1 – On Target

a, b & c) Progress – the final year of the Future Cities project is underway - a meeting has been held with another EU project to promote the Adaptation Compass to a wider audience. Workshops are being planned for the summer.

Planning is underway to promote the next 'Switch on Hastings' collective energy campaign – the auction will take place in mid-October

Discussions are underway with our European partners to develop projects for future rounds of EU funding.

We continue to take every opportunity to improve the Council's use of natural resources, CO2 emissions and energy efficiency. The conversion of decorative and car park lighting installations to LED is producing significant cost savings as well as increased efficiency. Voltage and boiler regulators have now been installed throughout Council properties; water conservation measures are now installed and usage monitored in all public conveniences. Energy efficiency measures are incorporated into every industrial estate and office refurbishment project.

PERFORMANCE INDICATORS

Per capita reduction in CO² emissions in the Local Authority area and
Percentage CO² 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 31st 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.

Performance @ QTR 1 – On Target

Progress –

- a) The Equalities Steering Group is developing its work programme priorities by reviewing the perceptions and issues highlighted by Lead Members for each of their portfolio areas of responsibility.
- b) The identification of necessary Equality Impact Assessments is monitored by the ESG – to date the timetable for 2014/15 includes Budget and Corporate Plan, this will be enhanced as other appropriate work-streams are progressed.
- c) No information to report, deadline is qtr 3
- d) We have an establishment of 360 actual heads. The gender split is 54% female and 46% male. There has been an increase in requests for reduced hours, secondary employment as staff are preparing themselves for future changes within the workplace e.g they are seeking other opportunities outside the Council to enhance their skills or make a career change through further education.
- e) The living wage has been adopted by the Council and all staff directly contracted to work for the Council receive a living wage hourly rate or higher. The responses from contractors who employ staff to work on HBC awarded contracts has been poor. The project will be protracted as there are a number of milestones to cover e.g review of procurement arrangements to identify opportunities to pay living wage on new contracts at the point of re-letting or tendering for new contracts, this will include discussions with contractors to identify possible variations to existing contracts and agree a timeframe, cost implications for Council contractors to bring pay in line., EU procurement rules as any Living Wage uplift has the potential to vary an existing contract.
- f) Our communications team ensure that our marketing and promotional literature reflects the diversity of our residents and visitors, and one of the team is attending a meeting of the BME practitioners group in September to discuss how our material might be improved.

5. ORGANISATIONAL DEVELOPMENT GROUP

Brief: To oversee the transformation of HBC to 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.

Performance @ QTR 1 – On Target

Progress –

- a) The draft Customer First Strategy will be submitted to the ODG in early autumn as part of a wider Transformation Strategy for HBC covering 2014 – 2016, the working title is ‘Doing it Differently’. This will encompass all aspects of change including working practices (assisted by the accommodation project), Digital By Default, and service re-design for efficiency and customer service.
- b) The culture change programme will be reflected in the strategy outlined in a) above.
- c) Good progress is being made with changing the organisations approach to smarter working including office layout and work styles. The refurbishment works to Aquila House have been a catalyst for change which staff have embraced. The roll out of supporting IT equipment has assisted this acceptance of the need for change – most officers will be using the new soft phones on their laptops thereby enabling ‘location independent’ working.
- d) Proposals are being developed and a business case created for investment in a new software package that will assist in meeting the Council’s aspirations for better customer care and self service.
- e) The next Staff Commission meeting is scheduled for 18th September – a verbal update will be given at the meeting.

6. ANTI POVERTY AND WELFARE REFORM

Continue to monitor and co-ordinate HBC and partnership activity in response to the impact of welfare reform on our local residents

Director: Simon Hubbard

Contributions: All Heads of Service

Lead Member: Cllr Forward

O & S: Resources

2014/15 Targets 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

Performance @ QTR 1 – On Target

Progress

- a) Anti poverty steering group operational and bringing together key statutory and voluntary agencies across the town.
- b) Approaches being made to academic institutions regarding how best to monitor the wider long term impact of welfare reforms on Hastings. Invitation also extended to London homelessness officers group to visit Hasting to better understand the potential impact of inward migration from capital to coast.
- c) Anti poverty coordinator in post and review of key activity and targets within the action plan being reviewed ahead of next anti poverty group meeting in September.