

# Overview and Scrutiny Committee for Services Agenda

**Thursday, 4 September 2014 at 6.00 pm**

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

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3.	Minutes of the meeting held on 11 June 2014 and the minutes of the Annual Joint Meeting of the Overview and Scrutiny Committees held on 19 June 2014 (attached)	1 - 10
4.	Quarter One Performance and Financial Monitoring Report (Peter Grace, Head of Finance, Jane Hartnell, Head of Corporate Services)	11 - 56
5.	Meeting with Kier Environmental Services to discuss waste management <i>(Lloyd Walker, Regional Director and Vince Kilby, Business Manager for Kier Environmental Services will be attending for this item)</i>	
6.	Update on the Overview and Scrutiny Work Programme for 2014/15	57 - 58

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## OVERVIEW AND SCRUTINY COMMITTEE FOR SERVICES

11 JUNE 2014

Present: Councillors Davies (Chair), Charman, Edwards, Fitzgerald, Howard (as the duly appointed substitute for Councillor Turner) and Pragnell

Apologies for absence were notes for Councillor Scott and Turner

### 1. DECLARATIONS OF INTEREST

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

<u>Councillor</u>	<u>Minute</u>	<u>Interest</u>
Chowney	3	Personal – he is the council's appointed Director of SeaChange Sussex and Hastings and Bexhill Renaissance Limited
Pragnell	3	Personal – he is the East Sussex County Council appointed member of the Safer Hastings Partnership
Webb	3	Personal – he sits on the Adult Social care Scrutiny Committee

### 2. MINUTES OF THE MEETING HELD ON 13 FEBRUARY 2014

**RESOLVED** that the minutes of the meeting held on 13 February 2014 be approved as a true record.

### 3. CORPORATE PLAN PART III - YEAR END PERFORMANCE INFORMATION AND TARGET SETTING 2014/15

The Senior Corporate and Democratic Services Officer submitted a report to advise Members of year-end actual performance against targets and performance indicators in Part II of the Corporate Plan for 2013/14. The report also provided a summary of financial information. The committee's views were sought on the proposed performance indicator targets for 2014/15.

Consideration was given to areas of shortfall in performance and the actions that would be taken to address them in 2014/15. Following the results of the local place survey in August 2013, which had indicated that public satisfaction in street cleanliness in some areas of the town had reduced, efforts were underway to deliver improvements to this service. Senior officers held monthly management meetings with the council's street cleansing contractor, Kier, to discuss planned improvements.

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Kier had adapted their training and guidance programme for street cleansing staff, and had issued new equipment to tackle this issue. The committee may also wish to invite a representative of Kier to attend an Overview and Scrutiny committee meeting, as part of their 2014/15 work programme. The Head of Environmental Services noted that Hastings continued to perform well against national averages for street cleansing, the new waste management contract also made provision for an enhanced package of street cleansing and waste collection services.

Members noted that 93% of premises in the town were broadly compliant with the standards for food hygiene, 29% of premises also had an improving score. Although not all of the programmed food hygiene inspections had been carried out in 2013/14, all of the highest risk food businesses had been inspected.

The committee acknowledged that the transition to a new system for the council's CCTV monitoring had been a complex process, which had resulted in slippage in the projected timescale. The technical requirements for the wider CCTV replacement project had also been greater than originally anticipated. The Head of Environmental Services informed Members that specialist advice had been sought, which would assist with the completion of the project.

Members noted that visitor figures at the Johns Place museum were just below the updated target of 40,000. The Head of Amenities, Resorts and Leisure responded that, whilst there was little capacity to expand the programme of exhibitions, it was intended to further develop the use of the museum as a wedding venue. She also agreed to provide members with attendance figures for the National Science and Engineering Week and The Big Draw, which the museum had also participated in. Recent improvements to facilities at the Old Town Hall museum had resulted in it exceeding its target attendance figures for 2013/14.

The council continued to monitor attendance figures at the White Rock Theatre. Attendance figures had increased over recent years, although the target for 2013/14 had not been met. A new sound system was due to be installed in July 2014, which it was hoped would improve the flexibility of the theatre in attracting a broad range of acts, particularly touring shows. A new Theatre Director was also due to be appointed in the coming months.

Members noted that the planned refresh of the cultural strategy and action plan had been delayed in order to develop a more far reaching view, which would reflect learning from an earlier City of Culture bid. A senior Cultural Development specialist had been appointed to oversee the refresh, which would include an audit of current cultural provision in the area. Plans would also be put in place to maximise the impact of the celebrations for the 950<sup>th</sup> anniversary of the Battle of Hastings, which were intended to further enhance the cultural profile of the town.

Discussion took place regarding delays to the adoption of the Planning Strategy, following the revocation of the South East Plan and the requirement by the Planning Inspectorate for a further round of consultation. Since the Planning Strategy had been adopted, a revised proposed submission version of the Development Management Plan had been subject to a six week public consultation, which concluded on 22 April 2014.

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Members were advised that Hastings and Bexhill Renaissance Limited had given approval to market phase 4 of the Ore Valley Development. The committee welcomed this update, and would continue to monitor progress towards developing the sites.

The committee was mindful that recent severe weather had caused delays to the completion of the Townscape Heritage Initiative, which sought to restore specific buildings in the Central St Leonards Renewal area.

The Director of Regeneration updated Members on plans to work up a stage 1 bid for Heritage Lottery Fund for improvements to Hastings Castle, following an unsuccessful bid in March 2014. The Heritage Lottery Fund had since made a number of encouraging comments regarding the content of the bid; work was now underway to demonstrate enhanced community involvement in the project.

The Head of Marketing and Communications updated the committee of plans to refresh the layout of the council's website. Members highlighted the importance of ensuring that information on the website was kept up to date.

The Lead Member for each service area gave the committee a comprehensive overview of progress to achieve the targets set out in the corporate plan over 2013/14. Members noted that the report contained a number of very positive outcomes of work across the Environmental Services and Regeneration Directorates over the past year. Members were also advised of the priorities for each service to achieve during 2014/15.

Discussion took place regarding the performance indicators for 2014/15. Members welcomed the introduction of a new measure for street cleanliness, which combined a variety of indicators including litter, dog fouling, detritus, graffiti and fly posting. The committee suggested further efforts to identify and address problem areas around the town for dog fouling and litter.

Members noted the 2014/15 target of 70.7 for the overall crime rate per 1,000 of the population. Efforts by the council and its partners over recent years had resulted in achieving a better than expected reduction in crime over 2013/14. Additional indicators regarding crimes in council car parks, public place violence and criminal damage had been removed for 2014/15, as these targets had consistently been met. The Safer Hastings Partnership would also continue to closely monitor the crime rate in the area.

The committee suggested the introduction of an indicator to measure the subjective benefits of the town's parks and open spaces. The Head of Amenities, Resorts and Leisure advised that efforts were underway to develop a similar measure, and it was hoped that this could be introduced in the coming months. Members also requested a copy of the requirements for green flag accreditation.

Consideration was given to the performance indicator around earnings (resident analysis), as a percentage of the UK median average gross weekly pay. This measure had been included to give an indication of the overall economic climate within the town. Members also noted the indicator for the percentage of households

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living in poverty; the committee acknowledged that the council continued to develop a range of initiatives, including the anti-poverty strategy, to tackle this issue directly.

The committee were pleased to note that the council had exceed its target for the number of long term empty properties returned to use, the committee were advised that a report on a further programme of compulsory purchase of empty homes was due to be submitted to Cabinet in July. The committee considered this target alongside the target to build 200 new homes in 2015. Members were mindful of the recent changes to legislation regarding the provision of affordable housing and considered the possible impact this may have on the target to build affordable homes in the town. The committee requested a breakdown of planning permission which had been granted, but not then implemented.

Members discussed target to reduce the number of homelessness acceptances. The target for 2015 had been set at 145, the same as the target for March 2014, as it was considered that the full impact of the changes to the welfare system may not yet be apparent. The Head of Housing and Planning Services advised that his team continued to take a proactive approach to preventing homelessness. He advised that housing migration into Hastings had been stable since the welfare reforms were introduced, Members suggested that this trend continue to be monitored.

The committee suggested developing further performance indicators to monitor the effectiveness of the website, including a short customer satisfaction survey.

### **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 targets set out in the Corporate Plan.**

### **4. OVERVIEW AND SCRUTINY WORK PROGRAMME 2013-14 YEAR END UPDATE**

The Senior Corporate and Democratic Services Officer presented an update on the Overview and Scrutiny Work Programme. Members had completed two of the three reviews they had selected at the Annual Joint Meeting of the Overview and Scrutiny Committees. The Scrutiny review of changes to the welfare system was due to report to quarter 4 Overview and Scrutiny committee for Resources.

## **OVERVIEW AND SCRUTINY COMMITTEE FOR SERVICES**

**11 JUNE 2014**

(The Chair declared the meeting closed at. 8.05 pm)

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**ANNUAL MEETING OF OVERVIEW AND SCRUTINY COMMITTEES  
19 JUNE 2014**

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

Apologies were received from Councillor Edwards.

**1. 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.**

**2. 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

**3. 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

## **ANNUAL MEETING OF OVERVIEW AND SCRUTINY COMMITTEES 19 JUNE 2014**

meeting in July. Members had also formulated 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:

**ANNUAL MEETING OF OVERVIEW AND SCRUTINY COMMITTEES  
19 JUNE 2014**

<b>SCRUTINY REVIEWS</b>					
	<b>TOPIC</b>	<b>LEAD OFFICER</b>	<b>TIMESCALE</b>	<b>MEMBERSHIP</b>	<b>REPORTS TO</b>
1.	Outsourced contracts	TBC	TBC	TBC	Resources
2.	Engaging with academies	TBC	TBC	TBC	Services

<b>COMMITMENTS FROM 2013-14 WORK PROGRAMME</b>				
	<b>TOPIC</b>	<b>REASON</b>	<b>PROPOSER</b>	<b>REPORTS TO</b>
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 an 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:**

**ANNUAL MEETING OF OVERVIEW AND SCRUTINY COMMITTEES  
19 JUNE 2014**

- 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.**

**4. INVITATIONS TO LEAD MEMBERS FOR 2014-15**

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 7.15pm)

**Agenda Item No:**

**Report to:** Overview and Scrutiny (Services)

**Date of Meeting:** 4th September 2014

**Report Title:** Performance and Financial Monitoring for 2014/15 -Q1

**Report By:** Jane Hartnell  
Head of Corporate Services

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## **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.

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## **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 Regeneration and Environmental Services Directorates be thanked for their hard work and achievements in this quarter.

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## **Reasons for Recommendations**

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

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## 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/](http://www.hastings.gov.uk/decisions_democracy/voting_petitioning_having_your_say/consultation/current_consultations/)

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### 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).

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### 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

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### Area(s) Affected

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

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### 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

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### Background Information

Corporate Plan Part II 2014/15 – 2016/17

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### Officer to Contact

Officer Name Mark Horan  
Officer Email Address mhoran@hastings.gov.uk  
Officer Telephone Number 01424 451485

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## Quarter 1 2014/15 Exception Report Summary

The following targets for this committee's area of responsibility in Part II of the Council's 2014/15 Corporate Plan have been identified as exceptions.

Please note, 'Exceptions' are defined as those targets not meeting expected performance and targets achieved. Full details of 'Target Status' are listed in the accompanying covering report.

Target no./Service	Target Status
2. Housing and Planning – Bring back empty buildings to use	<b>Slippage possible</b>
3. Housing and Planning – HMO licensing	<b>Slippage possible</b>
6. Housing and Planning – Townscape Heritage Initiative	<b>Slippage possible</b>
7. Housing and Planning – Pelham Arcade	<b>Slippage possible</b>
1. Environmental Services – Improve public safety	<b>Slippage possible</b>
3. Environmental Services – Waste contract	<b>Slippage possible</b>
5. Environmental Services- Enforcement action	<b>Slippage possible</b>
8. Environmental Services – Safer Hastings Partnership	<b>Slippage possible</b>
6. Amenities, Resorts & Leisure – Flood protection measures	<b>Slippage possible</b>
11. Amenities, Resorts & Leisure – Leisure	<b>Slippage possible</b>

## **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:

### **Fairness and Equality**

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

### **Economic & Physical Regeneration**

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

### **Narrowing the Gap**

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

### **Facing Financial Challenges**

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

### **Interventionist Council**

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

## **Environmental Sustainability**

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

# **REGENERATION DIRECTORATE**

## **REGENERATION AND PLANNING POLICY SERVICES**

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

Measures:

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

### **Performance @ QTR 1 – On target**

- a) The Regeneration Team has recorded engagement, advice and support for 79 Hastings businesses.
- b) The Evening Economy Partnership has been meeting on a regular basis and ensuring progress and co-ordination of activities to promote the evening economy. Some of the main activities to note are as follows: Stade Saturdays started in June and will run through to Bonfire Night on 18<sup>th</sup> October. The University Freshtival 2014 will be running from 27<sup>th</sup> September for two weeks.
- c) The sustainable business network is working with the Council to develop an energy efficiency business breakfast in Hastings on 24<sup>th</sup> September. We have suggested speakers from several local businesses who have implemented energy efficient systems or operational approaches.
- d) Phase 2 of ACE (refurbishment of 12 – 14 Theaklen Drive) is due for completion on 18<sup>th</sup> July. Due to savings, we are also looking at further improvements to the units as funds permit. ACE project extension granted.
- e) SUCCESS grant scheme underway with almost 60% of target for businesses supported met, 62% of grant approved and 74% of jobs target (235 of 318 target). Support and advice offered to 14 Hastings potential applicants in Q1. Private match leverage to date is much lower than target due to lack of applications from existing businesses who are unable to raise the 75% private match required. Officers are examining a number of options to improve this situation.
- f) Assisted Area status 2014-2020 for 14 Hastings wards plus five Bexhill wards was confirmed in June. This status gives the area higher priority for EU Regional Aid (European Regional Development Fund), which largely but not exclusively flows through the LEP structure. It also permits a higher “intervention rate” for state aid – ie the state can subsidise a higher proportion of private investment.

More widely, it provides government recognition of both the need and opportunity for support, which strengthens arguments when bidding for any other funds.

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

Measures:

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

**Performance @ QTR 1 – On target**

- a) and e) This work will start in earnest in October when the new Cultural Strategy Development Specialist comes into post.
- b) The group has been established and is meeting regularly. A strategic planning workshop has been scheduled for Q2.
- c) The 2014 Stade Saturdays programme is necessarily modest in comparison to previous years because the 3-year Arts Council funding package for this initiative ended in 2013. A focus has been on maintaining a high quality, eclectic programme which appeals to more local audiences. The first Saturday was on the same weekend as the Mid-Summer Fish Fest with a performance by Louis Aguilar and the Crocodile Tears. This was followed on the 28 June by the Lost in Translation Circus who brought a high degree of thrills and skill with their quirky circus show for all the family.
- d) HIO coordinated the ninth annual Hastings Refugee Week in June with over 400 people joining in the day at Concordia Hall in St Leonards. Women's Voice, with support from FLAG funding, ran a very successful Global Kitchen course in the Classroom on the Coast where recipes and cooking skills from different cultures were shared and enjoyed.

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

Measures:

- a) Respond to the outcome of the public consultation on the Development Management Plan.
- b) Undertake the necessary work for an Examination in Public of the draft Development Management Plan.

c) Full compliance with the duty to cooperate in the development of the Local Plan.

**Performance @ QTR 1 – On target**

Public consultation was undertaken on the Revised Proposed Submission Version of the Development Management Plan (DMP) from 10<sup>th</sup> March to 22<sup>nd</sup> April 2014. The responses to the consultation were reported to the Cabinet at its meeting on 7<sup>th</sup> July and to the Council meeting on 23<sup>rd</sup> July and it has been decided to proceed to submit the DMP to the Planning Inspectorate along with duly made representations and other associated documents. The submission is programmed for 31<sup>st</sup> July and it is anticipated the examination in public hearing sessions will commence in November. Full compliance with the duty to cooperate is being satisfied by a report as part of the DMP submission.

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

Measures:

- a) Regular meetings of the Employability Forum
- b) Successor action plan to Own Grown campaign agreed and implemented.
- c) Secure new funding stream to support apprenticeships and/or employability skills development.

**Performance @ QTR 1 – On target**

The Employability Forum and Own Grown Steering Group both met in May to take forward partnership working on employability. This is in the context of the ending of JCP funding for work experience, and the reduction from 1.5 staff working on this area, to 0.5. Nevertheless, 10 work experience positions have been brokered for unemployed people in Q1.

The Own Grown Challenge has reached 1,331 pledges to date, towards a revised target to reach 2,014 pledges in 2014. The Own Grown partnership is looking to build on work with schools, including partnership with the Youth Council to increase the value of PSHE lessons. Schools "business ambassadors" project (delivered by Education Futures Trust), and "Creative Cafes" pilot (Culture Shift) have been implemented to bring businesses into schools. There has been very positive feedback from both students and businesses.

"St Leonards Works" drop-in employment advice centre in Silchester Rd opened 1st April, 5 days/week, run by Hastings Works and supported by Amicus-Horizon and HBC.

National Apprenticeship Service-funded (£15,000) "Widening Participation" project delivered at 4 Hastings industrial estates and 5 community events April-July (also 2 industrial and 4 community locations in Rother). Run in partnership with SCCH and Hastings Works.

Talent Match: long-term mentoring support, training and employment placement for long-term unemployed 18-24 yr olds. Local delivery in Hastings, Rother and Eastbourne commenced with recruitment of mentors by Prince's Trust, and identification of beneficiaries by Amicus-Horizon and others, in June.

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

Measures:

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

**Performance @ QTR 1 – On target**

- a) The Community Cohesion steering group is meeting on a quarterly basis and is working on strengthening its membership and links with the Local Strategic Partnership. Planning for an annual community cohesion event in the autumn for community representatives and practitioners is underway.
- b) Hate Crime Coordinator is a member of the Community Cohesion steering group, and this will be the vehicle for coordination.
- c) In co-operation with Hastings Rainbow Alliance, the Council flew the rainbow flag over the Town Hall on May 17th to celebrate the International Day Against Homophobia Biphobia and Transphobia (IDAHOBIT). For the first time, an Eat Global awards ceremony was held at Sussex Coast College Hastings for those restaurants voted the best contributors to the Festival.
- d) The Youth Council have showcased their work to councillors, been involved in the consultations on the Children and Young People Plan (ESCC), attended and spoken at the Hastings Community Network event: 'Education and Accountability – going to school in Hastings in 2014', participated in the Big Debate organised by Amicus Horizon and had meetings and question and answer sessions with leaders of the PREVENT programme.

The Hastings and St Leonards Seniors Forum held a Crime and Safety event and are in the process of setting up a Local Dementia Action Alliance in Hastings & St Leonard's. Hastings Pensioners' Association have joined HSSF and Hope-G in their office creating a seniors' office hub at Jackson Hall.

Hastings Older Peoples Ethnic Group (HOPE-G) held a successful AGM with guest speakers from HBC and the St Leonards Town Team. They also hosted a meeting with guest speakers from Age UK and ESCC on the Personal Independence Payment (PIP). The Hastings and Rother Disability forum have held an event at Priory Meadow and have also visited local care homes to engage with residents.

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

Measures:

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

#### **Performance @ QTR 1 – On target**

- a) The Task Force continues to meet regularly and has recently agreed some revisions to the Six-Point Plan.
- b) Meetings with government officials have revealed a delay in UK implementation of Community Led Local Development. However, work will begin this year to develop a community led structure and CLLD plan in anticipation of further announcements later in this financial year.
- c) Council representation at all levels of the LEP structure. Terms of reference for Team East Sussex (the East Sussex element of the federated structure that has been adopted by the South East LEP) have been drafted, and recruitment is underway for a new chairman.
- d) Our expression of interest in the latest round of Coastal Communities Fund has been successful and we have been invited to submit a detailed bid. In addition, officers are currently working through the Eurotowns network to engage with potential European partners in a future EU funding bid to support cultural regeneration.
- e) Officers continue to maintain support for the Foreshore Trust Grants programmes and work with the Grant Advisory Panel to recommend projects for funding as they arise.
- f) CPF Main Grants published in June 14 for initial expressions of interest. The process of selection will be completed by November 2014. Coastal Communities funding for projects at the Pier, and Sussex Coast College, progressing well and on time. SAFE-ICE phase 1 was delivered in Spring and project claim is being processed. Phase 2 approved and work commenced for completion 31/3/15.

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

Measures:

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



**Performance @ QTR 1 – On target**

Regular meetings with representatives of Hastings Pier Charity continue.  
Measures to promote Hastings Pier and build footfall in that area will be built into our Stage 2 application for Coastal Communities Funding.

## **PERFORMANCE INDICATORS**

As is noted in [Part III](#) (page 24 (pdf)) of the Corporate Plan, Performance Indicators under this service are not areas the council can directly influence and will be reported annually or earlier subject to the availability of new data.

## **HOUSING AND PLANNING SERVICES**

### **1. Work with partners to bring forward viable plans for the future development of the former Millennium Community land at Ore Valley.**

Measures: Support partners in the marketing of development land on the former Mount Pleasant hospital sites, including securing funding and other action that may be appropriate.

#### **Performance @ QTR 1 – On target**

Hastings & Bexhill Renaissance Limited Board approval has been granted to market Phase 4 of the Ore Valley site. Agents are to be appointed in due course. The land has also been put forward as a possible site for housing development within the SELEP growth plan.

### **2. Through our zero tolerance approach to neglected and derelict buildings and land, take tough measures, including Compulsory Purchase if necessary, to remove eyesores and bring back empty homes or buildings to use.**

Measures:

- a) Return a minimum of 70 empty dwellings (long term 2+ years) to use and improve 50 neglected/derelict buildings.
- b) Bring forward a further programme of compulsory purchases orders in respect of long term empty homes.

#### **Performance @ QTR 1 – Slippage possible**

- a) 6 long term empty homes have been brought back into use at quarter 1, which is below the quarterly profiled delivery target. This is in part due to the preparation of a new CPO programme. Officers expect this to pick up as the year progresses and remain confident that the target will be met at year end. 16 neglected properties have been improved through the Grotbusters scheme which is just ahead of the quarter target.
- b) A further programme of 27 long term empty homes were considered and approved for compulsory purchase by Cabinet on the 7<sup>th</sup> July. This target has therefore been achieved.

### **3. Build on the success of the existing HMO licensing schemes and publicly consult on proposals to introduce selective licensing of all privately rented property in specified areas of the town where there is evidence to support its introduction.**

Measures:

- a) License a minimum of 250 Houses in Multiple Occupation in the four wards of Gensing, Central St Leonards, Braybrooke and Castle.
- b) Undertake a public consultation exercise with regards to the possible introduction of selective licensing.

**Performance @ QTR 1 – Slippage possible**

a) 37 licenses have been delivered in Quarter 1. This is below the Quarterly profile of 62. However, a further 30 Proposals to License have been issued which will show in Q2. Officers remain confident that the target will be met by year end.

Formal public consultation is to be undertaken regarding draft proposals to introduce selective licensing in parts of the town. A final decision will be taken in quarter 4.

**4. Publish a new 5 year housing strategy for the town incorporating the councils approach to identifying and addressing the housing needs and aspirations of current and future residents - be that through access to new housing, the regeneration and improvement of existing property and neighbourhoods or support for vulnerable people, including those who find themselves homeless.**

Measure: Prepare, consult and adopt a new strategy by Nov. 2014

**Performance @ QTR 1 – On target**

Work is underway to refresh the strategy and it is anticipated that a new housing strategy document and action plan will be available by November 2014

**5. Build upon the success of the Council's Letstart scheme and further develop the Council's approach to improving access and management of privately rented accommodation.**

Measure: Bring forward proposals for the setting up of a social lettings agency

**Performance @ QTR 1 – On target**

A feasibility study has been completed and proposals for the piloting of a social lettings agency in 2015/16 will be taken to December Cabinet for consideration.

**6. Complete the Townscape Heritage Initiative for the conservation and repair of specific buildings in the Central St. Leonards Renewal Area.**

Measure: Completion of grant works by September 2014.

**Performance @ QTR 1 – Slippage possible**

The overall THI grant scheme is currently scheduled to be completed by December 2015.

**Congregational Church** – work has been delayed due to the owner having to raise more money to fund significant additional repairs identified. Work now recommencing on site.

**108 Marina** – Start on site was delayed as finance was being secured by the owner. Work due to start in August and complete by early 2015. HLF will need to agree an extension of time.

**49 Marina** – on site - will complete by Sept 2014.

**12 Grand Parade** - works complete.

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

Measure:

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

**Performance @ QTR 1 – Slippage possible**

**6-8 Pelham Arcade (St. Mary's Café)** - café now open and grant works 95% complete. Completion likely to be late summer 2014 subject to agreement with the café tenants.

**12 Pelham Arcade and western arcade entrance** - scheme 80% complete. Owner awaiting a top up grant offer from the Council. Works can then re-commence on site in late summer/autumn 2014.

**4-5 Pelham Arcade (Humbug)** – Current tenants seeking to purchase freehold- awaiting court decision. If successful grant aided works should commence in Sept/Oct 2014.

**12A Pelham Arcade** - the owner is seeking listed building consent for some changes that he wants to make to the shop interior, before he starts the grant works. This is therefore likely to delay the start of works for several more months.

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

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

**Performance @ QTR 1 – On target**

No applications warranting a pre application forum received in Q1

## PERFORMANCE INDICATORS

Name	Improvement Direction	Actual Jun 2013	Direction of Travel	Actual Jun 2014	Status Jun 2014	Target Jun 2014	Yearend Target Mar 2015
4.01 Number of homelessness acceptances	Smaller is better	31	Better	23	Met	36	145
4.02 Number of homelessness cases prevented	Bigger is better	471	Better	670	Met	450	1,800
4.03 Number of private sector dwellings (units) brought in line with the current statutory standard	Bigger is better	25	Better	62	Met	45	175
4.04 Number of affordable homes delivered	Bigger is better	3	Better	9	N/A	Not Suitable for Q. monitoring	75
4.05 Long term (2+ years) empty properties returned to use	Bigger is better	12	Worse	6	Not Met	18	70
4.06 % major residential & commercial planning applications determined within 13 weeks or as agreed with the applicant	Bigger is better	66.7%	Better	77.8%	Met	70.0%	70.0%
4.07 % minor residential & commercial planning applications determined within 8 weeks or as agreed with the applicant	Bigger is better	70.4%	Better	89.1%	Met	85.0%	85.0%

Name	Improvement Direction	Actual Jun 2013	Direction of Travel	Actual Jun 2014	Status Jun 2014	Target Jun 2014	Yearend Target Mar 2015
4.08 % householder planning applications determined within 6 weeks	Bigger is better	66.0%	Better	77.9%	Met	65.0%	65.0%
4.09 Net number of new homes built	Bigger is better	54		14	N/A	Not Suitable for Q. monitoring	200
4.10 Number of neglected and derelict buildings improved	Bigger is better	25	Worse	16	Met	12.5	50

## **MARKETING AND COMMUNICATIONS SERVICES**

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

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

#### **Performance @ QTR 1 – On target**

During this period our websites had 388 109 visitors, compared to 336 605 for the same period last year, a rise of 15%.

And our Facebook friends increased from 2180 to 2759 (up 27%) during this period, and our Twitter followers from 2933 to 3060 (up 4%)

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

Measures: Plan completed by September 2014 and subsequently delivered.

#### **Performance @ QTR 1 – On target**

We are currently working on our 2015 marketing plan, with a continued emphasis on e-marketing.

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

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

#### **Performance @ QTR 1 – On target**

The first Midsummer FishFest, which took place over the weekend of 21<sup>st</sup>/22<sup>nd</sup> June, was judged a great success, with some very good feedback on it from both stallholders and visitors. The great weather helped! Work is now well underway on our flagship event, the September Seafood & Wine Festival.

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

Measures:

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



**Performance @ QTR 1 – On target**

Discussions are continuing with partners, and a number of shops, particularly independent retailers, are now carrying 'Famously Hastings' window stickers in their windows. We continue to add content to the Famously Hastings website. Some excellent work has been done with the Education Futures Trust and primary and secondary schools in the town, and for their 'transition' project (primary to secondary school) every year 6 student produced a piece of work on Famously Hastings. This has already received excellent publicity. And 'Famously Hastings' t-shirts bearing a skull and crossbones legend were produced for Pirate Day and sold in the TIC.

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

Measures:

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

**Performance @ QTR 1 – On target**

The ICT Board is meeting quarterly as planned, and action items are being progressed. Additional resources are being bought-in as necessary to ensure the workplan can be delivered.

We continue to 'strip out' and streamline web content in conjunction with each area's 'owners'.

96% of Helpdesk calls were resolved within target, and network availability of 99.99% was achieved

**6 Contribute to a number of partnerships to further the town's infrastructure regeneration efforts by lobbying for improvements to road transport links in light of link road build (and pressing the case for the A21 to be re-branded 'Route 1066') and campaigning to retain, improve and develop rail links to serve the town.**

Measures:

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

**Performance @ QTR 1 – On target**

Work continues on the 'Queensway Gateway' (the road formerly known as the Baldslow link) with a planning application expected shortly and work is due to start by the end of the year on dualling a further section of the A21, the 'missing link' between the Tonbridge and Pembury bypasses. Work is also progressing on evaluating options for the A21 south of Lamberhurst.

The 'Route 1066' campaign has attracted publicity locally, and continues to feature on the agenda of the A21 Reference Group.

And Hastings Borough Council, Rother District Council and East Sussex County Council are leading work on developing a regeneration case for the electrification of the 'Marshlink' line between Hastings and Ashford, this is being done in parallel with Network Rail's more narrowly focussed business case.

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

Measure: Bid submitted

**Performance @ QTR 1 – Original target no longer appropriate**

The HLF bid was, very disappointingly, unsuccessful. We are now considering options on how best to proceed, acknowledging that we have to do something, and that 2016 is the 950<sup>th</sup> anniversary of the Battle of Hastings.

**PERFORMANCE INDICATORS**

Name	Improvement Direction	Actual Jun 2013	Direction of Travel	Actual Jun 2014	Status Jun 2014	Target Jun 2014	Yearend Target Mar 2015
5.1 Visits to the Borough website	Bigger is better	310,076	Better	350,488	Met	300,000	1,205,000

## **ENVIRONMENTAL SERVICES DIRECTORATE**

### **ENVIRONMENTAL SERVICES**

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

Measures:

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

#### **Performance @ QTR 1 – Slippage possible.**

- a) Quarter one was extremely busy for the Licensing Team, with 4 new liquor licence applications, 2 existing liquor licence variations, and 2 liquor licence reviews heard by the Licensing Sub-Committee as a result of noise complaints. They also dealt with 70 temporary event notices (40% more than in quarter 4).

The Environment and Safety Board also met several times to consider reports on taxi drivers. One existing driver was cautioned over a recent conviction for violence, and two new applications from drivers with criminal convictions were considered. One was granted a licence and the other was refused.

We also worked closely with the Police and licensed trade preparing for potential problems associated with the World Cup. Helping licensees identify the most likely sources of friction between conflicting fans, and ways of managing them.

We have also participated in the Safety Advisory Group meetings and associated preparation for a growing number of local events, such as the annual May Day motorcycle / Jack in the Green events, beer festival, pirates day, and the Hastings Carnival and Bonfire.

Despite all this good work from our team the increase in alcohol and drug related crime levels that started in late 2013 and early 2014 has continued. Although we should bear in mind that only some of this will be associated with licensed premises:-

- Violent crime in a public place had been decreasing from July 2013 to Feb 2014 but then increased from March to June this year.
- Drug possession decreased from July to December 2013, but increased from January to June this year.
- Drug trafficking and supply decreased from July to October 2013, but increased from November to June this year.

Possible reasons for increases in crime reports are outlined under target 8.

b) We have implemented several new licensing Act provisions that recently came into force:-

- Changes to the rules on the number of Temporary Event Notices;
- Additional mandatory conditions attached to liquor licences relating to irresponsible promotions, and how to calculate whether or not liquor is being sold below list price;
- Relaxations to the definition of regulated entertainment in relation to smaller scale events.

Changes to the licence fees are also expected in the Autumn.

c) the reduce the strength scheme continued within Castle, Old Town and Central St Leonards with 31 out of 35 premises participating. All new premises opening in the Borough are also being encouraged to join the scheme and to date all have agreed. The scheme will be reviewed shortly.

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

Measures:

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

**Performance @ QTR 1 – On target**

a) The target for the year is 200 fixed penalty notices, 58 were issued in quarter one.

The number of Penalty Charge Notices issued to date is less than last year. However, this decrease is particularly associated with the Rock-a-Nore and Pelham car parks since the installation of chip & pin payment facilities in April 2014. It is apparent that members of the public are now using this additional method of payment and thereby finding it easier to comply with off street parking requirements in these busy main car parks.

b) In mid July the latest independent street cleanliness survey was carried out by WYG our specialist contractors. The results are very encouraging following the dip in performance experienced in 2013/14, and are the best since 2009:-

HASTINGS NI 195 SURVEY RESULTS FOR 2013/14/15					
	Litter	Detritus	Graffiti	Fly	Dog Fouling

				<b>Posting</b>	<b>New target in waste contract since July 2013</b>
Tranche 1 for 2013/14	5	5	2	1	N/A
Tranche 2 for 2013/14	9	11	3	0	0.67
Tranche 3 for 2013/14	6.5	10	5	1	2.0
<b>Average Score for 2013/14</b> <b>Equates to average score of 4.2 across all 5 parameters</b>	<b>6.83</b>	<b>8.66</b>	<b>3.33</b>	<b>0.66</b>	<b>1.34</b>
<b>Tranche 1 for 2014/15</b> <b>Equates to average score of 1.4% across all 5 parameters.</b> <b>The corporate plan target score is 5%</b>	<b>2</b>	<b>5</b>	<b>0.2</b>	<b>0</b>	<b>0</b>

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

Measures:

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

#### **Performance @ QTR 1 – Slippage possible**

- a) Levels of missed collections had been reducing from the peaks experienced during the mobilisation in October/November 2013, but show increases for quarter one:-

April – 93/100,000

May – 124/100,000

June – 179/100,000

(Baseline/target – 60/100,000)

Senior management continue to meet regularly with Kier to monitor this performance.

b) Recycling rate for the period expressed as provisional percentages at this stage are showing a gradual rise, which exceeds the target of 30%, they are;  
April – 31%  
May – 32%  
June – Data not yet available

c) As reported against target 2(b) above, the standards of street cleanliness independently assessed by our specialist contractor have improved significantly since last quarter.

Please note that at the time of drafting this report senior management from our waste and cleansing contractor Kier are expected to be attending the September meeting. This arises from an earlier request from the Overview and Scrutiny Committee.

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

Measures:

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

**Performance @ QTR 1 – On target**

a and b) During this quarter 7 Noise Abatement Notices were served. 6 were in relation to noise nuisance emanating from residential premises. At the beginning of May we also successfully prosecuted a noise nuisance case in the Magistrates Court. It related to noise nuisance from a town centre business premises that regularly played very loud music from their shop disturbing nearby residents. A mini hi fi system and two speakers were seized earlier from the premises and the defendant was fined £250, plus costs of £330 and a £25 victim surcharge. The council are key partners of the Community Safety Hub and our environmental protection team work together with the police and local social landlords like Amicus Horizon and Orbit on a daily basis to resolve noise issues, that are often associated with other anti-social behaviour.

c) To raise the profile of the community safety hub on 20<sup>th</sup> May a joint road show was held in the town centre to promote Noise Action Week. The environmental protection team displayed some of the noise making equipment they have seized.

**5. Ensure that all local businesses where the Council is the enforcement agency for food hygiene and health and safety enforcement, take their hygiene and health and safety responsibilities for staff and customers seriously. Where appropriate take enforcement action to help achieve this.**

Measures:

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

**Performance @ QTR 1 – Slippage possible**

a) Last year a backlog of food hygiene inspections accumulated due to the retirement of one of the team, and a shortage of specialist contractors available to help backfill the vacancy. However, in mid June a suitable contractor was appointed and they have been helping the team to clear the backlog. The higher priority inspections due in quarter one are also being prioritised. Salary slippage from last year was carried forward to enable us to fund the contractor and this work will continue until the backlog is cleared and the current years programmed inspections are back on schedule.

The Food and Safety Team are involved in a project looking at hygiene standards in butchers shops that sell both raw and ready to eat foods. A hygiene training course was held in the Town Hall to update butchers on the current guidance and legislation, and we had positive feedback from those who attended.

All programmed health and safety inspections and interventions have been completed as planned.

A prosecution was successfully taken for a Kebab Takeaway premises that had failed to comply with two Health and Safety Improvement Notices. At a hearing at Hastings Magistrate's court in April 2014 the duty holder was found guilty and fined £250 for each offence and ordered to pay the Councils cost of £2,545.00 and a victim surcharge of £25.

b) The proportion of food premises that meet the broadly compliant definition when they are inspected remains at around 93%. This is in line with the average for Sussex authorities and our CIPFA nearest neighbours group.

c) The national food hygiene rating system still appears to be a good incentive to local food businesses to improve standards of hygiene. As we generally find that ratings are improving, and this was the case again in quarter one.

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

Measures:

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

**Performance @ QTR 1 – On target**

- a) 4 staff took part in the Sussex-wide Exercise Citizen on 14<sup>th</sup> May, 1 member of staff attended strategic and 4 attended tactical emergency training on 12<sup>th</sup> May;  
1 member of staff attended rest centre training on 9<sup>th</sup> June and 1 took part in the East Sussex Fire and Rescue Joint Emergency Services Interoperability Programme exercise on 25<sup>th</sup> June.

- b) The serious Marine Parade fire required a sustained multi-agency response covering the initial incident and the subsequent recovery phase which is still ongoing. The Council played a critical role throughout, and continues to do so.

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

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

**Performance @ QTR 1 – On target**

The overall CCTV procurement project is progressing and a short list of contractors has been selected following a pre qualification questionnaire process. It has recently been decided that the control room should be relocated in redundant space to the rear of the lower ground floor at Aquila House rather than the town hall.

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

Measures:

- a) Run monthly Community Safety Hub meetings and coordinate resulting interventions.
- b) Host the Hastings Community Safety Hub.



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

### **Performance @ QTR 1 – Slippage possible**

Unfortunately despite the good work that is outlined under a to f below, as mentioned under target 1 crime reports for some types of crime have increased, and the overall crime rate per 1,000 population for Hastings has increased. The monthly reduction in the total crime rate data had continued to decrease from August 2013 to March this year. However, it steadily increased during April to June this year, with a 5% increase in June.

As a result our directors met with the District and Divisional Police Commanders in July to register our concerns. The Police have advised that the reason for the crime report increases is primarily that since April 2014 in accordance with revised Home Office guidance, a higher proportion of crime incidents have been converted to crime reports.

This data will be reviewed by the Safer Hastings Partnership (SHP) on a regular basis. The SHP is chaired by the Council's Lead Member for Environmental Services and Community Safety and attended by representatives of all the main agencies involved in community safety. Indeed the SHP met on 12<sup>th</sup> August and much of the meeting was focussed on this issue. Again the Hastings District Police Commander reiterated that the chief cause of the increase in reported crime was due to the new Home Office guidance, and was not indicative of a serious increase in the actual incidence of crime in Hastings. The SHP will continue to monitor this data and adapt their action plan accordingly.

- a) The monthly Community Safety Hub meetings continue to focus on supporting high and medium risk victims of antisocial behaviour. There is also the opportunity to raise any emerging neighbourhood issues and community tensions.
- b) Hot desk arrangements were retained in the temporary move to Cavendish House and this has enabled the Police Anti-social behaviour Coordinators, Licensing Officers and staff from Amicus Horizon and St Mungo-Broadway to be co-located when needed.
- c) Commissioning projects to support Police and other partners in managing the evening economy remains a priority for the Council. This is mainly delivered through the long standing Barwatch and Taxi Marshal schemes. Additional Body Worn Video cameras have been obtained for door supervisors in key premises. Street Pastors continue to provide valued support to vulnerable people who might otherwise become victims of violent crimes or sexual offences.

d) Hastings Voluntary Action (HVA) continue to be commissioned by the Council to provide a service to facilitate the reporting of hate crimes and support victims. Council Community Partnership Funding (CPF) is matched with money from East Sussex County Council to provide additional independent domestic violence advice and support to medium and high risk victims of domestic violence. Hastings Borough Council is committed to achieving White Ribbon Town status and more details on progress of the application will be provided in the next quarterly report.

e) Councillor Westley, the new portfolio lead for environmental services and community safety now chairs the Safer Hastings Partnership and has been appointed as the Hastings representative on the Sussex Police and Crime Scrutiny Panel which oversees the work of the Sussex Police and Crime Commissioner. She has attended her first meeting and been asked to become a member of the linked budget monitoring group. These roles have become even more important with the recent increases in crime reports for Hastings.

f) The Council continues to be a key partner in the Safer Hastings Partnership taking the lead role in developing the group's forward plans and budgets.

### Performance Indicators

1.1 - Recycling figures for the first quarter are currently provisional.

Name	Improvement Direction	Actual Jun 2013	Direction of Travel	Actual Jun 2014	Status Jun 2014	Target Jun 2014	Yearend Target Mar 2015
1.1 Improved street and environmental cleanliness (levels of litter, dog fouling, detritus, graffiti and flyposting)	Smaller is better	New indicator so no previous score		1.4%	Met	5%	5%
1.2 Percentage of household waste sent for reuse, recycling and composting	Bigger is better	26.9%	Better	31.3%* provisional figure	Met	30.0%	30.0%

Name	Improvement Direction	Actual Jun 2013	Direction of Travel	Actual Jun 2014	Status Jun 2014	Target Jun 2014	Yearend Target Mar 2015
1.3 % statutory nuisance and public health complaints responded to within 5 working days (bonfires, noise, drainage, accumulations etc).	Bigger is better	96.9%	Worse	93.3%	Not Met	95.0%	95.0%
1.4 % of food establishments which are broadly compliant with food hygiene law	Bigger is better	93.4%	Better	93.7%	Met	93.0%	93.0%
1.5 Overall crime rate / 1,000 population	Smaller is better	70.9	Worse	76.1	Not Met	70.7	70.7

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

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

Measures:

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

#### **Performance @ QTR 1– On target**

a) Green Flags confirmed for Hastings Country Park and St Leonards Gardens and Alexandra Park for 2014. Alexandra Park has additionally been awarded a Heritage park award. Press and publicity to be arranged for end of July. Our parks continue to receive national awards year on year.

b) Green Dog Walkers scheme continues to be promoted by the Ranger service including a presence at all parks events. The current number enrolled in the scheme is 515, up from 500 last quarter.

c) A programme of maintenance and renewals has been developed. Officers have scheduled priority works for 14-15 and are continuing to develop the longer term cyclical plan.

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

Measures:

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

### **Performance @ QTR 1 - On target**

a) Governance structure in place and officers meeting regularly. A qualitative performance monitoring system has been adopted to assess the performance of the contract, monthly, quarterly and annually. The qualitative measures are being refined to meet the specific needs of this partnership so that, ultimately, the need for contract specification monitoring by officers is reduced, freeing up officer time for planning and developing our sites. Hastings are leading the development of initiatives within the partnership and ensuring there is progress in meeting our annual service improvement targets.

b) Service improvement plan agreed and targets being implemented and monitored. We have received many compliments about the quality of our bedding and condition of our parks. We have developed new schemes with the Landscape Group (TLG) such as the bedding on the Pelham roundabout, flower towers at Warrior Square and increased density of planting on our seafront. We will continue to look to ways of delivering more with TLG to get better quality outcomes for the Town.

c) We continue to pursue opportunities to increase efficiency by working jointly with our contract partners. RDC is not considering full joint management at present. We will continue to work towards the most efficient and cost-effective working arrangements.

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

Measures:

- a) HCP Interpretive Centre proposals worked up and partnership funding explored with project completion timelines agreed.
- b) Future management arrangements for Combe Valley CP implemented.

c) Structures for managing and monitoring the new higher level stewardship regime at HCP established and implemented.

**Performance @ QTR 1 - On target**

a) HCP Interpretive Centre project is underway in partnership with Groundwork South. Project manager appointed, Project Board established, Business Plan and project timetable produced. We will appoint architects by beginning of August, undertake public consultation and aim to submit planning application by end of year. We have established a dialogue with RDC as it is possible the centre may be located in Rother and therefore subject to RDC planning committee. The siting of the centre is a sensitive matter; we are seeking to combine accessibility and attractiveness to visitors with the least possible impact on the landscape.

b) We have created a shadow park board administered in Hastings as an interim arrangement between the winding up of the Management Board and the proposed establishment of a Community Interest Company (CIC) to oversee activity at Combe Valley. We are working with Groundwork South to define the community interest company; Cabinet will consider the CIC later in the year.

c) Higher Level Stewardship is a 10 year long management grant. Procedures are in place to fulfil our grant aid and ensure we fulfil the terms of our management agreement. Wild Exmoor ponies have recently been introduced to the Reserve.

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

Measures:

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

**Performance @ QTR 1 - On target**

a) Quality Coast Awards were successfully achieved for both Pelham and Marina Beaches for 2014. In addition, Recommended Beach status was also awarded by the Marine Conservation Society to Marina Beach.

b) & c) We have been successful in being awarded £95k of grant funding from the Regional Flood and Coastal Committee for 2014/15. This will be used to refurbish up to 6 groynes, re-stack the concrete stabits around the Harbour Arm and some recycling of shingle later in the year. A small amount will also be used to undertake a further condition survey of the Harbour Arm in preparation for a

larger bid to DEFRA for large scale capital improvements to both the Harbour Arm and Carlisle Parade in 2015/16.

d) All items of the EcoStade project have now been delivered with the exception of the Camera Obscura and the Electronic Information sign, both expected in September. The Cycle Hire is now up and running successfully.

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

Measures:

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

#### **Performance @ QTR 1– On target**

a) The executive group meets quarterly and monitors delivery of action plan targets. Some Southern Water commitments were late getting started but their programme is now underway, including extensive investigations into areas of the sewer system where contamination has been found and a full survey of the culverted stream beneath the town centre. Southern Water and the Environment Agency are debating their respective assessments of the longer term options, such as an extended outfall, for presentation to the executive group in September.

b) Extensive improvements have been implemented in Alexandra Park with further works scheduled for late summer and autumn. The top catchment pond has been re-profiled to create an urban wetland and silt trap, in-stream planting installed in the lower park and proposals received to provide an extensive wetland habitat in the lower lawn. A storyboard has been published and circulated informing the public of what we are doing and why. All this is aimed at improving the water quality of the Alexandra Park stream which flows out to the sea at Pelham.

A second round of investigations into missed connections and sewer faults is currently underway along the Ore Stream. All faults identified in the first round have now been corrected.

In addition to the ongoing interventions in Alexandra Park and joint actions of the Executive Group the following have been implemented on the beach at Pelham to encourage bathing at the Lifeguarded Beach; public info maps updated, additional deck chair screens, additional information signs, post & rope railings with signs, additional exercise equipment on the beach, cycle hire, additional picnic benches and beach flags. The usage of the beach will be monitored by HBC Lifeguard Service from 7<sup>th</sup> August.

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

Measures:

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

**Performance @ QTR 1– Slippage possible**

The East Sussex Flood Partnership (ESFP) has not met for some time. The ESFP is responsible for coordinating actions within the Strategic Flood Risk Assessment (SFRA). We are waiting confirmation for a date for the partnership to reconvene.

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

Measures:

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

**Performance @ QTR 1– On target**

a) All items progressing well. New sound system quote received and is being considered. The provision of a new doorway is being assessed and a quote expected in the near future. Company/Architect provision being explored by HBC Building Surveyors for the design of the new flower area. Quote has been obtained for the proposed window works.

b) The new welfare funeral contract with the Co-Op is now in place. We are also progressing a funeral option for people who are able to pay something towards a funeral but cannot afford the full price, usually around £2,500. This option for a simple, inexpensive arrangement, priced at around £1,500 including all disbursements, has been drafted by the East Sussex Procurement service in cooperation with the Co-Op and will be presented to Members in the Autumn.

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

Measures:

- a) Visitor targets achieved.
- b) Collection and storeroom comprehensive cleaning completed.
- c) Feasibility of enhanced wedding offering assessed.
- d) First year of World War One commemoration programme delivered.
- e) Create an Action Plan to increase Museum sponsorship and income

**Performance @ QTR 1– On target**

The visitor figures at Johns Place were 9,486, similar to the same quarter last year but below the new target of 11,500. However, we fully expect to make up the shortfall with the record numbers viewing the WWI exhibition. At the Old Town Hall Museum the figure of 5,633 was also below the new target of 7,000. Website visits continue to rise with figures of 37,621 (target 27,000).

Collections in the store are being cleaned and moved as they are used. A full quotation for conservation work is expected from the ESCC archive service in August, which will include removal of the storeroom contents to Lewes, cleaning and return.

A full programme of exhibitions and events was held in Q1 Exhibitions were 'The Four Seasons', Plants in Art' and 'Rainforest of the Sea' in the main galleries with work by Saxon Mount School and St Paul's CE Primary School in the Upper Walkway. There were family activities and talks associated with the exhibitions. The most popular events were the family activity day in May half-term which brought in 244 people and the Eggtooth Project event in April which was attended by 213. As well as the weekly In2Play sessions, the Museum has also been hosting regular 'Book Bugs' groups for pre-school children organised by Hastings Library.

The World War I project volunteers were appointed and have started training. Dates have been set for 'memory collection' sessions. The first schools have booked sessions. Research for the July to November exhibition was completed in this quarter.

A draft Forward Plan was submitted to Museums Committee in June which includes actions to assess the wedding offering and increase Museum income.

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

Measure:

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

**Performance @ QTR 1– On target**

- a) Ongoing funding from ESCC's public health (£50k) was secured during this quarter for 14/15, to fund the coordination of the Active Hastings programme, a large scale social marketing campaign, the initiation of a business sponsorship programme and facilitation of new opportunities led by community groups, all inline with the Sport and Physical Activity Strategy.



£5k has been awarded from the Safer in Sussex Community Fund to enhance the Street Games work around volunteering and training opportunities for young offenders and those who are at risk of offending. During this quarter a funding application was also submitted, in partnership with Hastings Voluntary Action and local mental health services, to Sport England's Small Grants Programme, which, if successful, will provide a structured programme of activities for people with mental health problems, with the aim of introducing them to mainstream sports and physical activity opportunities.

b&c) Programme and Strategy targets progressed as planned. The Active Hastings Partnership continues to meet, with new partners joining regularly. Sport England's Active People Survey shows a significant increase of Hastings residents achieving 3 x 30min activity per week (previous N18 indicator) from 16.7% in 05/06 to a current level of 24%, this compares to the England averages of 21.3% in 05/06 to 24.7% currently.

d) Leisure centres' throughput for this quarter is almost identical to the same period last year. Although slightly under target we aim to achieve the year end target.

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

Measures:

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

**Performance @ QTR 1– On target**

a) Play Strategy Action Plan has been drafted and actions are being implemented as planned. Q1 actions include leading on our successful Toddle Waddle event and support for numerous community events such as Jack in the Green, Alexandra Park 150th Anniversary, Midsummer Fish Fest and The Big Lunch in St Leonards. The team operates an ongoing crèche service which supported the Women's Voice event, Global Kitchen events and the ongoing Active Hastings programme.

b) Consultation events were held at Halton Flats and Chiltern Drive. The opening of Ore Valley Road playground and the reopening of the Shornden playground were both celebrated with busy community events. Officer support continues

regarding a potential play space at the Freshfields Road area involving West St Leonards Children Centre and local residents.

c) In2play continued to operate the adventure playground in the spirit of the agreement, with near capacity attendance (to staff ratio). Funding is in place to continue the expected level of free daily after school sessions throughout 14/15. In2play continue to source external funding to enhance and sustain the service. Applications during this quarter include submissions to Henry Smith Charity, Children in Need and Comic Relief for additional play workers.

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

Measures:

- a) Reassess and refresh the leisure facilities strategy with partners
- b) Reassess and refresh the play facilities strategy with Amicus Horizon and Orbit
- c) Sustain existing HBC facilities and pursue funding bids for refurbishments as opportunities are identified.

#### **Performance @ QTR 1– a) & b) On target c) Slippage possible**

a) Project group and scoping exercise to be confirmed in Q2. We have requested support from Sport England, including access to their online planning tools which will help us to refresh local need and opportunities.

b) Internal project group has been formed, scope of the refresh has been agreed and work is progressing as planned.

c) The refresh of the Leisure Facilities Strategy will highlight local need and potentially identify funding opportunities. Discussions continue with Horntye Park, Summerfields Gym Club and Robsack School regarding future options, as well as community clubs with aspirations and facility needs. Skatepark users have recently begun raising funds for future improvements.

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

Measures:

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

#### **Performance @ QTR 1 – Target status – On target**

a) Ongoing repairs carried out. External improvement works to toilets at Falaise Road and West Marina Gardens completed.

b) Highways information signs are ordered along with subsidiary refinements to existing traffic signs. All approvals now in place. Additional works required at Verulam Place for the power supply will be carried out in readiness for an Autumn installation.

Pedestrian signage for St Leonards is in the final manufacturing stage. Design of maps and graphics for Hastings signs will begin in August. First deliveries of signs expected in October for St. Leonards. Still awaiting final Network Rail permission but should be in place in September.

c) Initial costings obtained for 'Sticks of Rock' extension to the western end of the existing display and agreement obtained from ESCC to use their existing contractual arrangement with Colas. The lighting columns selected have been surveyed and tested by ESCC who have confirmed that they require replacement with new strengthened columns. We have agreed the programme and costs; decorative lighting will be installed with the new columns in the Autumn.

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

Measures:

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

#### **Performance @ QTR 1– On target**

a) Progress - 41 performances were held (45 in 2013/14) attracting a total audience of 15829 (12577 in 2013/14). The Mousetrap and Buddy performed particularly well. Bookings for this year's pantomime Aladdin are up on 2013/14. Dancer and celebrity Louie Spence has been announced to lead the company as Slave of the Ring. The community hiring programme in the Sussex Hall has continued with Active Arts maintaining their regular Thursday and Friday bookings. Bizzy Birds (networking group for businesswomen) also meet every month. The Theatre hosted an event with the Bengali Forum on 28 May. The Theatre will host three groups of English Language Students over the Summer holiday.

Marquee AV was appointed as the preferred supplier for the theatre's new Sound System. HQ staff worked with Nick Sangster and Ian Roadnight to determine the successful bid. The installation took place in July. The system will provide a greatly enhanced sound quality in the auditorium for both drama and music events. The system includes a new sound desk and will have the added benefit for visiting shows – including Hastings Gang Show – of savings against hiring equipment to bring into the venue.

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

Measures:

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

### Performance @ QTR 1– On target

a) Weather dependent external repair and redecoration works prioritised, including South Lodge, Falaise Fitness Centre and Town Hall roof. Internal works, including alterations and improvements to the Town Hall requiring listed buildings consent, are also being progressed. Promenade railing replacement project being progressed. Orders for cyclical testing and inspection routines, e.g. automated legionella and asbestos management etc, being progressed

b) Schedules of dilapidations, Schedules of condition, reports on individual problems and repair works being progressed for Estates.

c) Involvement in phases 1 and 2 of ACE funded low energy and carbon reduction improvements to the Council's industrial estate continues. Building Surveyors team is also involved in the Landlord's major refurbishment of Aquila House.

### PERFORMANCE INDICATORS

Name	Improvement Direction	Actual Jun 2013	Direction of Travel	Actual Jun 2014	Status Jun 2014	Target Jun 2014	Yearend Target Mar 2015
2.1 Number of people attending White Rock Theatre performances	Bigger is better	12,577	Better	15,829	Met	13,500	70,000
2.2 Number of visitors to Hastings Museum and Art Gallery	Bigger is better	9,502	Worse	9,486	Not Met	11,500	44,000
2.3 Total attendances at Council Leisure	Bigger is better	99,346	Better	100,077	Not Met	102,500	400,000

Centres							
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## **CROSS CUTTING SERVICES TARGETS 2014/15**

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

Continue to support the delivery of a broad programme of regeneration activity in central St Leonards in partnership with Amicus Horizon, the local community, Town Team and other partners.

**Director:** Simon Hubbard

**Contributions:** All Heads of Service

**Lead Member:** Cllr Forward

**O & S:** Services

**2014/15 Targets**

- (a) acquire and improve a minimum of 51 units of privately let or vacant dwelling over the period 2011-14 through the Coastal Space programme with AmicusHorizon.
- (b) Continue to lobby and press for area based investment and intervention in deprived coastal neighbourhoods such as St Leonards.
- (c) Explore through the Local Enterprise Partnership opportunities for investment in housing improvements and economic inclusion.
- (d) Continue proactive enforcement interventions in support of improvement programmes.
- (e) Work with the partners, the town team and the local community to deliver a regeneration action plan for St Leonards.
- (f) Continue to support community safety, marketing, business support and community development activities in St Leonards.

#### **Performance @ QTR 1 – On target**

- a) A total of 40 units now on under offer, acquired, on site or completed by Amicus. Anticipate target will be met in full by year end.
- b) Funding for a further 30 units secured by Amicus under the HCA Affordable Housing Programme 2015-17
- c) Proposals for private sector housing investment in coastal towns included in the SELEP Growth Plan submitted to Ministers in Dec 2013. Funding is also being sought (circa £500k) from the Coastal Communities Fund, which includes support for area based activities in areas such as St Leonards
- d) Two dedicated enforcement officers in place and undertaking proactive inspections and enforcement in St Leonards through the Coastal Space and Rogue Landlord programmes. Grot Buster Team also proactively targeting run down properties in the 7 Streets.
- e) Regeneration Action Plan updated April 14 and progressing well.
- f) St Leonards Works open in Silchester Road, St Leonards Festival was a success, St Leonards Signage due to be installed by September 2014, St

Leonards Market took place for 8 weeks form Easter as planned, and finally a new police hub is due to be opened in Cross Street.

## 8. SEAFRONT STRATEGY

The Seafront Strategy and action plan are overseen by a member/officer group. The action plan is intended to ensure the delivery of a range of action across the Council and maximise the economic, social, environmental and health benefits within existing resources.

**Director:** Simon Hubbard

**Contributions:** All Heads of Service

**Lead Member:** Cllr Chowney

**O & S:** Services

**2014/15 Target(s)**

- a) Revise and adopt a refreshed seafront strategy and action plan
- b) Bring forward proposals for the future of the White Rock Baths
- c) Further develop proposals for the repair and regeneration of Bottle Alley
- d) Fully commit funding through the Hastings FLAG programme and achieve its total spend by December 2015
- e) Bring forward initial proposals for potentially improved pedestrian access to the seafront following the opening of the Hastings/Bexhill Link Road
- f) Develop with commercial partners catering or other retail facilities at key locations along the seafront

### Performance @ QTR 1 – On target

- a) Draft refreshed seafront strategy developed for public consultation in Q2.
- b) Application for RGF funded grant to support the physical works and development of the site as a BMX skateboard facility has been successful. Shortlisting of companies to tender for the design and management of construction work has been completed.
- c) Discussions ongoing with ESCC relating to income projections.
- d) At the end of June £904.3k of our FLAG allocation of £963k was committed with the remainder accounted for by two projects awaiting approval by the MMO and an outstanding claim for management and administration costs. Spend including outstanding claims submitted to the MMO totalled £342.4k.  
Classroom on the Coast is completed except for some remaining snagging. Eco-Stade purchasing completed with the exception of camera obscura and Stade information sign (Sept). Cycle hire is running at Pelham Beach. Winch Road - architect appointed and specifications prepared in conjunction with Hailsham Roadways. Consultation with users underway as final surfacing choice is dependent upon agreement on use of the road by certain vehicles.
- e) An initial meeting of the Chief Executive of ESCC and the Director of Transport and Economy has been arranged to explore the appetite of the County Council for improving pedestrian access. Members will be aware



that no such development will be rapid and that the Link Road itself is not scheduled to open until the summer of 2015.

- f) Locations for commercial facilities have been consulted upon, agreed and advertised. Pier hub at White Rock Baths opened. New for summer 2014 include fish and chips at Warrior Square. Proposed design for upper promenade kiosks being assessed by Planners/Conservation.

## **9. HASTINGS CCTV SCHEME**

Let contract to introduce a new CCTV control room, and new on-street and off-street CCTV provision, in conjunction with Sussex Police.

**Director:** Simon Hubbard

**Contributions:** All Heads of Service

**Lead Member:** Cllr Chowney

**O & S:** Services

**2014/15 Target(s)** Scheme to be implemented within budget by Q3 2014/15

### **Performance@ QTR 1- On target**

The PQQ ('pre qualification questionnaire') for the work has been received back, and a number of companies selected. The tender is being finalised, and the 'ITT' ('invitation to tender') for the work is about to be issued.

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**Agenda item number: 6**

<b>Overview &amp; Scrutiny Work Programme 2014-15</b>					
	<b>TOPIC</b>	<b>LEAD OFFICER</b>	<b>TIMESCALE</b>	<b>MEMBERSHIP</b>	<b>REPORTS TO</b>
1.	Engaging with Academies	Simon Hubbard, Director of Regeneration	Due to commence autumn 2014	Batsford Charman Edwards Sinden Turner Webb	Services
2.	Outsourced Contracts	Tom Davies, Chief Auditor	Review commenced August 2014	Atkins Charman Fitzgerald Howard Roberts Scott Turner	Resources
3.	Organisational Transformation	A working group of Members met in August 2014 to plan for this item.	A meeting with the Leader and Deputy Leader has been scheduled for September 2014.	All Overview and Scrutiny Members	Services and Resources

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