

## Part II

# Annual Plan 2007/08

The Annual Plan sets out targets for 2007/08 and details some of the some of the activities that will be undertaken towards meeting our 3-year goals. These are monitored by Overview and Scrutiny Committee quarterly and are the means by which the Council is publicly held to account.

### 2007/08 Targets

#### Services

1. Regeneration & Economic Development
2. Planning
3. Environmental Health
4. Community Safety & Quality of Life
5. Refuse and Street Cleansing
6. Parking and Highways
7. Housing
8. Community Partnerships & Neighbourhood  
Renewal
9. Leisure and Culture
10. Amenities Management

#### Resources

11. Personnel & Organisational Development
12. Marketing and Communications
13. Information Technology
14. Financial Services
15. Legal Services
16. Estates Management
17. Internal Audit & Investigations
18. Democratic Services
19. Policy & Performance

## Services

### 1. Regeneration & Economic Development

2007/08 Targets/Milestones	3 Year Goals
1.1 Work closely with Task Force partners to bring forward detailed proposals for consideration by the Planning Committee for Priory Quarter in the Town Centre, at Ore Valley and Queensway.	C.1 Ensure that the planned large-scale regeneration projects are realised at the earliest opportunity for the benefit of the local community through work with partners in the Hastings and Bexhill Task Force
1.2 Work with the Task Force, Learning and Skills Council and other partners to ensure the development of Station Plaza	
1.3 Complete public realm improvements works at Marina and Silchester Road by autumn 2007.	C.3 Support the renaissance of Central St Leonards through delivery of the Renewal Strategy programme.
1.4 Develop full designs for the Kings Road Corridor initiative and deliver two early projects by March 2008	
1.5 Build on the already successful lobbying and Hastings' status as a Regional Hub to secure improvements to the road and rail transport links, specifically to support the bid for the Hastings/ Bexhill link road.	B.1 Influence the development of the South East Plan so that the special circumstances of Hastings are recognised at regional level
1.6 Implement the Seafront Strategy jointly commissioned with the Hastings and Bexhill Task Force: <ul style="list-style-type: none"> <li>• Begin to undertake external refurbishment works to Pelham Crescent and Arcade</li> <li>• Complete refurbishment works of the Marina area upper promenade and provide new toilet facilities</li> <li>• Work with partners to take forward proposals for a replacement Tourist Information Centre on the Stade and improved pedestrian and vehicular access</li> <li>• Implement management plan for Marine Court.</li> <li>• Bring forward a Masterplan for West Marina and seek to implement its proposals if adopted</li> </ul>	C.2 Improve the seafront infrastructure

1.7 Work with regional and local partners on the delivery of a 5-year Economic Development and Inclusion Strategy for the wider Hastings Urban Area.	B.2 Develop Hastings/Bexhill as an Economic Hub at sub regional level, recognising its importance as an economic driver for the wider area
1.8 Work with SEEDA and other regional partners on the provision of proposals for devolved economic development structures in the South East, including Hastings and Bexhill. A future system should ensure the most effective and coordinated use of regeneration funds in the area.	
1.9 Continue to develop opportunities for local people to gain skills and employment in the construction industry and to advance the objectives of the Council's Construction Charter.	B.6 Develop with partners vocational training which meets the needs of both employers and the potential of local residents
1.10 Work with the College and other partners to ensure the development of a vocational curriculum based on local employment needs and opportunities.	
1.11 With partners, deliver programmes that broaden opportunities for those Not in Employment, Education or Training (NEETs) and hard-to-help young people and adults through work experience and basic skills training.	
1.12 Successfully implement the Local Enterprise Growth Initiative (LEGI) funded FOOD project, to include a successful second annual Seafood and Wine Festival.	B.4 With partners, develop and deliver economic inclusion and development activity which will increase employment opportunities and the employability of local people
1.13 Lead the Council's work in developing a framework to assess potential benefits of a Casino development, if the Government grants a licence for such a development.	
1.14 Continue to support the East Sussex Local Area Agreement through service delivery and monitoring of year 2 activities directed at achieving economic development and inclusion targets.	
1.15 Appoint an external funding officer to develop effective bids in line with the Council's priorities and those of the Hastings and Bexhill Economic Alliance.	
	F.4 Maximise income generation and collection and attract external funding to support Council priorities

## 2. Planning

2007/08 Targets/Milestones	3 Year Goals
<p>2.1 See BVPI section of Annual Report for specific targets regarding speed of administering planning applications, number of new homes built, performance in undertaking building control, land searches and conservation.</p>	<p>C.5 Provide an efficient and effective planning service that meets or exceeds Government targets on performance and continues to attract Planning Delivery Grant reward money or its replacement where relevant.</p>
<p>2.2 Progress the Local Development Framework for Hastings by ensuring we:</p> <ul style="list-style-type: none"> <li>• Produce Core Strategy preferred options and undertake consultation.</li> <li>• Submit proposed Core Strategy to the Secretary of State and then prepare for Examination in Public.</li> <li>• Produce Site Specific and Town Centre Action Plan Development Plan Documents including consultation processes</li> </ul>	<p>D.10 Develop a Local Development Framework for Hastings by engaging the local community and stakeholders in its production to ensure the policies and proposals properly reflect Borough wide needs and aspirations.</p>
<p>2.3 Through our zero tolerance approach to neglected and derelict buildings and land target at least 30 neglected and derelict buildings or areas land, prioritising those in the Central St. Leonards Renewal Area and in Pelham Crescent and Arcade.</p>	<p>C.4 Improve the physical appearance and image of the town.</p>
<p>2.4 Commence the second phase of grants for the conservation and repair of buildings that form part of our historic townscape in the Central St. Leonards Renewal Area and commit at least £200,000 of conservation and repair grant funding to properties within the area.</p>	

### 3. Environmental Health

2007/08 Targets/Milestones	3 Year Goals
3.1 See BVPI section of Annual Report for specific targets regarding performance standards for Health and Safety Executive and Food Standards Agency.	D.5 Protect the health and safety of local people and the environment, and reduce the impact of pollution by effective enforcement of legislation
3.2 Continue to improve the quality of the local environment and reduce the fear of crime and anti-social behaviour, by ensuring that the Council's front line uniformed services work closely with the Environmental Protection and Waste Services Teams to enforce enviro-crime legislation as effectively as possible within the resources available.	
3.3 Review and update the strategy for the identification of potentially contaminated land sites. Ensure through the development control process that the future use of Brownfield sites is maximised.	
3.4 Ensure continued implementation of the Air Quality Action Plan relating to the Bexhill Road Air quality Management Area.	
3.5 Implement the smoke-free enclosed public places legislation, effective from 1 <sup>st</sup> July 2007, which entails publicising and promoting the new laws, followed by an intensive programme of high profile compliance checks and enforcement action where necessary.	
3.6 Identify what we need to do to respond to the new Government agenda regarding regulatory impact on businesses, which will result in combined inspections by lead agencies e.g. local authority, fire and trading standards.	
3.7 Prepare to re-align our inspection priorities to accommodate work previously undertaken by the Health and Safety Executive's under the 'Joint Authorisation' initiative.	
3.8 Undertake 2 incident exercises to test our preparedness for major incidents.	
3.9 Conduct a risk review to identify high-risk activities and premises in the town and begin to prepare contingency plans.	D.11 Work with partners to maintain plans to respond to civil emergencies.

#### 4. Community Safety and Quality of Life

2007/08 Targets/Milestones	3 Year Goals
4.1 Embed the changes bought into effect from the review of the Crime and Disorder Act whereby the strategic role (and funding) is allocated to the County Council and partners at a District level undertake the operational role.	D.2 Deliver the Safer Hastings Strategy in partnership with the Safer Hastings Partnership focussing on supporting families to help address anti-social behaviour and addressing the rise in public place violent crime.
4.2 Undertake preparation work to evaluate and review the Safer Hastings Strategy 2005-08	
4.3 See BVPI section of Annual Report for specific targets regarding community safety.	
4.4 Work with the County Council, Social Services and Children's Services to implement the Intensive Family Support Project (provides for a caseworker to support families with children engaged in anti-social behaviour) and begin implementing the Respect Action Plan by launching the Intensive Family Intervention programme and Parenting Support programme	
4.5 Review the impact of the extended liquor licensing hours on public place violent crime, the fear of crime and noise nuisance.	
4.6 Work with partners to achieve the year 2 milestones for 'Safer Stronger Communities' contained within the 3-year East Sussex Local Area Agreement.	D. 1 Reduce deprivation and narrow the gap between quality of life in Hastings and the rest of SE England
4.7 Review the current arrangements and funding for delivering improvements to the local environment, quality of life and reducing crime, fear of crime and anti social behaviour and begin to develop longer term proposals for re-aligning service delivery and ensuring sustainability.	D.6 Rationalise and improve effectiveness of the front line enforcement services to meet challenges of the Clean Neighbourhoods and Environment Act, ensuring a sustainable service for the future.

## 5. Refuse and Street Cleansing

2007/08 Targets/Milestones	3 Year Goals
5.1 Introduce a twin bin refuse and recycling collection scheme and identify more environmentally and financially sustainable alternative arrangements for processing recyclates.	F.8 Improve recycling performance and identify sustainable arrangements for dealing with recyclates.
5.2 See BVPI section of Annual Report for specific targets regarding recycling performance, household waste collection, satisfaction with service etc.	
5.3 Explore and report on the recommendations of the County Council's Best Value Review of Joint Waste Services and identify steps required to synchronise contract end dates to allow options for a joint tendered service to be considered.	F.1 Explore and take-up opportunities for collaboration with others to improve the cost effectiveness quality and/or resilience of services

## 6. Parking and Highways

2007/08 Targets/Milestones	3 Year Goals
6.1 Following the County review of Highways, retain and refine the Hastings Highways Management Agreement and the related Codes of Practice.	D.12 Work closely with East Sussex County Council on highway and traffic management, promoting public transport and effective parking enforcement.
6.2 Review and begin to implement the Quality Bus Partnership Action Plan to further increase the numbers of visitors and residents using bus services	
6.3 Prepare for the introduction of the national concessionary fares scheme in 2008.	
6.4 Extend the Controlled Parking Zone into Central St Leonards	
6.5 Contribute our experience and best practice approach to parking enforcement into the County Council's longer-term strategy for de-criminalised parking across the county.	
6.6 Investigate potential to extend our successful abandoned car removal activities to uninsured vehicles in partnership with the police.	
6.7 Evaluate the impact of the Station Plaza and Priory Quarter developments on medium term parking provision	C.6 Develop a long-term parking strategy that supports regeneration developments

## 7. Housing

2007/08 Targets/Milestones	3 Year Goals
7.1 Implement the 'Sussex Home Move' Choice Based Lettings scheme by December 2007	D. 4 Prevent and reduce homelessness and provide greater choice for people to resolve their housing problems through the 'Housing Options Approach'
7.2 Accredite a further 60 properties through Accredited Lettings Scheme	
7.3 Complete a review and prepare a revised Homelessness Strategy for implementation from 2008.	
7.4 Develop 'sanctuary type' provision for those at risk of homelessness as a result of domestic violence	
7.5 See BVPI section of Annual Report for specific targets regarding reduction of homelessness acceptances and progress towards the Government's 2010 temporary accommodation target.	
7.6 Undertake a refresh of the Council's Housing Strategy action plan targets 2004-2009	C.7 Develop the Council's capacity to fulfill its strategic housing role and achieve a better understanding of the Hastings Housing Market
7.7 Review existing affordable housing polices in line with Local Development Framework timetable.	C.8 Work with partners to ensure the supply of affordable housing meets agreed targets
7.8 Deliver 70 affordable homes and return 30 empty dwellings to residential use	
7.9 Following the findings of the Housing Stock Condition Survey in early 2007: <ul style="list-style-type: none"> <li>• Establish a private sector improvement target to 2010 with annual milestones</li> <li>• Implement revised private sector financial assistance and enforcement policies</li> <li>• Publish a new Empty Homes Strategy covering the period 2007-2009</li> </ul>	C.9 Tackle poor quality private housing conditions and empty homes
7.10 Move the Housing, Communities & Neighbourhoods Directorate to new office premises in 2007	A.1 Deliver good quality, cost effective customer focused front-line services with high levels of customer satisfaction.
7.11 Housing Services to review and revise methodology for determining customer satisfaction levels, implementing revised customer satisfaction questionnaires and delivery model from April 2007.	



## 8. Community Partnerships and Neighbourhood Renewal

2007/08 Targets/Milestones	3 Year Goals
8.1 Work towards narrowing the gap between Hastings and the rest of East Sussex by contributing to the achievement of the annual Local Area Agreement (LAA) targets.	D.1 Reduce deprivation and narrow the gap between quality of life in Hastings and the rest of SE England
8.2 Achieve the annual targets in Outcome 23 of the East Sussex Local Area Agreement (Hastings' mini LAA).	
8.3 Work with partners to achieve the year 2 milestones for 'Healthier Communities and Older People' contained within the 3-year East Sussex Local Area Agreement.	
8.4 Improve decision making and engagement with local communities through half-yearly reporting of the LAA outcomes to local Area Management Boards	D.3 Strengthen community engagement by working with partners to embed Area Coordination, and by administering local, national and European elections.
8.5 Tackle hotspots for crime, anti-social behaviour and environmental degradation via regular Multi Agency Tasking Teams, measuring success through regular evaluations.	
8.6 Carry out a fundamental review of the community sector grants programme by May 2007 and allocate grant monies against agreed priorities by September 2007	F.3 Obtain value for money from the goods and services we procure and commission in terms of quality, cost and meeting Council objectives.
8.7 Facilitate opportunities throughout the year for a range of communities of identity to engage with the Council and its partners to ensure their voices are heard effectively	D.7 Support development of sustainable and harmonious communities, with effective and inclusive participation.

## 9. Leisure and Culture

2007/08 Targets/Milestones	3 year Goals
9.1 Monitor the leisure contract for the leisure centres, Summerfields, Falaise and Hillcrest to ensure that they continue to meet local demand.	D.8 Provide opportunities for people of all ages to become more active and take part in leisure, sport, play and cultural activities
9.2 Provide opportunities for people of all ages to enjoy physical activities and adopt healthier lifestyles as they get older e.g. through the Active Hastings programme.	
9.3 Undertake a future use study for the White Rock area and explore options for new leisure facilities.	
9.4 Support and promote public arts initiatives such as Coastal Currents and encourage opportunities for growth in the Cultural sector.	
9.5 Work with partners to create a revised cultural vision for Hastings and Bexhill.	
9.6 Maintain opportunities for children to develop skills through play, by providing a regular programme of activities.	
9.7 Reopen Hastings Museum and Art Gallery after major refurbishment and encourage visitors to this and the Old Town Museum.	
9.8 Lead on the Children and Young People's block of the East Sussex Local Area Agreement and provide appropriate support to the County's Children's' Trust Partnership	D.7 Support development of sustainable and harmonious communities, with effective and inclusive participation.

## 10. Amenities Management

10.1 Implement the Parks & Open Spaces Strategy and achieve quality standards for our parks and open spaces	D.9 Protect the best of our natural environment and provide everyone with access to well-maintained open space including parks, beaches, local nature reserves and play areas
10.2 Develop a vision and sustainable business plan for Pebsham Countryside Park with East Sussex County Council and Rother District Council	
10.3 Explore the new European standards for bathing water quality in partnership with the Environment Agency and Water Authorities.	
10.4 Seek external funding to improve access to Hastings Castle and the West Hill lift	
10.5 Implement the Biodiversity Strategy and related action plan for 2007/08	
10.6 As part of the County Traveller and Gypsy Strategy, work with our East Sussex local authority partners to provide sites for Travellers and Gypsies	
10.7 Continue to maintain and manage the cemetery and crematorium	A.3 Maintain and improve where necessary, effective day-to-day delivery of core services.

## Resources

### 11. Personnel and Organisational Development

2007/08 Targets/Milestones	3 Year Goals
11.1 Achieve Level 3 of the Local Government Equalities Standard by March 2008.	A.2 Ensure all customers receive the same high quality, non-discriminatory service wherever, whenever and however they access the Council.
11.2 Implement the Disability Equality Scheme Action Plan and agree and implement a Gender Equalities Scheme and Action Plan	
11.3 Review our policies and procedures to take account of emerging equalities responsibilities	
11.4 See BVPI section of Annual Report for specific targets regarding corporate equalities performance	
11.5 Continue to reward staff annually for good performance through activities such as the Going the Extra Mile (GEM) awards	E. 5 Ensure we are an Equal Opportunities employer that recruits and retains high calibre staff with improved skills, knowledge and competencies
11.6 Continue to work in partnership with other local authority members of the Sussex Training Consortium to deliver staff training	E. 4 Make substantial improvements to our effectiveness and efficiency by streamlining administrative and financial processes and maximising benefits from new technology.
11.7 Review and rationalise the administrative support structure across our organisation	
11.8 Rationalise our use of office accommodation by using technology to enable staff to work more flexibly i.e. home working, remote working, mobile working	E.9 Identify risks in service delivery, budgets, performance and projects, and after thorough assessment, take actions to reduce, mitigate, transfer or accept these risks
11.9 Further strengthen the Council's own Business Continuity Plans to ensure key services can be delivered in the event of an emergency. Previously 3.9	
11.10 Ensure all Capital Programmes and associated projects use best practice project management techniques and agreed methodology. Project reporting structures and design reviews to be agreed by Project Review Board and responsible programme manager.	E.7 Ensure all projects and high-risk activities use best practice project management techniques and methodology to deliver projects to time, budget, and agreed specifications.

## 12. Marketing and Communications

2007/08 Targets/Milestones	3 Year Goals
12.1 Continue to provide tourists and residents with access to a range of services through the Hastings Information Centres, websites, telephone and information kiosks and introduce the new 'Living in Hastings' website.	A.2 Ensure all customers receive the same high quality, non-discriminatory service wherever, whenever and however they access the Council.
12.2 Expand customer management software to enable customers to make service requests and give feedback on our services. Automate the movement of service requests between Council departments and monitor the timeliness of our responses.	
12.3 Maintain effective internal and external communication via newsletters, email bulletins, press releases and web development.	
12.4 Maximise income from commercial activities such as selling advertising space in About Magazine and marketing the Town Hall as a new venue for weddings and civil partnership ceremonies.	F. 4 Maximise income generation and collection and attract external funding to support Council priorities
12.5 Work with partners to maximise tourism by implementing the Destination Management Strategy.	B.3 Market Hastings as an attractive place for people to live, work and visit and as a leisure and tourist destination.
12.6 Continue to market Hastings as part of 1066 Country; introduce the new 1066 Country Website and develop marketing campaigns for major annual events.	

### 13. Information Technology

13.1 Negotiate and implement a major upgrade of Microsoft software applications.	F.3 Obtain value for money from the goods and services we procure and commission in terms of quality, cost and meeting Council objectives.
13.2 Implement records management and information security controls as part of the development of information management across the Council	E. 4 Make substantial improvements to our effectiveness and efficiency by streamlining administrative and financial processes and maximising benefits from new technology.
13.3 Continue to maintain the Council's IT network and provide appropriate IT support to enable the smooth running of the Council	
13.4 Work with Access East Sussex on the development of shared services	F.1 Explore and take-up opportunities for collaboration with others to improve the cost effectiveness quality and/or resilience of services

#### 14. Financial Services

2007/08 Targets and Milestones	3 Year Goals
14.1 Produce a balanced budget for 2008/09 that takes account of evolving priorities.	F.5 Maintain a robust and sustainable Medium Term Financial Strategy
14.2 Respond to issues raised in survey of users of the new Agresso Financial Management System	E. 4 Make substantial improvements to our effectiveness and efficiency by streamlining administrative and financial processes and maximising benefits from new technology.
14.3 Work with partners to upgrade Agresso software, and prepare for further automation of procurement activities.	
14.4 Achieve annual accounts and budget timetable and consolidate our Use of Resources assessment position.	E.8 Further improve Financial Management Information
14.5 See BVPI section of Annual Report for specific targets regarding payment of invoices and return on investments.	
14.6 Prepare for introduction of Local Housing Allowance (LHA) in 2008	A.3 Maintain and improve where necessary, effective day-to-day delivery of core services.
14.7 See BVPI section of Annual Report for specific targets regarding payment of new claims, change of circumstances, over-payments recovered and satisfaction with service.	
14.8 Implement the recommendations from the Scrutiny Review of Council Tax collection.	F.4 Maximise income generation and collection and attract external funding to support Council priorities
14.9 Undertake a marketing campaign to encourage local people to use the new pay-points to pay their Council Tax bills.	
14.10 Relocate frontline services to provide more customer friendly accommodation and greater resilience in customer services.	A.1 Deliver good quality, cost effective customer focused front-line services with high levels of customer satisfaction.
14.11 Respond to the results of the national Benefits satisfaction survey carried out in 2006/07	

14.12 Continue to work with other local authorities in East Sussex to identify ways of improving performance through the Joint Improvement Project for Revenues and Benefits.	F.1 Explore and take-up opportunities for collaboration with others to improve the cost effectiveness quality and/or resilience of services
14.13 Continue to review our procurement arrangements and, working with other local authorities and the regional Centre of Excellence, put in place new arrangements for supplies and service contracts to improve value for money	F.3 Obtain value for money from the goods and services we procure and commission in terms of quality, cost and meeting Council objectives.

### 15. Legal Services

2007/08 Targets and Milestones	3 Year Goals
15.1 Continue discussions and negotiations with the Foreshore Trustees to seek a satisfactory conclusion to Sea Front issues.	F.9 Ensure the Council operates legally taking due regard of timely legal advice
15.2 Work with other local authorities towards a shared legal service	F.1 Explore and take-up opportunities for collaboration with others to improve the cost effectiveness quality and/or resilience of services
15.3 Undertake regular review of Council Constitution to enable further improvements to decision-making process.	F. 2 Consolidate and improve on our good organisational performance (as externally assessed).

### 16. Estates Management

2007/08 Targets and Milestones	3 Year Goals
16.1 See BVPI section of Annual Report for specific targets	B.5 Maximise the Council's income through letting of industrial and commercial property and achievement of the land disposal programme
16.2 Undertake regular monitoring of tenant companies to minimise bad debts.	
16.3 Implement the improvement plan from the Best Value Review of Maintenance of Council-owned Assets	F.6 Improve pro-active maintenance of Council owned property.
16.4 Move further staff to Aquila House, thereby vacating 36-41 Wellington Square and offices in Portland Place.	E.6 Achieve aims of the Council's Office Accommodation Strategy



### 17. Internal Audit and Investigations

2007/08 Targets and Milestones	3 Year Goals
17.1 Work with other local authorities to create a shared East Sussex Fraud Investigation service	F.1 Explore and take-up opportunities for collaboration with others to improve the cost effectiveness quality and/or resilience of services
17.2 Embed our organisational approach to risk management and ensure we have a strategy and policies in place that will enable risk-based auditing.	E.9 Identify risks in service delivery, budgets, performance and projects, and after thorough assessment, take actions to reduce, mitigate, transfer or accept these risks.
17.3 Continue to deliver the Audit Plan and reporting outcomes to the Audit Committee.	

### 18. Democratic Services

2007/08 Targets and Milestones	3 Year Goals
18.1 Enable elected councillors to undertake a comprehensive work programme of scrutiny reviews.	E.3 Further enhance the Council's Scrutiny function.
18.2 Review first year of new scrutiny arrangements and identify further improvements and training needs.	
18.3 Develop a joint approach with other East Sussex local authorities to training elected councillors, for example on the requirements of the new Gambling Act.	
18.4 Input into the East Sussex County Council health scrutiny committee to ensure we are able to review and comment on developments that may impact on the future of health services in Hastings.	
18.5 Implement new electoral legislation including measures designed to increase postal vote security and improving access to polling stations.	D.3 Strengthen community engagement by working with partners to embed Area Coordination, and by administering local, national and European elections.

18.6 Assist Rother District Council with future elections as part of a new reciprocal arrangement.	F.1 Explore and take-up opportunities for collaboration with others to improve the cost effectiveness quality and/or resilience of services
18.7 Support the Council's democratic processes by the timely organisation and management of meetings and production and distribution of agendas and minutes.	A.3. Maintain and improve where necessary, effective day-to-day delivery of core services.

### 19. Policy and Performance

2007/08 Targets and Milestones	3 Year Goals
19.1 Demonstrate the Council is achieving its Annual Efficiency Targets in line with the Gershon Report	E.1 Demonstrate the Council is efficient, effective, offers value for money and responds to local and national priorities.
19.2 Support the Council's strategic planning processes including an annual review of Corporate Plan, the Priority, Income and Expenditure reviews and the re-alignment of service delivery	
19.3 Review and rationalise the Councils existing strategies and plans and ensure synergy between all newly adopted plans.	E.2 Inform corporate decision-making with intelligence gained from effective consultation, performance management, national and local policies, research and best practice.
19.4 Co-ordinate the Council's response to external assessments to demonstrate 'Value for Money' and a positive 'Direction of Travel'.	F. 2 Consolidate and improve on our good organisational performance (as externally assessed).
19.5 Report on progress in implementing the Council's Climate Change Policy, take further actions as required and take into account emerging national policies.	F.7 Further reduce the Council's CO <sub>2</sub> emissions and footprint.