

Agenda Item:

Report to: Audit Committee

Date: 27th June 2006

Report from: Policy & Performance Unit

Title of report: **CPA IMPROVEMENT PLAN CONCLUSION**

Purpose of report: To inform Members of progress made
To inform of existing plans & monitoring processes that remaining 'Amber' items will be monitored by.
To recommend that the CPA Improvement Plan be considered concluded

Recommendations: That the CPA Improvement Plan be considered concluded
That any remaining 'Amber' items be progressed & monitored via alternative monitoring processes

1.0 Background

1.1 After our CPA inspection in November 2003 an improvement plan was developed to improve areas of weakness / in need of improvement. Actions have been monitored quarterly through performance review monitoring, and updates reported quarterly to Overview & Scrutiny.

2.0 Progress

2.1 Significant progress has been made, and actions have been scored on the RAG (Red, Amber Green) scale. To achieve 'Green' actions both have to be complete and embedded within the organisation. 85% (49) actions are now 'Green'. There are no 'Red' actions. The remaining 15% (9) Amber actions, in the main require further embedding rather than completion.

2.2 As such, and in the interests of reducing bureaucracy, it seems pertinent to subsume these activities into existing council plans, such as the Local Performance Plan (LPP) and service delivery plans, instead of continuing with a separate CPA Improvement Plan. Subsuming actions into existing plans will allow regular, quarterly monitoring to ensure continued focus on these actions. In some cases, e.g. crime, actions and targets already feature in numerous plans

e.g LAA, Community Strategy, Safer Hastings Partnership strategy as well as the LPP.

- 2.3 A final, updated version of the CPA Improvement Plan can be found at Appendix A. Amber items show how they will be continued to be monitored.

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Comprehensive Performance Assessment Improvement Plan 2004/05 – 2006/07

Outcome 1. Increase capacity to maintain good quality services while still contributing to the expanding regeneration programme		
Action, SMART targets and milestones	Progress and outcomes as at Spring 2006	RAG
2004/05 LPP Target - <i>Measures to increase Organisational Capacity and Capability to deliver our ambitious programme for improving the quality of life for local people.</i>	<p>We developed and implemented measures, to increase our organisational effectiveness by:</p> <ul style="list-style-type: none"> • Introducing a management training programme to raise our standards of management, support the development of our staff and improve performance • Adopted a recruitment and retention policy to attract and retain a workforce with the skills and knowledge we need to deliver our services more effectively. • Allocated an additional £150,000 for recruitment and retention initiatives in our 2005/06 budget. 	G
2004/05 LPP Target - <i>Continue with our rigorous examination of current spend and income streams with a view to diverting funds towards priorities, and ensuring that recurrent activities which support high priorities (e.g. Street Wardens), are supported by sustainable funding. The Council's Corporate Plan to be revised to reflect the outcome of the review.</i>	<p>We undertook a Priority, Income and Expenditure Review (PIER) process in autumn 2004 which identified £700,000 savings/increased income for the 2005/06 budget. The Corporate Plan was revised in October 2004 and the again in June 2005/06 which included our first Annual Efficiency Statement which identified over £1m of efficiency savings for 2005/06.</p> <p>This way of planning and prioritising is on-going and informs the Council's annual budget setting processes. The PIER reviews undertaken in 2005/06 identified a further £1m of efficiencies for 2006/07. Our current Corporate Plan will be revised in autumn 2006 and will be linked to the Medium Term Financial Strategy and include a medium term action plan to help us achieve our aims.</p>	G
<ul style="list-style-type: none"> • Adopt a more inclusive management style by the following action points. 1 – 9 below set out the steps to be taken: 	<p>The March 2004 Cabinet agreed that the ethos to guide management style will be based on: <i>Honesty; Trust; Decisiveness; Collaboration; Equality, Fairness and Inclusiveness; Support; Challenge; Focus on Achievement; Respect; Compassion</i></p>	G

1	Undertake a 'Peer Review' of equal opportunities policies and women-friendly employment practices by a local authority that has achieved Beacon Status in these areas.	We secured the assistance of two female Directors from Wealden District Council and a consultant from the Employers Organisation to undertake a review of our Personnel policies and the procedures within the Council. The peer review identified that our policies are in accordance with legislation. The results of the peer review were considered by the Staff and Management Forum who gave very positive feedback on the quality of our policies. An action plan has been developed taking on board their comments. Recommendations for improvement have been incorporated into the POD Workforce Development Strategy.	G
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2	<p>Implementing a Management Development Programme, commencing in 2004/05 that identifies and clarifies the values, roles, responsibilities and skills for management in HBC and supports managers in their role. Training will include resource planning to address capacity issues and project management.</p>	<p>The Council now has a formal Management Development training programme, the modular approach consists of training opportunities set out in our training prospectus. These courses are supplemented by training opportunities provided in partnership with Sussex Training Consortium. In April 2006, together with STC, we will be accredited through the Institute of Management and Managers will be able to seek Chartered Management status. STC is also able to offer our staff a Management Diploma course from April 2006.</p>	Amber
		<p>360 degree feedback for Executive Managers has been completed and is shortly to be rolled out to the next tier of managers.</p>	
		<p>Although significant progress has been made in this area, the Audit Commission's inspection of Cultural Services in summer 2005 identified the need to review the implementation of the management programme and assess the impact it has made. We intend to do this in 2006/07 with external support, but informal review suggests that capacity issues may impact take up of training opportunities. Further work is needed to investigate why take up is poor and address the underlying reasons for it. This forms part of the Workforce Development Plan. The workforce development plan is aimed at increasing skills and development, extending opportunities, raising standards and includes structured management development initiatives e.g. coaching, project working, secondments, performance and development reviews, 360 degree feedback, development centres, succession planning and the development of a competency framework</p>	
		<p>An Officer Project Review Board has been set up drawing together key staff within our organisation, to formally lead the Council's process for developing, delivering and measuring physical projects. This group is overseeing development of a Project Management Methodology and has implemented a tailored skills training programme.</p>	G
		<ul style="list-style-type: none"> • Learning lunches were run in July 2005 for those involved with the Council's Capital Programme, about the changes made and improvements planned in our Project Management Capability and Capacity Building Programme. • 1-day Project Management training courses and 2-day workshops have been provided for those acting as Project and/or Programme Managers • The Project Review Board is meeting quarterly and assessing new projects and monitoring progress of existing ones. 	
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3	Co-ordinate and make more corporate the way workforce planning is undertaken to better predict of future staffing requirements and plan to meet them.	A workforce development plan and action plan is in place that addresses how we will develop the skills and abilities of our existing workforce. The plan encompasses the learning and development strategy and workforce profile (identification of the skills and numbers of staff we will need.)	G
4	Improve the framework for delegating decisions to officers, and for devolving decision making from Chief Officers to other staff.	Progress had been slow due to absence of key staff at a director level and within the legal department. However, the revised Standing Instructions to Chief Officers and revised Financial Rules were adopted by Council on 14 th December 2005.	G
5	Use staff appraisals and skills audit to plan training for future needs and produce an annual training plan.	A 2004/05 training plan was produced and used to inform training and development opportunities. The Corporate Training Prospectus was launched in October 2005 and meets all corporate training needs (as informed by annual appraisals)	G
6	Introduce a Staff Reward and Recognition policy.	<p>A range of staff recognition initiatives were piloted and have subsequently been incorporated into our regular working/annual cycles. These include:</p> <ul style="list-style-type: none"> • Our fun approach to rewarding performance through PIGSTARS in 2004/05 was highlighted by the IDeA as being best practice • GEMs (Going the Extra Mile) awards – the second annual staff awards ceremony was held in 2005 and rewarded performance against PIs and for demonstrating HBC's values. This is now an annual event. • @bit, the weekly staff e-newsletter is used as a vehicle for very timely recognition of staff achievements as well as giving staff the opportunity to issue their own publicity about the activities of their team or department. The feedback, both informally and through the staff survey, has been very positive. • Through the action plans resulting from the staff survey and from our work in gaining Investors in People accreditation, we are encourage further recognition initiatives within departments and directorates <p>A periodic review mechanism has been built in to review these arrangements, to follow on from and be informed by future staff survey results.</p>	G
7	Complete work to achieve Investors in People accreditation	Following the IIP assessment in November 2005, we are very pleased that progress has been made and IIP status has been awarded to HBC. We aim to work hard to ensure we are continue to meet the criteria, and maintain this status when we are assessed again in three years.	G

8	Agree and implement a Staff Recruitment and Retention policy, to improve retention levels and minimise unsuccessful recruitment exercises.	Cabinet formally agreed the Council's Retention and Recruitment Policy on 25 th April 2005, which has ensured actions are being taken to address recruitment and retention issues e.g. payment of market supplements for hard to recruit to jobs and the funding of career grades.	G
9	Review Personnel Policies on a rolling programme to ensure they are clear, user friendly and that best practice is applied.	All major policies have been considered by the relevant Overview and Scrutiny Committee and subsequently agreed by Cabinet during 2004/05. Our policies are reviewed on a continuous basis to ensure they meet the requirements of new and emerging legislation.	G
Implement the Office Accommodation Strategy to be agreed by Cabinet 29 th March		<p>The moves planned for 2004/05 were completed. With the securing of two additional floors in Aquila House we have been able to vacate Robertson Terrace and Stage 1 and 2 of the Benefits and Council Tax move from Wellington Square was completed in 2005/06.</p> <p>Opportunities to secure additional fit for purpose accommodation are explored fully when they arise.</p>	G
<p>Through a combination of all the above, address the reasons for problems with morale identified in recent Staff Satisfaction survey, i.e.:</p> <ul style="list-style-type: none"> • Office accommodation • Resources and workload • Feedback and recognition 		We undertook an second staff survey in April 2005 which gave us insights into current issues of concern and staff views about progress made to date. The survey identified that morale and many other areas including involvement and awareness of SDP and plans for service delivery has improved. Discussions at Service Delivery Planning away days has identified issues about reality vs perception, however it is widely acknowledged that the position has improved significantly through impacts of team meetings, embedded appraisals and improved communications. Issues raised at SDP away days have been discussed at Directorate Management Teams and steps are being taken to resolve them.	G

<p>2004/05 LPP Target - <i>Produce an action plan to guide our work to achieve Level Three of the Government's Equalities Standard by end of 2005/06 and achieve level two during 2004/05.</i></p>	<p>The Council has worked with the community, staff and stakeholders to reach Level 2 of the Government's Equalities Standard. Work to take us to Level 3 is underway, however the target date we expect to reach it is now by March 2008 as, now that we have worked through level 2, we better understand the volume of work that is required to achieve level 3, and this target is considered to be more realistic. The Borough's 2006/07 Local Performance Plan states, we will: <i>'Continue our work towards achieving level 3 of the Government's Equalities Standard by 2008, by reviewing all services and key policies in accordance of the Race Relations Act and Equalities Standard'.</i></p> <p>Progress against this action will be monitored via the LPP and BVPI process.</p>	<p>A</p>
<p>Outcome 2. Increase effectiveness of Scrutiny and ensure activities are an important aid to focus</p>		

<ol style="list-style-type: none"> 1. Review how Scrutiny can add to focus and develop its policy role as per the feedback from the Lead Inspector 2. All Scrutiny reviews to produce SMART improvement plans to measure effectiveness and outcomes. 3. All Member Development 	<p>A number of successful Scrutiny Reviews commissioned in 2005 have concluded and the recommendations of the Bus Services, Cliff Railways and Electoral Registration reviews have been agreed by Cabinet for implementation. Reviews now work to a project template that includes a rationale for the review, resources required to complete the review and a press and communications strategy.</p> <p>The new overview and scrutiny structure recommended by the Scrutiny Steering Committee and agreed by Full Council was introduced at the commencement of the 2006 /2007 Municipal Year to address the outstanding actions from the CPA improvement plan. This introduced an annual overview and scrutiny work programme focussed on key areas of council performance and public service delivery, timetabled around the performance management cycle.</p> <p>A comprehensive councilor development programme incorporating detailed sessions on audit, financial and performance management has been successfully introduced alongside skills based training from needs identified by members in what will be an annual training needs analysis. Training and development needs generated by new or amended statutory requirements such as the 2007 Gambling Act are kept under review and incorporated into the programme. Individual training records for councillors are now kept to accurately monitor the overall development programme and progress with individual councillors training and development</p> <p>This addresses comments made by the Audit Commission during the inspection of Culture in August 2005, where it was recognised that there was further work to be done to improve Members' ability to hold the Council to account through performance management. The 06/07 LPP contains a commitment to:</p> <p><i>“Strengthen our Overview and Scrutiny Committees’ role in performance management of the council and it’s contribution to achieving shared targets with partners e.g. the East Sussex wide Local Area Agreement and the Community strategy.”</i></p> <p>Monitoring of further progress will be undertaken via 2006/07 LPP monitoring.</p>	A
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Outcome 3. Improved learning processes and increased customer satisfaction		
<p>BVPI Satisfaction Survey (carried out every three years as prescribed by the Office of the Deputy Prime Minister).</p>	<p>The results from our re-tendered Citizens' Panel survey in November 2004, which surveyed 16,000 households, showed that satisfaction was significantly higher with 65.4% of people quite/very satisfied with the service provided by Hastings Borough Council, whilst 7.3% were very dissatisfied and 23.3% fairly dissatisfied. We hope that the additional measures we are taking regarding complaints and customer services will further increase this figure by the next BVPI survey in 2006/07.</p> <p>We reported to the LSP's (Local Strategic Partnership) Executive Delivery Group (EDG) in September 2005 re: background to survey and identified that many of comments made in the BVPI survey referred to our partners. It was agreed that we should better co-ordinate our survey work with LSP partners, asking where possible similar questions and cross-refer relevant information to partners. These results will help to inform the Community Strategy target re: satisfaction with the local neighbourhood.</p>	G
<p>Telephone Protocols and Standards in place from April 2004, as per 2003/04 LPP target</p>	<p>Revised telephone standards are in place, and a leaflet has been published that sets out the performance callers can expect, as well as their responsibilities in the way they treat our staff. The standards and telephone techniques learning will be included in the training that is supporting the implementation of the new IP telephony telephone system.</p>	G

<p>Contact Charter to be extended to cover all forms of contact with HBC.</p>	<p>The Contact Charter giving response times for letter, email, and telephone contact, has been published and is displayed in all public reception areas. The Contact Charter standards are being embedded into the working culture of the organisation via Management/Team meetings, articles in the staff e-newsletter '@bit' and are included in the revised staff induction course and customer services training.</p> <p>This is being marketed via an internal 'They're Counting on Us' campaign to increase the awareness of Contact Charter Standards. Once the internal campaign has embedded, the campaign will be launched externally in 2006/07 entitled 'You can count on Us', .</p> <p>An evaluation of the success of this work will be undertaken through monitoring arrangements that will be possible following the introduction of a corporate Customer Relationship Management system in 2006/07, and monitored via the LPP target monitoring processes.</p>	A
<p>Review how complaints are handled to identify how we can systematically learn from them.</p>	<p>Significant progress has been made following the review of how we capture complaints and feedback. An internal complaints data capture and monitoring system has been piloted in the HIC. A pilot group of 8 staff have commenced training for the Level 3 of the NVQ Customer Service qualification. The Customer Services and Complaints Manager's regular report identifies learning issues from complaints. These are shared with colleagues and used as examples in Customer Services courses. Advice and support is also given on managing service disruptions to minimise the likely cause of complaints.</p> <p>Work is well advanced with IT for the introduction of a CRM (Customer Relationship Management System) in early 2006/07, the specification for which has been informed by the requirements in capturing complaint information.</p> <p>The BVPI satisfaction survey to be undertaken in 2006/07 will provide feedback on how our complaint handling processes are viewed by local people, the outcomes of this will be monitored and reported via the LPP and BVPI reporting processes.</p>	A

<p>Systematic approach to sharing learning to developed:</p> <ul style="list-style-type: none"> • Through formal learning/review at the end stage of projects • Sharing best practice through learning lunches etc. • By Performance Review meetings identifying and disseminating learning points 	<p>We have made significant progress to become a 'Learning Organisation' as per best practice we now: Identify learning needs, regularly review performance of individuals and teams, encourage managers to set learning goals, require managers to give regular feedback at 1:1s and following training, during project work and through secondments. We encourage managers to challenge traditional ways of working and align training and business priorities. We recognise individual and team achievements through appraisals, team meetings, @bit and GEMs. This progress has also been recognised in the awarding of IIP Status in early 2006.</p>	G
<p><u>Affordable Housing:</u> To be addressed in the 'Fit for Purpose' Housing Strategy being developed, which will include Action Plan and SMART targets.</p>	<p>Confirmation that our Housing strategy is 'Fit or Purpose' was received in September 2005. The Cabinet approved the final document on 28th November 2005.</p>	G

<p><u>Homelessness</u>: Implementation of Homelessness Strategy agreed by Cabinet in 2003, which contains an Action Plan with SMART targets.</p>	<p>The Overview and Scrutiny committee reviewed the Action Plan in February 2005.</p> <p>Members noted the good progress made against many of the targets and congratulated staff regarding the commendations made by the Office of the Deputy Prime Minister in relation to examples of good practice in Hastings.</p> <p>There was however limited progress against some targets. The Action Plan has been revised accordingly and will be subject to 6 monthly monitoring by the Overview and Scrutiny Committee.</p> <p>The recommendations of the Best Value Review of Housing Advice undertaken in 05/06 suggested that the service takes a more preventative focus to prevent homelessness.</p> <p>In addition and with guidance from the ODPM the, a management review of the housing advice and resources team has been undertaken to enable a 'Housing Options' service to be provided. The aims to prevent homelessness through early intervention and to provide people in housing need with a wider range of options by which they can help resolve their housing problems. The new 'Housing Options' service was brought into operation from December 2005.</p> <p>Further monitoring of the outcome of the BVR will be undertaken by the relevant Overview and Scrutiny Committee.</p>	G
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<p><u>Violent Crime:</u> LPP Targets: Continue to work with the Police and County Council on measures to reduce alcohol related Violent Crime and domestic violence to meet the Public Service Agreement Targets (PSAs).</p> <ul style="list-style-type: none"> • Extend our local CCTV monitoring from the Council's control room to provide 24-hour cover. • Use an inter-agency approach with partners to tackle drug related crime and related issues and implement the recommendations from the drugs summit. • Ensure that, in the implementation of the Evening Economy study actions, crime prevention is considered as a key issue. Provide support to individual initiatives via the Warden Service. • Take over the Licensing the Sale of Alcohol function from Magistrate Courts and encourage local licensees to sign up to a code of practice for licensed premises and encourage every pub to become a member of Bar Watch. 	<p>We worked with partners to produce the Safer Hastings Strategy for 2005-08, which aims to tackle crime and disorder and reduce the fear of crime and:</p> <ul style="list-style-type: none"> • Agreed a protocol with our partners on the Safer Hastings Partnership to deal with crack houses and worked in partnership with the East Sussex Drug and Alcohol Action Team to tackle drug and alcohol misuse in Hastings. • Worked alongside key partners on the development of Evening Economy plans, to ensure community safety issues form an integral part of any plans to provide evening entertainment and extend the town centre opening hours. • Successfully introduced the new liquor-licensing regime within Government timescales. We were the only council in the South East (including London) not to have any appeals lodged against a decision of the Licensing Committee. • The introduction of 24 hour CCTV monitoring of existing cameras has been delayed as the council is exploring the best and most cost effective delivery of the service in order to improve detection of crime and reduce the fear of crime in support of the evening economy and extended licensing hours. • Despite excellent performance working with the SHP in reducing crime and fear of crime, we are unlikely to meet to Violent Crime PSA target in part due to changes in counting rules. Negotiations are continuing with the Government Office. Violent crime is a key targets within the LAA, Community Strategy and the LPP and will be monitored through these monitoring processes 	A
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<p><u>Benefits:</u> Addressing shortfalls in the Benefit Fraud Inspectorate Assessment and working to improve performance in line with national targets.</p>	<p>Good progress has been made and following a review of work procedures processing times during 2004/2005 improved considerably. The integration of the Local Taxation Service and the Benefits Service prompted a restructure enabling resources to be targeted on areas where further performance improvement needs to be made.</p> <p>Accommodation issues have also been addressed with all staff (except customer services) moved to Aquila House.</p> <p>The BVR of cash collection services recommended withdrawing the cash collection service counter when the service moves to a new location and instead making use of neighbourhood payment outlets in posts offices, corner shops and other commercial outlets in local communities across the borough, the town centre and nationally to receive payments for Council tax, non-domestic rates and related payments. As well as via a 24-hour automated telephone service and On-line payment facilities is welcomed. Quarterly progress reports will be made to the relevant Overview and Scrutiny on the transition from the cash collection counter service to the introduction of paypoints.</p> <p>In November 2005 the Benefits Fraud Inspectorate (BFI) undertook an inspection of the Council's housing benefit counter fraud activities. The Council was chosen for inspection on the basis of bottom quartile performance in 2004/05 for the number of sanction and prosecutions for housing benefit fraud. The BFI published their report in February 2006. The main conclusions were that the Investigation team had a lack of strategic direction, and that there had been very little progress in implementing BFI counter-fraud recommendations made after their previous inspection in 2001.</p> <p>The Council has acted promptly to accept the BFI action plan, and is progressing implementation in consultation with the DWP Performance Development Team.</p> <p>Progress against the Action Plan will be monitored by the Audit Committee</p>	A
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Public Space Improvement Plan 2004/05 – 2006/07

Outcome 1. Achieve a higher profile for waste management issues and a greater emphasis on waste minimisation education and awareness		
Action, SMART targets and milestones	Progress and outcomes as at Spring 2006	RAG
1. 2004/05 LPP target - <i>Subject to a successful funding bid, significantly expand our recycling initiatives to include a green waste scheme, extend paper recycling to all households, hold a significant communications and awareness campaign, and investigate options for cardboard recycling.</i>	<p>Expanded our kerbside recycling scheme to include cardboard, plastics and cans and extended the scheme to include nearly 95% of households in the Borough. However there have been problems with the ongoing delivery of this service, which resulted in a significant overspend, and impacted on our ability to achieve the 18% target. Three investigations are underway to enable us to learn from the difficulties encountered and make positive changes in the context of the introduction of revised and enhanced waste, cleansing and recycling services during 2006.</p> <p>Results of the investigations will be reported to O&S, Audit Committee and Cabinet. This is a shortfall in our LPP and further monitoring will take place as part of the via the LPP target monitoring processes</p>	A
2. The specification for the new refuse and street cleansing contract for 2007 to identify a more proactive approach to waste minimisation and recycling promotion and education, learning from best practice elsewhere.	The new contract specifications for refuse collection, recycling and street cleansing were developed with specialist external advice and built on good practice from elsewhere. More 'outcome' orientated than previously, they incorporate more recycling measures and incentives for the contractor to promote it. Limits on the amount of residual waste permitted in containers to be provided will further encourage recycling. The new contract, with Veolia, will commence on 3 July 2006.	G
3. Council supported Hastings Sustainable Business Partnership working with local businesses to help them identify more sustainable ways of operating.	<p>HSBP has:</p> <ul style="list-style-type: none"> • Provided sustainable business support to 28 businesses, support includes advice on complying with environmental legislation, reduction in energy, water and waste bills and their associated emissions to the environment. • Trained 18 businesses in the forthcoming Waste Electrical and Electronic Equipment and the Restriction of Hazardous Substances Legislation. • A second training programme (with 11 businesses signed up) is under way based on the development of Environmental Management Systems for the construction industry. 	G

4. Education and initiatives to promote waste minimisation in partnership with our waste contractor.	<ul style="list-style-type: none"> • A successful bid for external funding (together with ESCC, Kent CC and Global Action Plan) enabled the employment of a dedicated worker in Hastings for two years to work with local communities. The post holder has been in post from February 2005 and is hosted within the Council. • Two secondary schools in Hastings successfully completed Eco Team projects • Several initiatives have been used to raise awareness of the benefits of recycling and composting, including the 'green estates' project in Harkness Drive. • Plans for an Environmental summit were replaced by a community-led, HBC supported Green Festival in September 2005, which successfully highlighted the whole range of green and healthy living options available to local people in a fun and accessible way. 	G
5. The Sustainable Working Action Team (SWAT) is working to reduce the Council's paper usage and raise awareness of waste minimisation amongst staff.	<p>Achieved an additional 16% reduction in waste arisings – overall 52% reduction since 2001.</p> <p>Successfully reduced energy consumption in by 14%, leading to 19% cost savings.</p>	G
Outcome 2. Disability Discrimination Act (DDA) compliance		
LPP target: Begin implementing our Accommodation Strategy to deliver Disability Discrimination Act compliant office accommodation.	Completed DDA audits for all council operated public buildings and an open spaces audit was completed in April 2005. A funded and prioritised rolling programme of works has been agreed and work is underway	G
Outcome 3. Corporate contracts for energy		
Energy procurement audit underway.	Achieved revised contracts for gas and electricity with 7 buildings on Green Tariffs and £12,000 savings in the first tranche of new contracts. Work on the second tranche of new contracts enabled the Council to minimise the impact of huge energy price rises to 4% (average was 25%)	G
Outcome 4. A more strategic approach to meeting young people's leisure needs		

<p>The Hastings and St Leonards Youth Strategy will address improvements in leisure provision for young people.</p>	<p>Cabinet approved the Hastings Youth Strategy in August 2004. Good progress has been made on the HBC targets. A Steering Group has been set up to monitor and review progress and reported to the Local Strategic Partnership in September 2005.</p> <p>The two related Community Strategy targets have been met:</p> <ul style="list-style-type: none"> • Youth Strategy Action Plan with 15-20 measurable targets in place. • Baseline audit of Young Persons completed (48.6% of young people thought Hastings & St Leonards a good place to live). <p>An open spaces audit has been completed, with a report including quality standards considered by Cabinet in November 2005.</p> <p>The Cabine will be asked to approve the Open Spaces Strategy in March 2006. Once this has been reported to Cabinet this item will be Green.</p> <p>A new contractor for leisure provision – ‘Freedom Leisure’ commenced contract in November 2005. Refurbishment works have also commenced. Examples of access for young people in the new contract includes revised membership schemes for younger people, greater inclusivity e.g. holiday schemes are now available on a first come first served basis rather than exclusively for Members and removal of the gym age limit of 16 with sessions for younger people at specified times.</p> <p>We delivered 5 of the 6 planned new multi-use games areaa located in Alexandra Park, White Rock Gardens, The Firs, Torfield and Grove School. The 6th site was considered not viable at the detailed planning stage. These will be supported by formal activity programmes on the five sites to help health</p>	G
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Balancing Housing Markets Improvement Plan 2004/05 – 2006/07

Outcome 1. Research and analysis of some housing information		
Action, SMART targets and milestones	Progress and outcomes as at Spring 2006	RAG
1. Housing advice data to be captured through implementation of a Housing Advice Logging system.	A new computer system (Anite) enabling advice and homelessness to be tracked has been implemented in modules included Housing Advice and Homelessness & Allocations.	G
2. Research being commissioned into the impact of recent house price increases.	The Housing Needs Survey fieldwork was completed in April 2005. The final report was presented to Members and local stakeholders in September 2005. The survey was carried out jointly with East Sussex Borough/ Districts plus Brighton & Hove CC and the same consultants were used to enable comparisons to be made.	G
3. Assess the housing needs of single people in order to inform balancing supply and demand of permanent housing.	Developed our understanding of the local housing market by undertaking a joint Housing Market Assessment together with Rother District Council and key stakeholders. A Final report will be ready in May 2006. The results from the study will help inform future housing and planning policies in the two council areas.	G
4. Work to review the Supporting People Strategy in 2004 to provide information on housing support needs of refugees and Black and Minority Ethnic communities	The Supporting People Strategy was approved by central government in March 2005 after being adopted by all councils in East Sussex. An officers group will review the Strategy annually and advise the Cabinet of any significant changes. The Housing Needs Survey (see above) will provide further information about a range of housing needs across the Borough and help the council assess the support needs of BME residents. Specific research, with BME households is being undertaken.	G
Outcome 2. Policies, Guidance and Strategies		
5. Affordable Housing and Section 106 Agreements guidance	Approved by Cabinet in October 2005	G
6. 'Fit for Purpose' Housing Strategy to include resource assessments, risk assessment and a SMART action plan for implementation.	Confirmation that our Housing strategy is 'Fit or Purpose' was received in September 2005. The Cabinet approved the final document on 28 th November 2005.	G

<p>7. A local Older Persons Housing Strategy to be developed. Older persons housing issues also to be addressed through the East Sussex Older Persons Group and the Housing & Support Group.</p> <p>8. <i>2004/05 LPP target - Work with partners to strengthen the involvement of Older People in the democratic process to ensure their voices are heard effectively and taken into account in decision-making.</i></p>	<p>The Hastings and Rother Locality Group is working on an action plan to identify needs and supply data on housing for older people. This will feed into the work of the County group (responsible for county-wide strategy) and help plan future housing for this client group.</p> <p>Older people have been interviewed separately for a county-wide report as part of the Housing Needs Survey.</p>	G
<p>9. Compulsory Purchase Policy developed</p>	<p>A Compulsory Purchase Order policy and procedure for Housing Renewal activity was agreed by the Cabinet on 31st October 2005.</p>	G
Outcome 3. Performance Issues		
<p>10. Improve liaison with Registered Social Landlords on affordable housing through the new RSL Partnership.</p>	<p>A new Registered Social Landlord (RSL) partnership has been established is now meeting regularly (bi-monthly) to help improve delivery of affordable housing. Recent changes in staffing structure have increased the council's capacity to support the work of RSLs and private developers locally.</p>	G
<p>11. New housing on brownfield sites to be addressed by Millennium Community outputs</p>	<p>Exceeded targets with 66% of housing on brownfield sites, compared to the 60% target</p>	G
<p>12. Providing adaptations for disabled residents to be monitored as Local Performance Indicator (LPIs) from April 2004.</p>	<p>In 2004/05, a year-end total of 99 homes were adapted using the mandatory disabled facilities grant against the original target of 35.</p> <p>In 2005/06 126 homes were adapted using the mandatory disabled facilities grant against the original target of 110</p>	G
<p>13. Monitoring of housing related local plan targets - key local plan targets to be monitored as LPIs from 1st April</p>	<p>A new system has been set up to monitor use of Local Plan policies in planning application decisions Local Plan monitoring, housing monitoring and comparison survey of shopping area. Data was reported to the Overview and Scrutiny Committee on 9th March 2005. This process will need to be revised as the Local Development Framework work is progressed. A number of Local Plan targets are monitored as Local Performance Indicators (LPIs), and once the Annual Monitoring Report is completed, the LPIs will be reviewed.</p>	G

14. Exit strategy for current housing renewal area being developed, with renovation grant money used to complete housing renewal programme.	As part of our exit strategy from the Southwater Renewal Area we invested a further £600,000 in 2004/05, which enabled improvements to 21 homes and 10 buildings. The formal exit strategy document has been produced and was shared with neighbourhood forum on 27 October 2005	G
15. Housing advice centre to be relocated to more suitable and accessible premises	Planning approval and listed building consent obtained for Christchurch. Works expected to commence in Spring 2006 and occupation by Housing, Communities and Neighbourhoods Directorate expected in early 2007. This will be monitored through the LPP monitoring process	A
16. Address staffing capacity issues to undertake housing enabling role.	A Housing Services Manager is now in post along with a dedicated Housing Strategy and Development Manager. A new post of Policy Officer was filled in summer 2005.	G
17. Trainee Environmental Health Officer programmes to be developed.	Specific measures to address future workforce needs for all staff have been addressed in the Recruitment and Retention Policy and Environmental Health Officers are acknowledged within that as being a particular area of staff where extra measures are needed to attract to vacant posts. 2 EHO training posts have been established.	G