

RETROSPECTIVE REPORT BACK ON 2014/15 TARGETS AND PERFORMANCE INDICATORS:

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

Status of annual targets at 31st of March 2015 is described as either:

G = Green Target achieved

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

R = Red Did not hit target, also includes (where relevant) description of how we will address this shortfall in 2015/16

Status of performance indicators at 31st March 2015 is shown as either 'met' or 'unmet.'

Exceptions

The following annual targets in Part II of the Council's 2014/15 Corporate Plan have been identified as exceptions that have not been achieved by year end.

<i>Target no./Service</i>	<i>Target Status</i>
5. Financial Services - Implement the outcomes of the Revenues and Benefits 'Customer First and Efficiency' Service Reviews.	Amber
7. Financial Services - Continue to deliver the annual Audit Plan and report outcomes to the Audit Committee.	Amber
6. Cross Cutting - Anti Poverty and Welfare Reform a) The implementation of the Hastings & St Leonards Anti Poverty Strategy Action Plan.	Amber

Corporate Resources Directorate

Financial Services

2014/15 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Achieve an unqualified audit opinion for the annual statement of accounts.</p> <p>Measure: Unqualified audit opinion gained by 30th September.</p>	<p>G</p>	<p>Unqualified opinion obtained by 30 September 2014</p>
<p>2. Maintain the high occupancy of industrial units against a background of an uncertain economic environment.</p> <p>Measures: Percentage of void industrial units and actual income versus the budget.</p>	<p>G</p>	<p>Occupancy figures at the end of Q4 are shown below (the figure in brackets is the comparative position at end of Q4 13/14):</p> <p>Factory Units – 62 units let. 0 units vacant. 0% void (3.2% void)</p> <p>Castleham Business Centre West – 18 units let. 2 units vacant. 5.9% void (25% void)</p> <p>Castleham Business Centre East – 16 units let. 1 unit vacant. 10% void (17.6% void)</p>
<p>3. Monitor developments in the potential rollout of the Government’s new ‘Universal Credit’ scheme and take appropriate preparatory action as necessary.</p> <p>Measure: Submit updates to Cabinet and Overview and Scrutiny Committees when further steps are clarified and detail the implications for the Council and the community.</p>	<p>G</p>	<p>We have worked closely with DWP since December 2014 following the announcement that Universal Credit for single people was going live on 20 April 2015 in Hastings & Rother.</p> <p>Training completed for:</p> <ul style="list-style-type: none"> • Frontline staff • Back office staff • Members • Voluntary sector

<p>4. Review the current Council Tax Support Scheme and consider implications for 2015/16 onwards. Measure: Current Council Tax Support System reviewed.</p>	<p>G</p>	<p>2015/16 - scheme remains unchanged 2016/17 – consultation preparation underway</p>
<p>5. Implement the outcomes of the Revenues and Benefits ‘Customer First and Efficiency’ Service Reviews. Measure: Both reviews to be completed in the early part of 2015 and subsequent actions implemented as timetabled.</p>	<p>A</p>	<p><u>Revenues</u> – review completed in September 2014 with recommendations being implemented <u>Benefits</u> - review start was delayed until January 2015 with a revised completion date of September 2015.</p>
<p>6. Give priority within the shared Fraud Investigation Service to more serious cases, working within the Single Fraud Investigation Service requirements. Measure: Number of serious cases investigated.</p>	<p>G</p>	<p>During the 6 month period 1 April – 30 September 2014, 18 serious cases totalling £207,204 were completed that have resulted in sanctions being imposed.</p> <p>The service successfully transferred to the Department for Work and Pensions Single Fraud Investigation Service on 1 November 2014.</p>
<p>7. Continue to deliver the annual Audit Plan and report outcomes to the Audit Committee. Measure: Comparison of audits completed against those on the published audit plan reported in the annual audit report.</p>	<p>A</p>	<p>The audit plan was completed except for the audit of employee expenses which was effectively rescheduled by a review of compliance with the Local Government Transparency Code 2015.</p> <p>All deadlines for completion of the Housing Benefit Grant Subsidy and International Auditing Standards work met.</p>
<p>8. Continue to maximise the benefits from the Council’s procurement arrangements, working in collaboration with other local authorities, the East Sussex Procurement Hub and other partners.</p>	<p>G</p>	<p>All tasks set out in the internally published Procurement Work programme 2014/15 achieved.</p>

Measures: Value for money contracts secured, savings achieved and procurement arrangements completed.		
9. Following the decision by the Cooperative Bank to terminate local authority banking services, identify a new bank for the Council's financial transactions. Measure: New banking arrangements established by March 2015.	G	New banking arrangements with Lloyds bank went live on 1 December 2014. Arrangements with the COOP bank continue where payments are made through the Post office or through Paypoint.

Performance Indicators

Any target changes proposed for 2015/16 from 2014/15 levels are highlighted in bold and underlined in the table below.

Name	Improvement Direction	Actual Mar 2014	Direction of Travel	Actual Mar 2015	Status Mar 2015	Target Mar 2015	Yearend Target Mar 2016
6.1 % Council Tax collected in year	Bigger is better	96.3%	Better	96.5%	Met	96.0%	<u>96.3%</u>
6.2 % Non domestic rates collected in year	Bigger is better	97.8%	Better	98.5%	Met	97.5%	<u>98.0%</u>
6.3 Average number of days to process new housing benefit claims	Smaller is better	12.8	Worse	14.4	Met	15.0	15.0
6.4 Average number of days to process changes to housing benefit claims	Smaller is better	3.8	Worse	7.2	Not Met	5.0	5.0
6.5 Average number of days to process new Council Tax Reduction claims	Smaller is better	12.6	Worse	14.9	Met	15.0	15.0
6.6 Average number of days to process changes to Council Tax Reduction claims	Smaller is better	3.4	Worse	6.4	Not Met	5.0	5.0

Corporate Services

2014/15 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Continue to support local democracy by the effective delivery of electoral services activities. Measures:</p> <p>a) All statutory timetables and performance standards met in line with Electoral Commission requirements for:</p> <ul style="list-style-type: none"> • Successful management of the 2014 European Parliamentary and Borough Council elections. • Successful completion of annual absent voter Personal Identifier refresh in spring 2015. • Preparation for UK Parliamentary election in May 2015. 	G	<p>The 2014 European Parliamentary and Borough Council elections were successfully managed and completed, in line with the statutory timetable and Electoral Commission performance standards.</p> <p>The absent voter personal identifier refresh conducted in spring 2015 enabled all relevant postal voters to refresh their existing details in line with statutory requirements.</p> <p>Preparations for the 2015 UK Parliamentary election were made in accordance with our own project plans and as part of a wider network of East Sussex authorities, in order to maintain a consistent and joined up approach. We also worked in conjunction with our neighbouring local authority (within part of our constituency area) to ensure a successful outcome.</p>
<p>2. Prepare for a successful transition to Individual Elector Registration during autumn 2014. Measures:</p> <p>a) Meet the performance standards and timescales as determined and prescribed by the Cabinet Office.</p>	G	<p>The transition to Individual Electoral Registration has been completed successfully, as prescribed by Cabinet Office guidelines and statutory timetables. All Electoral Commission and Cabinet Office performance standards so far have been met completely.</p>
<p>3. Continue to facilitate the Local Strategic Partnership (LSP) to act as the principal strategic forum for collaboration between service providers, community representatives, the voluntary and private sectors. Measures:</p> <p>a) LSP Board supported to work effectively; work in partnership with key stakeholders to deliver services which respond to locally identified need,</p>	G	<p>The April LSP Board focused its attention on skills and employment. Zoe Jackson, Head of Community Development at Amicus Horizon gave a presentation outlining a range of initiatives they run to engage those who are out of work or on low incomes and help them gain vocational skills, particularly those in the 16 – 24 age group. Alison Jeffery, Assistant Director of Children’s Services at ESCC, also gave a presentation on the new Troubled Families Two Programme. This is a national,</p>

<p>and act as a collective voice with a shared vision for shaping the town.</p>		<p>Payment by Results based programme through which local authorities are able to claim Payment by Results for working successfully with and improving outcomes for families with complex needs and problems. ESCC achieved 100% of their target by working successfully with 1015 families during phase one which ended in March 2015. 37% of these families lived in Hastings. Phase Two will run for five years from 1st April 2015. The target for 2015/16 is to engage 757 families. Phase Two is very different from the first programme in that there are increased data requirements for evidencing impact and outcomes. Clive Cooke, Principal of SCCH, reported that a Mind The Gap Project Group is in the process of being set up to look at areas of potential opportunities for joint partnership working given the current landscape of reducing budgets.</p>
<p>4. Support the Council's transformation to a leaner, more resilient organisation which remains focussed on delivering outcomes for local people as well as supporting and valuing its staff. Measures: a) Support managers and staff to ensure the Council's workforce is equipped to meet new challenges and ways of working.</p>	<p>G</p>	<p>We have commissioned and delivered training programmes aimed at developing the skills required within the workforce to assist with the delivery of the Council services and transformation programme.</p> <p>We have continued to develop understanding of new ways of working in order to assist the promotion of change across the organisation through the development of guidance, policies and procedures for management and staff.</p> <p>Through learning and development initiatives including the Management Development programmes accredited by the ILM and CMI we promote continuous learning and that we all work for the 'one Council'.</p> <p>Retained our Investor in People accreditation.</p> <p>In conjunction with other partners within the Sussex Training Consortium (STC) we reviewed the Management Development programme and proposed changes to the</p>

		course programme which will help students develop skills which will enable to address challenges within the public sector in the long term.
b) Assist teams to undertake service process re-design and identify opportunities for efficiency, maintaining service quality and improving customer service.	G	We continually provide a wide range of advisory and consultancy services on employment related issues including service reorganisations, service process designs which help identify efficiencies and address capacity/resilience issues. The Senior Officer restructure is the most recent exercise which resulted in the reduction of three directors to two. The review of the next tier will be carried out during 2015/16.
c) Support staff throughout the change process, work with the Staff Commission and solicit regular staff feedback to inform strategic planning.	G	We ensured that senior officer restructure was communicated to all staff via the home page, trade unions and staff commission. All staff were encouraged to submit their comments on the proposed restructure through the employee consultative route, staff commission or individually via the consultation link.
5. Support and equip Members to effectively undertake their roles and responsibilities. Measures: a) Annual work programme of Scrutiny Reviews completed to time, cost and specification.	G	The overview and scrutiny committees have completed two scrutiny reviews on outsourced contracts and educational achievement in an academised context. A further piece of work on organisational transformation has been undertaken with the intention of extending this work into the 2015/16 scrutiny work programme subject to committee agreement.
b) Progress against Corporate Plan targets reviewed quarterly by Overview and Scrutiny Committees to aid transparency about Council performance.	G	The committees have consistently reviewed performance during the year and have used the quarterly meetings to receive a range of updates from across the council and with wider partners and service providers in the town. As part of their transformation work, scrutiny members have made some suggestions on enhancing the performance review process that will be piloted during 2015/16.

<p>c) Comprehensive programme of Member training and briefings delivered according to priorities set by the Training and Development Group.</p>	<p>G</p>	<p>A full programme of member training and briefings has been completed steered by the Members Training and Development Group. This group have reviewed training delivery and evaluation methods and as a result will continue to encourage the use of online training and evaluation tools where appropriate.</p>
<p>d) Following the conclusions of the i-pad trial and the roll out of the new Mod Gov committee administration system, support Members to contribute to the achievement of modern and paper-light working arrangements.</p>	<p>G</p>	<p>The vast majority of members use iPads or equivalent tablet devices to access their meeting papers and undertake web based communications. This has resulted in significant savings through the reduction of printing costs for meeting papers. The shift to mobile broadband and phones for members from more costly landline services compliments efficiencies realised through printing less.</p>
<p>6. Continue the rolling programme of reviewing the Council's Constitution with elected members, to make our decision making processes as transparent and accessible as possible. Measures: a) Working Arrangements Group (WAG) convened and recommendations made to Council for appropriate changes to the Constitution arising from practical experience, feedback, legislative requirements, and to make it more user friendly.</p>	<p>G</p>	<p>During the last year WAG has met on 3 occasions. The Constitution has been amended and improved and confirmed by Full Council. This is an ongoing process. Further amendments were made in April this year to accommodate the change in Directorship. It is likely that two further reports will go to Full council in July and October to comply with further changes necessary as a result of the senior manager restructure and changes in legislative requirements.</p> <p>WAG have been working on a thorough overhaul of members attendance. The review commenced in November last year and had proved a worthwhile undertaking.</p> <p>Future work will consider the boundary review, Financial Rules and Operating Guidance and the Contract procedure rules. The latter being a joined project with Wealden Rother and Eastbourne.</p>

<p>7. Facilitate and promote ‘Switched On Hastings’ to encourage local people to take part in collective energy switching, whereby bulk buying power at an energy auction may result in individuals saving money on their energy bills. Measure: a) Participate in at least two further energy auctions.</p>	<p>G</p>	<p>2 winter rounds of collective switching were held in October 2014 & February 2015. The scheme was widely promoted and advertised locally. For example, adverts were placed in Hastings Observer & the Friday-Ad, posters were displayed by local community organisations and along the seafront. Over 350 people registered for the October auction & 440 for the February auction. Savings average at £168 per year in October & £192 per year in February, with some households saving as much as £221.</p>
<p>8. Project manage the European-funded ‘Future Cities’ project to support climate change adaptation activities. Measures: a) Build upon the successful development of the ‘Adaptation Compass’ tool for developing climate-proof cities, by engaging with other local authority areas to assist them to understand and use the tools to visualise the social, economic and business benefits of adapting our towns and cities.</p>	<p>G</p>	<p>Workshops were held in July 2014 with members of the Coastal Users Group, and local community representatives developing the Lewes, Newhaven & Seafood Neighbourhood Plans, the Environment Agency, Natural England and the South Downs National Park. The application of the compass will be used to inform the development of these policies and the National Park Authority annual adaptation report to Government.</p>
<p>b) Work with European partners to build upon project delivery experience and excellent networks to develop environmental and low carbon project proposals for the Interreg V 2014 – 2020 regional development funding stream.</p>	<p>G</p>	<p>Discussions continue with our European partners to build upon and develop new project ideas and bids for EU funding. Partners include those involved with the Future Cities, Ace & the Safe Ice projects.</p>
<p>9. Contribute to the Council’s Customer First priority by delivering a high quality, effective and efficient Community Contact Centre and Tourist Information Centre. Measures: a) Continue to improve the quality and timeliness of personal and telephone caller’s experience of using our service, with a focus on ‘right first time’.</p>	<p>G</p>	<p>(a) Despite fluctuating levels of demand, staff have continued to gradually reduce the call and face to face wait times. The service continues to work with service departments to even out peaks whenever possible and thereby enable a more consistent service for customers.</p>

<p>b) Work with colleagues to continually refine and improve the whole customer journey, from first point of contact to resolution, based on intelligence gained from monitoring customer enquiries and feedback.</p>	<p>G</p>	<p>(b) Significant work has been undertaken this quarter in preparing for the implementation of the Firmstep which enables residents to undertake a wider range of functions on-line in the first phase of the Digital by Design Project. Process-mapping involving colleagues from the CCC, service departments and the transformation team has identified more efficient and customer focussed ways to meet demand and manage contact.</p>
<p>10. Promote a culture of transparency in everything the Council does. Measures: a) Details of Council assets, pay policy, senior management salaries, resources, decision making, contracts and spending published to aid transparency.</p>	<p>G</p>	<p>The Pay policy and other data relating to the workforce is reviewed and updated annually. The Council is meeting the requirements of transparency as determined by the Local Government Transparency Code 2014.</p>
<p>b) Freedom of Information and other data requests responded to within legislative timescales.</p>	<p>G</p>	<p>The Council has responded to 95% of FOI and other data requests within legislative timescales in line with high previous year responses.</p>
<p>c) Implement a refreshed corporate complaints process following a detailed review in 2013/14.</p>	<p>G</p>	<p>Following a refresh of the Council's corporate complaints policy, officers continue to respond appropriately to complaints. As part of the council's digital by design project, the council is looking to roll out a new online process in summer that will enable greater coordination of officer input and automation of departmental reminders that will further enhance the council's existing procedure.</p>
<p>11. Deliver an effective Legal Service that plays a key role in delivery of Council priorities. Measures: a) Provision of strategic legal advice for key projects, policies and procedures (including standards, Freedom of Information, Data Protection etc).</p>	<p>G</p>	<p>Legal Services have been key in delivering high profile projects such as White Rock Baths, the Social Lettings Agency, Selective Licensing and the re-drafting of all Byelaws in respect of the Foreshore and Promenade and 7 Nature Reserves. The team have been assisting with key issues such as Rocklands which has involved a huge amount of work in</p>

		<p>terms of complaints and FOI.</p> <p>We have also been involved in the drafting of the Environmental Enforcement and the Sexual Establishment policies and the ASBO and general social lettings policies.</p>
b) Activity to support enforcement and secure prosecutions; robustly defend the Council against actions brought against it.	G	<p>During the year the Council successfully obtained permission to appeal to the Supreme Court in respect of Hasting Pier and successfully argued for and received disclosure in the arbitration process although that has been adjourned until the decision of the Supreme Court.</p> <p>Legal services average between 20-25 prosecutions per quarter covering all the council's enforcement powers. We have not lost a defended action during this year.</p>
c) Activity to ensure the Council is appropriately protected in terms of contracts and property transactions and planning and is effective at collection of debts and charges against property.	G	<p>During the year legal services have drafted 85 contracts (14) leases. 11 S106's and 5 Tree Preservation Orders and 1 footpath diversion order.</p> <p>We have secured over a £100,000 against properties in respect of owed Council tax and arranged payment of over £100,000 in sundry debt.</p>
d) Ensure effective Corporate Governance – appropriate legal advice given to all to support decision making, including quasi-judicial committees and boards.	G	<p>Legal Services have given training to members on the Code of Conduct, Constitution, Planning, Licensing, Museums, Charity and Environment and Safety committees.</p> <p>We have successfully defeated every appeal against Licensing and Environment and Safety decisions.</p>

Performance Indicators

Any target changes proposed for 2015/16 from 2014/15 levels are highlighted in bold and underlined in the table below.

7.1 Overall proportion of days lost to sickness

7.1a and 7.1b - At request of O&S additional information is now shown setting out the proportion of days lost to sickness due to both short term and long term sickness. (No targets have been set for these indicators, they are simply provided for additional information and context.)

Name	Improvement Direction	Actual Mar 2014	Direction of Travel	Actual Mar 2015	Status Mar 2015	Target Mar 2015	Yearend Target Mar 2016
7.1 The proportion of working days/shifts lost due to sickness absence	Smaller is better	7.01	Better	6.41	Not Met	6.25	6.25
7.1a The proportion of working days/shifts lost due to short term sickness absence	Smaller is better			3.57			
7.1b The proportion of working days/shifts lost due to long term sickness absence	Smaller is better			2.84			

Cross Cutting Targets

1. Delivering Services into the Future: Prepare for further significant reductions in Council spending in the future whilst prioritising the activities and projects the Council has capacity to deliver.

2014/15 Targets/Milestones	Status (R/A/G)	Comments
a) Undertake a programme of Customer First and Efficiency reviews, prioritising those with the potential for biggest gains in efficiency, cost savings, and/or resilience.	G	The Revenues and the Housing Options reviews have both been completed and the recommendations and action plans are being implemented. A review of the Benefits Service should be completed by September 2015.
b) Deliver a programme of consultation to test local priorities with local people and staff.	G	Consultation on the draft Budget and Corporate Plan was launched on 16 January, and informed the documents agreed by Council in February 2015.
c) Seek out and explore opportunities for new service delivery models, including shared services where this will provide efficiencies or resilience.	G	Shared Service discussions are explored whenever opportunities arise. However, there is no significant progress to report this year.
d) Complete a Priority Income Efficiency Review process to inform the 2015/16 budget.	G	The corporate PIER process commenced significantly earlier this year and led to a balanced budget for 2015/16 being produced.
e) Produce and publish a Medium Term Financial Strategy.	G	The Medium Term Financial Strategy was agreed by Cabinet on 3 November 2014.
f) Agree a significantly revised Corporate Plan and a Budget for 2015/16 onwards in February 2015.	G	Agreed by Council in February 2015.

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

2014/15 Targets/Milestones	Status (R/A/G)	Comments
a) To maintain an overview of Corporate and Operational risks to the Council.	G	The Corporate Risk management Group met regularly during 2013/2014 and there were 2 concerted reviews of the Corporate and Operational risks to the Council (June 2014 and December 2014).
b) To formally review the Corporate Risk Register and report to Audit Committee during 2014/15.	G	Reported 26 June 2014
c) To formally review the Operational Risk Register and report to Audit Committee during 2014/15.	G	Reported 26 June 2014
d) To maintain an overview of the Council's Health and Safety Risk Management Policy and procedures.	G	Staff and Management Safety Group meets three times a year to review corporate health and safety.

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

2014/15 Targets/Milestones	Status (R/A/G)	Comments
a) Oversee and coordinate the implementation of the 2014/15 actions in the HBC Environmental Policy and Climate Change Action Plan.	G	<p>Completed the final financial claim and monitoring report for Future Cities – final claim payment received.</p> <p>Progress continues with the projects under the Fisheries Local Action</p> <p>Completed round 3 of 'Switched on Hastings' – average local savings were £192 or more. Over 445 households registered to take part, of which 31% switched supplier.</p> <p>Group (FLAG) programme with work on the 'BIG Beach Project' expected to start in May including refurbishment of the winch sheds, and replacement of the winch road surface.</p>

<p>b) Review opportunities for exploiting external funding to support corporate environmental objectives.</p>	<p>G</p>	<p>Continued discussions with our European partners to develop project ideas for future rounds of EU funding and considering the key priorities for funding for HBC and the town. Concept notes have been developed for submission to the 2 Sea's programme in February 2015, outcome expected in May 2015.</p>
<p>c) Deliver our 2014/15 Climate Local Commitments.</p>	<p>G</p>	<ul style="list-style-type: none"> • The scheme to install a rapid charging point suitable for recharging two electrically powered vehicles in the Marina Public Car Park is now in its construction phase. Works are expected to be completed site during Summer 2015. • Low energy lighting has been installed above the Town Hall contact centre mezzanine office to replace incandescent desk lamps and poorly arranged wall lights to provide a more energy efficient and effective staff working environment. • The Town Hall's recently installed electric traction passenger lift is a significant improvement over the original old hydraulic powered lift. The new installation is expected to require substantially less energy to operate and light. • Dimmable LED lighting has been installed in the new CCTV Control Room on the lower ground floor of Aquila House. The possibility of installing low energy / LED lighting as part of the landlord's refurbishment of Aquila House is also being explored. • A new low energy lighting installation along Bottle Alley to replace the existing life expired fluorescent system is now at the preliminary design stage . • A sustainability site audit report has been carried out by The Sustainable Business partnership CIC on the Hastings Museum as part of the South East Museum Development Programme which identifies areas where energy savings may be made including the addition of LED lighting and the management of

		<p>energy tariffs.</p> <ul style="list-style-type: none"> • The potential for installing magnetic fuel conditioning devices on the Council's building's gas supply pipes which are claimed to be capable of delivering annual gas consumption savings in excess of 8% is being considered for a trial installation. • Overall estimated Co2 emissions from the Council's buildings for 2013-14 were estimated to have been 1.13 million tons, down approx 11% from 1.27 million tonnes in 2012-13. The Council's Co2 emissions from its buildings have dropped by over 30% from 1.68 million tonnes in 2008-09 when the first figures were compiled. • During 2013-14 several energy saving measures were installed in council buildings including Sabien Technology Ltd. boiler optimisation at St Johns Place Museum, an LED lighting scheme in the Pier Car Park, a 'Powerperfector' Voltage regulator unit in both Pelham Place and Harold Place PCs.
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4. Corporate Equalities: Put the needs of service users at the heart of delivery so that we are responsive to the needs of people with protected characteristics. NB Under the Equality Act 2010 the Council has a duty to:

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

2014/15 Targets/Milestones	Status (R/A/G)	Comments
<p>Our equality objective is to: <i>“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”</i></p>	<p>G</p>	<p>The Equalities Steering Group received the findings of work undertaken across all services to review any areas of possible inequality and was content the council is acting appropriately and following good practice.</p> <p>Since the organizational restructure, the two Directors</p>

<p>Specific 2014/15 actions include:</p> <ul style="list-style-type: none">a) The Corporate Equalities Steering Group to oversee how well services are meeting the needs of our communities.		<p>have had an opportunity to discuss any new areas of work that need to be considered and this has informed the updated the Equality Impact Assessment Timetable for 2015/16 accordingly. The Corporate Equality Steering Group will be reconvening in late spring.</p>
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<p>b) Carry out Equality Impact Assessments on major new Council policies to make sure that where possible, policies and services do not disadvantage any one part of the community more than the rest.</p>	<p>G</p>	<p>A revised process for capturing assessments of impact on poverty in Council decision-making reports has been developed and will be implemented for all reports from the start of the 2015/16 municipal year.</p>
<p>c) To comply with the specific duties of the Equality Act 2010, and produce an annual equality statistical report which includes statistical information on our workforce including recruitment, promotions and staff turnover (by 31st January each year).</p>	<p>G</p>	<p>Achieved</p>
<p>d) Ensure our workforce profile reflects best practice in recruitment, and that through open and honest dialogue with staff we develop a culture of inclusion and openness.</p>	<p>G</p>	<p>We have an establishment of 360 actual heads (March 2014). The gender split is 54% female and 46% male. There has been an increase in requests for reduced hours, secondary employment as staff are preparing themselves for future changes within the workplace e.g. they are seeking other opportunities outside the Council to enhance their skills or make a career change through further education.</p>
<p>e) Ensure HBC continues to be an employer that pays a 'Living Wage' and work with our contractors to enable them to achieve this accreditation over appropriate time periods.</p>	<p>G</p>	<p>The living wage has been adopted by the Council and all staff directly contracted to work for the Council receive a living wage hourly rate or higher. O & S have previously been advised that responses from contractors who employ staff to work on HBC awarded contracts has been poor.</p>
<p>f) Promote communications which celebrate diversity and showcase residents' contributions to their community and to cohesion on an ongoing basis.</p>	<p>G</p>	<p>The review of our accreditation to display the Two Ticks positive about disability logo was completed, as was the DisabledGo updates to information regarding accessibility in the town's venues.</p>

5. Organisational Development Group: To oversee the transformation of HBC to a 'Customer First' Council that operates as 'One Team'

2014/15 Targets/Milestones	Status (R/A/G)	Comments
a) Develop a Customer First Strategy for HBC setting out our vision and approach to customer service across HBC, and publish a Customer Charter clarifying the level of service our service users should expect.	G	The principles of the Customer First Strategy are set out in the 2015/16 Corporate Plan. The detailed strategy and implementation plan is being delivered as a work package within the Transformation and Efficiency Programme over the next two years.
b) Develop and manage a programme of culture change and improvement activity (including the incubation of new ideas and innovations).	G	The culture change towards a one team approach is being assisted by the range of transformation projects which include Digital by Design and Accommodation and Smarter Working practices. The staff engagement processes are capturing ideas, comments and innovations and staff are being credited with these when successfully implemented. The work colleagues are inputting to service re-design is really constructive and has been very motivating for those involved.
c) Maximise opportunities for the efficient use of office floor space in parallel with smarter working including flexible, mobile and home working, where possible release space for sub-letting to third parties	G	The project work packages for implementing new working layouts, furniture and technology in parallel with the refurbishment of Aquila House are progressing well. The expanded use of home working is expected during the worst of the noise disruptions and colleagues have been equipped with technology, workshops and guidance to facilitate this. Steps are in place to support those for whom homeworking is not appropriate.
d) Maximise use of electronic communications and technology to assist smooth service delivery and customer care.	G	The implementation of the Firmstep platform has been reported above in Corporate Services target 9b)

e) Receive and respond to feedback from staff engagement including the Staff Commission.	G	Staff are being engaged on an on-going basis with key decisions and choices regarding the refurbishments to Aquila House and new working practices. The Commission also met to give comments on the senior management restructure.
f) Oversee complaints and compliments trends and ensure learning points are shared.	G	See 10c above

6. Anti Poverty and Welfare Reform: Continue to monitor and co-ordinate HBC and partnership activity in response to the impact of welfare reform on our local residents

2014/15 Targets/Milestones	Status (R/A/G)	Comments
a) Take forward with statutory and voluntary sector partners the implementation of the Hastings & St Leonards Anti Poverty Strategy Action Plan.	A	The Council and partners continue to work jointly to tackle issues relating to poverty in the Borough. Work is underway to refresh the current strategy to ensure it reflects local priorities and provides a framework for partners to tackle new emerging challenges brought about through changes to Government Policy and Legislation. In reviewing the strategy officers will need to differentiate between longer term actions aimed at supporting economic regeneration and employment growth within the town and specific actions aimed at addressing the impact of the further welfare reforms announced by the new government.
b) Continue to assess and monitor the impact of welfare benefit changes upon inward migration and proactively work with partners to develop adequate responses to emerging trends.	G	The Council and partners continue to work jointly to share information about the impact of the Welfare Reform Act, particular with regards to under occupation in social housing, the benefit cap and the introduction of Universal Credit. The Council continues to engage with other Local Authorities (including London Authorities) to encourage the sharing of information about households relocating to

		Hastings.
c) Review progress and adjust the action plan accordingly by September 2014	G	Action plan progress is continuously monitored and reported to the anti-poverty steering group. A new action plan will be produced in 2015 as part of the revised strategy.