

## Appendix A:

# Resources Overview and Scrutiny Committee Qtr 2 Corporate Plan

This appendix provides an update on progress to the end of the first quarter against the targets in the Corporate Plan for Personnel & Organisational Development and the Corporate Resources Directorate.

The status of targets has been identified using the following key:

**Achieved:** Target has been delivered successfully

**On target:** Confident of delivery of the target as worded by the end of the year or earlier if indicated in the target wording.

**On target with risks identified:** Majority of item on target for delivery, delays possible with some items (to be detailed in text)

**Slippage possible:** There are concerns about ability to deliver within the year - consequences and remedial actions to be described

**Will not meet target:** Reasons, consequences and any actions needed to be described

## **PERSONNEL AND ORGANISATIONAL DEVELOPMENT 2007/08 TARGETS / MILESTONES QTR2**

### **TARGET 11.1 Achieve Level 3 of the Local Government Equalities Standard by March 2008.**

#### **Quarter 2 position: On target**

All directorate equalities plans reviewed monthly and updated accordingly.

#### **QTR 1 – On target**

Progress – Directorates are currently carrying out their Level 2 Equality Impact Assessments.

### **TARGET 11.2 Implement the Disability Equality Scheme Action Plan and agree and implement a Gender Equalities Scheme and Action Plan.**

#### **Quarter 2 position: On target**

Gender equality low-level action being drafted. Race Equality scheme and Comprehensive equality policy being reviewed and updated for review by Equalities Steering group in QTR 3. Disability working group performance report being prepared.

#### **QTR 1 – On target**

Progress – Disability Equality Scheme and Action Plan reviewed quarterly by Disability Working Group. Next major task will be 12-month performance report (Dec 07). The Gender Equality Scheme and action plan has been implemented and published on the website.

### **TARGET 11.3 Review our policies and procedures to take account of emerging equalities responsibilities.**

#### **Quarter 2 position: On target**

Reviews ongoing in consultation with staffside.

#### **QTR 1 – On target**

Progress - Personnel have completed Equality Impact Assessments on all current policies to ensure there is no adverse impact on race, gender and disability equality. This programme is ongoing as all policies are reviewed annually or when there is a change in legislation and a policy has to be amended to incorporate the change.

### **TARGET 11.5 Continue to reward staff annually for good performance through activities such as the Going the Extra Mile (GEM) awards.**

#### **Quarter 2 position: On target**

Review of the Going the Extra Mile (GEM) awards nomination and selection process completed.

**QTR 1 – on target**

Progress - The GEM awards have proved very popular with staff and will continue to be an annual event. We are currently looking at ways to improve the nomination and selection process and preparing for the next award ceremony in Qtr 3. In addition we are looking at ways to ensure that our benefits and attractions are flexible and competitive and aligned to Council priorities.

**TARGET 11.6 Continue to work in partnership with other local authority members of the Sussex Training Consortium to deliver staff training.**

**Quarter 2 position: On target**

Work with Sussex training consortium ongoing. Managers who are studying on the accredited training programme have submitted a number of assignments that address various management practices. These have been assessed and the standard deemed very good.

**QTR 1 – On target**

Progress – We now lead on the accredited training programme (Chartered Management Institute and Institute of Leadership and Management) for the Consortium.

**TARGET 11.7 Review, support and implement structural organisational changes resulting from the management re-structure, administrative review and review of our public contact channels.**

**Quarter 2 position: On target with risks identified**

All staff assimilated onto the administrative job family. In addition, workgroups have been set up and are meeting to review all processes with the aim of eliminating differences and to achieve consistency across the Council. It is currently expected that the new administrative model will be fully implemented by the end of QTR 3. The related implementation of accommodation moves is the greatest risk area to achieving this.

**QTR 1 – On target**

Progress – Administrative review implementation team consisting of office managers from Century house, Aquila house, Renaissance House and the Town hall plus Senior Personnel Partners established. Briefing meeting for all administrative staff held. Affected staff provided with copies of the Job family documentation as well as a Frequently Asked Questions (FAQ) relating to the administrative review changes and implementation. Administrative changes will be completed by the end of September 2007.

**Update on Shortfalls from 2006/07**

- 1. Despite initiatives to strengthen the management of sickness absence, the average number of days lost per employee in**

**2006/07 was 11.79. This continues to be amongst the highest experienced by all Councils and we will continue proactive work with managers to meet the necessary targets through more focused case management.**

**Quarter 2 position: On target**

Sickness absence remains high on the agenda. Our statistics show that the trend is continuing to reduce and that we are still on target to achieve 10 working days per employee by quarter 1, 2008. Our sickness absence is currently 4.66 working days per employee.

**QTR 1 – On target**

Progress – Sickness absence management remains a high priority for all managers. Our statistics show that the general trend is down and that we are on target to achieve 10 working days per employee by Quarter 1 2008. Our sickness absence is currently 2.47 working day per employee and this time last year 2.76 working day per employee.

## **FINANCIAL SERVICES – 2007/08 TARGETS / MILESTONES**

**Target 14.1 Produce a balanced budget for 2008/09 that takes account of evolving priorities.**

### **QTR 2 PROGRESS: ON TARGET**

Progress is being made but the councils financial position for 2008 / 09 and subsequent years is a significant challenge.

#### **QTR 1 – ON TARGET**

Progress – Process of involving Senior Managers and Members in the challenges for the future has commenced.

**Target 14.2 Respond to issues raised in survey of users of the new Agresso Financial Management System**

### **QTR 2 PROGRESS: ON TARGET**

Two further meetings of the Group have been held which continue to provide a useful forum for exchanging views, explaining functional issues and identifying changes that should be implemented. Our partners in Rother & Lewes have expressed an interest in having a cross authority user group.

#### **QTR 1 – ON TARGET**

Progress – Agresso User Group created and they are identifying priorities to the system and processes.

**Target 14.3 Work with partners to upgrade Agresso software, and prepare for further automation of procurement activities.**

### **QTR 2 PROGRESS: SLIPPAGE POSSIBLE**

Yet to agree a timetable with partners in Rother and Lewes regarding the Agresso upgrade.

#### **QTR 1 – ON TARGET WITH RISKS IDENTIFIED**

Progress – Discussions with our partners (i.e. Rother District Council and Lewes District Council) are ongoing, but the possibility of slippage with this target exists.

**Target 14.4 Achieve annual accounts and budget timetable and consolidate our Use of Resources assessment position.**

### **QTR 2 PROGRESS: ON TARGET**

External Auditor now issued unqualified opinion on the Council's accounts for 2006/07. It is early days but budget timetable progressing as planned. External Auditor has finalised provisional Use of Resources assessment but this is subject to their internal review processes.

#### **QTR 1 – ON TARGET**

Progress – Still waiting to hear the views of external auditors.  
Accounts agreed by Audit Committee in accordance with agreed timetable.

**Target 14.6 Prepare for introduction of Local Housing Allowance (LHA) in 2008**

**QTR 2 PROGRESS: ON TARGET**

Action Plan has been produced.  
LHA Coordinator appointed – 6 month secondment  
Key staff training has been completed.  
Joint Landlord seminar with other 4 East Sussex LA's held on 14 Nov.  
Members seminar held on 13 November.

**QTR 1 – ON TARGET**

Progress – This is a major piece of work that will begin to impact in the autumn. Discussions with Rent Officer representatives have already commenced.

**Target 14.8 Implement the recommendations from the Scrutiny Review of Council Tax collection.**

**QTR 2 PROGRESS: ON TARGET**

We are continuing to make progress on collection rates.

**QTR 1 – ON TARGET**

Progress – The improvements being reported in the collection rate are partly a result of the recommendations being implemented.

**Target 14.9 Undertake a marketing campaign to encourage local people to use the new pay-points to pay their Council Tax bills.**

**QTR 2 PROGRESS: ON TARGET**

Our customers are continuing to adopt Paypoint & Post Office as the second most popular method of payment. Direct Debit, our preferred method, is still the most popular choice. Currently 64% of our active payers opt to pay by this method. At the start of the year the percentage was 62%.

**QTR 1 – ON TARGET**

Progress – All customers notified as part of annual billing process. Advertised on the HBC website. Ad hoc bills & recovery documents also promote the method of payment. During the first quarter 17,621 payment transactions via this method, second only to Direct Debit transactions (72,077), which is our preferred method of payment.

**Target 14.10 Relocate frontline services to provide more customer friendly accommodation and greater resilience in customer services.**

**QTR 2 PROGRESS: ON TARGET WITH RISKS IDENTIFIED**

New leases not finalised as awaiting landlords approval to the identified works to facilitate the transfer of staff from Wellington Square. Relocation now likely to place at end of Quarter 4.

**QTR 1 – ON TARGET**

Progress – The intention is to relocate to the Ground Floor, Aquila House. The lease has not been signed but architects are preparing floor plans & costings.

**Target 14.11 Respond to the results of the national Benefits satisfaction survey carried out in 2006/07.**

**QTR 2 PROGRESS: ON TARGET WITH RISKS IDENTIFIED**

As reported in quarter 1, until we have relocated the service, we are limited in what we can achieve. See target above. The re-location of the service is necessary in order to improve both the experience of personal callers and those using the telephone service.

**QTR 1 – ON TARGET**

Progress – Improvements were reported in all categories of the survey with the exception of the telephone service. This is being addressed, however until such times as the staff have been relocated, we are limited in what we can achieve due to the constraints of the existing accommodation.

**Target 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.**

**QTR 2 PROGRESS: NOT ACHIEVED**

Deloitte final report now available. A joint revenues and benefits service will not be delivered across the county. However there are some best practice areas which can be adopted within the individual local authorities. This is mainly good practice from Hastings e.g. we are operating as a paper-less office and using an overflow resource. Work is also continuing to develop joint forms which will save money in terms of procurement.

**QTR 1 – On target with risks identified**

Progress – The consultants engaged by the East Sussex Joint Improvement Board are now expected to deliver their report in September. Site visits have taken place to a number of authorities where partnership working is already operational. The timetable has slipped due to a number of reasons including late returns of information requests from other authorities.

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**Target 16.2 Undertake regular monitoring of tenant companies to minimise bad debts.**

**QTR 2 PROGRESS: ON TARGET**

Regular monitoring is taking place.

**QTR 1 – ON TARGET**

Progress – Only one potential new bad debt identified.



## **INTERNAL AUDIT AND INVESTIGATIONS 2007/08 TARGETS / MILESTONES**

### **Target 17.1 Work with other local authorities to create a shared East Sussex Fraud Investigation service.**

#### **QTR 2 – ON TARGET WITH RISKS IDENTIFIED**

One of the partners withdrew from the project and this changed the dynamic for the remaining councils. Consequently a second partner withdrew and the project became unfeasible. Hastings Borough Council remains committed to working with other East Sussex local authorities to create a shared Fraud investigation service and so is actively working with Rother District Council.

#### **QTR 1 – ON TARGET**

Progress – A Business case has been prepared. Consultation meetings have been held with Fraud staff, staff side representatives and representatives of the East Sussex Joint Improvement Project (ESJIP) Board. Reports to authorities Cabinets are being planned for October.

### **Target 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.**

#### **QTR 2 - ON TARGET**

Work is progressing in accordance with the action plan reported to the Audit Committee last September. In addition, business continuity planning is being reviewed.

#### **QTR 1 – ON TARGET**

Progress – Audit has concluded a review of Risk Management arrangements and is reporting to the Audit Committee on 25<sup>th</sup> September. Once the recommendations have been agreed, their adoption should lead the council to best practice.

### **Target 17.3 Continue to deliver the Audit Plan and reporting outcomes to the Audit Committee.**

#### **QTR 2 – ON TARGET**

Progress against the audit plan is monitored and all assignments are expected to be completed by the end of quarter 4.

#### **QTR 1 – ON TARGET**

Progress – Owing to early approval by the Audit Committee of the 2007/2008 Annual Audit Plan, transition into the new-year was seamless. However, there has been an unprecedented level of unanticipated work during this first quarter that audit has undertaken which by its urgent nature, had to take priority over the plan. Whilst most of the scheduled assignments are either in progress or planned,

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audit reporting is behind where we would expect it to be at this time. Capacity to deliver the audit plan is very carefully monitored and it can be confidently stated that delivery of the plan is not in jeopardy.

**Target 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**

**QTR 2 – ON TARGET**

Wheeled bin procurement for Twin Bin areas phase one is 95% completed.

**QTR 1 – ON TARGET**

Progress – Recent initiatives include the procurement of wheelie bins and work on collaborative purchasing of insurance and temporary staffing arrangements.

## **LEGAL AND DEMOCRATIC SERVICES 2007/08 TARGETS / MILESTONES**

**Target 15.1 Continue discussions and negotiations with the Foreshore Trustees to seek a satisfactory conclusion to Sea Front issues.**

**Qtr 2 Progress: On Target with Risks Identified**

Work is in progress to agree a proposal to go to the Charity Commission regarding the future of the Trust. There is a financial risk to the Council in that the longer the current arrangements are in place the more expensive legal costs become.

**Qtr 1 – On Target**

Progress – Work is continuing on the settlement of the breach of trust claim.

**Target 15.2 Work with other local authorities towards a shared legal service.**

**Qtr 2 Progress: On Target.**

Work is continuing, with funding from the Sussex Joint Improvement Project which the County Council is leading on, re: information sharing and possible joint procurement of supplies etc.

**Qtr 1 – On Target**

Progress – The managers of the legal services of the County Council and five districts meet on a regular basis to discuss ways of joint working and various areas continue to be considered.

**Target 15.3 Undertake regular review of Council Constitution to enable further improvements to decision-making process.**

**Qtr 2 Progress: On Target.**

The revised Code of Conduct and Part 8 of the Constitution were adopted by Council on 25 July. Further work is underway towards the annual review of the Constitution through Working Arrangements Group.

**Qtr 1 – On Target**

Progress – Work has been undertaken on a review of the Code of Conduct and of Part 8 of the Constitution to reflect the changes brought about by the senior management restructure with a view to adoption by the Council at its meeting on 25 July.

**Target 18.1 Enable elected councillors to undertake a comprehensive work programme of scrutiny reviews.**

**Qtr 2 – On Target**

Progress - 5 Scrutiny Reviews and areas of Policy Development from the 2007/08 Work Programme are underway with a further 3 to commence. A Best Value Review is also on going.

**Qtr 1 – On Target**

Progress – The Annual meeting of Overview and Scrutiny Committees in June set their work programme for the year.

**Target 18.2 Review first year of new scrutiny arrangements and identify further improvements and training needs.**

**Qtr 2 – On Target**

Progress - Research is being completed on the implications for Overview and Scrutiny arising from the Local Government and Public Involvement in Health Bill that has now received Royal Assent.

**Qtr 1 – On Target**

Progress – Overview and Scrutiny Chairs and Vice Chairs meet quarterly to review performance.

**Target 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.**

**Qtr 2 – On Target**

Progress - Training is required for the new Code of Conduct provisions and we are investigating running this jointly with Rother District Council. Rother have just completed their Training Needs Analysis and we are due to meet to identify other joint training opportunities.

**Qtr 1 – On Target**

Progress – Undertook a joint training needs analysis with Rother District Council. Members have been invited by Lewes District Council to attend a training session on Licensing and the new Gambling Act.

**Target 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.**

**Qtr 2 - On Target**

Progress – Cllr Eve Martin continues to represent us on the Health Scrutiny Committee.

**Target 18.5 Implement new electoral legislation including measures designed to increase postal vote security and improving access to polling stations.**

**Qtr 2 – On Target**

Progress – The Review of Polling Places has been completed and a detailed report was submitted to Full Council on 24 October.

**Qtr 1 – On Target / Achieved**

Progress – Signatures are now recorded for all postal voters and a check of Postal Vote Identifiers was carried out at the elections in May. A review of Polling Places is currently underway throughout the Borough with input from appointed Council members via the Review Group.

**Target 18.6 Assist Rother District Council with future elections as part of a new reciprocal arrangement.**

**Qtr 2- Did Not Meet Target – Target Changed**

Progress – Providing they have no by-elections in 2008, Rother will be assisting us with our Borough Elections.

**Qtr 1 – Did Not Meet Target**

Progress – In May elections staff were to assist Rother with their elections because we would not have Borough elections this year. However, we had two bye-elections to deal with so our two staff were fully occupied here. This reciprocal arrangement will remain an aim for future years.

**Target 18.7 Support the Council's democratic processes by the timely organisation and management of meetings and production and distribution of agendas and minutes.**

**Qtr 2 – On Target**

Progress – All documents (agendas, reports and minutes) published in accordance with legal requirements and the constitution.

**Qtr 1 – On Target**

Progress – All documents (agendas, reports and minutes) published in accordance with legal requirements and the Constitution.

## **INFORMATION TECHNOLOGY - 2007/08 TARGETS / MILESTONES**

**Target 13.1 Negotiate and implement a major upgrade of Microsoft software applications.**

### **QTR 2 – ON TARGET**

Progress – We have completed an enterprise licensing deal with Microsoft.

### **QTR 1 – ON TARGET**

Progress – Progress – We have negotiated and entered into an enterprise licensing deal with Microsoft.

**Target 13.2 Implement records management and information security controls as part of the development of information management across the Council.**

### **QTR 2 – ON TARGET**

Progress – Work has commenced on an overarching information strategy. Microsoft SharePoint technologies have been selected as the single point of storage for meeting documents, and a core SharePoint structure has been designed.

### **QTR 1 – NOT STARTED**

Progress – The intention is to commence this piece of work later in the year.

**Target 13.3 Continue to maintain the Council’s IT network and provide appropriate IT support to enable the smooth running of the Council**

### **QTR 2 – ON TARGET**

Progress – 98.1% of 2837 helpdesk calls were closed within target (against a target of 97.0%). Network availability was 99.96% against a target of 99.90%. Figures are year-to-date values.

### **QTR 1 – ON TARGET**

Progress – Progress – 97.7% of 1349 helpdesk calls were closed within target (against a target of 97.0%). Network availability was 99.97% against a target of 99.90%.

**Target 13.4 Rationalise our use of office accommodation by using technology to enable staff to work more flexibly i.e. home working, remote working, mobile working.**

### **QTR 2 – ON TARGET**

Progress:

**Mobile e-mail**

37 staff have true real-time mobile email, calendar and web access through smartphones. The systems ensure that users' smartphones and work email are kept synchronised at all times.

### **Mobile Applications**

We have provided real-time mobile access to the Environmental Health system (M3). This enables staff to access the back-office system from data-enabled laptops, home PCs or smartphone-type devices. We have provided real-time mobile access to the Contract Management and Compliance system (Confirm) to allow officers to log problems and file conditions surveys of council assets (including a full map reference). Housing staff have a PDA that they take with them on visits, which has a benefits calculator installed. This allows them to advise clients on whether they should make a benefit claim.

### **Mobile Working**

We have enabled a number of laptops in planning, and one in revenues to be able to use the mobile phone network to access the back-office systems in real-time from any location where there is a mobile phone signal.

The planners have been trialling accessing plans and updating systems from the field. Revenues has been trialling accessing council tax balances from court, and running surgeries on location to be able to process benefit claims in real-time.

### **Home Working**

We currently have six full-time home-workers.

All HBC-only councillors are supplied with equipment at home that they use to access the HBC network. A large number of staff utilise laptops to access the back-office systems on an ad-hoc basis from home. All staff are able to access the HBC email system from any internet-enabled PC.

## **QTR 1 – ON TARGET**

Progress –

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### **Target 13.5 Work with Access East Sussex on the development of shared services.**

#### **QTR 2 – On Target**

Progress – We continue to work with partners in Access East Sussex on joint working options including the shared web Kiosk project.

#### **QTR 1 – ON TARGET**

Progress – We have worked with partners in Access East Sussex on the shared Fraud initiative, (see update under Audit) shared Revenue and Benefits initiative and shared web Kiosk project.



## **POLICY & PERFORMANCE - 2007/08 TARGETS / MILESTONES**

### **Target 19.1 Demonstrate the Council is achieving its Annual Efficiency Targets in line with the Gershon Report.**

#### **QTR 2 – Achieved**

The Comprehensive Spending Review 07 has been published and although this does not impact on the current target, work will be undertaken to ensure the Council is able to meet the new harder test of 3% 'cashable' annual efficiency savings for the period 2008/09 – 2010/11.

#### **QTR 1 – Achieved**

Progress – The Council's Forward looking Annual Efficiency Statement (AES) for 2007/08 was submitted in April and committed to achieving a further £400,000 of new applicable savings. When added to the on-going savings made since 2004/05 the Council's three-year target has been comfortably achieved.

### **Target 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.**

#### **QTR 2 PROGRESS: On Target**

The Priorities, Income and Expenditure Review process is continuing and will draw to a close in quarter 3 as production of the draft 2008/09 Budget 2008/09 – 2010/11 Medium Term Financial Plan (MTFP) and Corporate Plan begins.

#### **QTR 1 – On Target**

Progress – The Priorities, Income and Expenditure Review process is underway and a report on the process and high level priorities will be submitted to the Cabinet on 10<sup>th</sup> September. This process will inform the re-alignment of service delivery which will be reflected in the annual revisions made to the Council's Corporate Plan to be presented to Cabinet on 21<sup>st</sup> January 2008.

### **Target 19.3 Undertake a review of the Councils existing strategies and plans and ensure synergy between all newly adopted plans.**

#### **QTR 2 PROGRESS: ON TARGET**

Work is continuing on development of the database of existing and new policies and an officer Cross-Cutting Policy Group will begin meeting in November led by the Chief Executive.

#### **QTR 1 – On Target**

Progress – A review of existing policies has been undertaken and those that are still current have been identified. A database of existing and new policies is being developed.

**Target 19.4 Co-ordinate the Council’s response to external assessments to demonstrate ‘Value for Money’ and a positive ‘Direction of Travel’.**

**QTR 2 PROGRESS: On Target**

The Audit Commission has not yet published the results of the VFM assessment undertaken earlier this year. The Audit Commission have also confirmed that our Direction of Travel assessment will be undertaken in January 2008.

**QTR 1 – On Target**

Progress – The Audit Commission are currently assessing our Value for Money categorisation.

A contributing part of the VFM judgement is our performance in our Data Quality Assessment – this assesses our management and systems for ensuring the performance data we produce is good quality so that Members can be assured they are making decisions based upon accurate information. The Council’s draft Data Quality Policy and Action Plan will be recommended to the Audit Committee in September.

The Direction of Travel assessment is not due to be undertaken until October.

**Target 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.**

**QTR 2 PROGRESS: On Target**

1<sup>st</sup> meeting Overview and Scrutiny Policy Review has agreed the scope of the review and work is underway and will report to Cabinet in March 2008, together with a report on implementation of the Climate Change Policy. The first Energy Measures report from the Secretary of State has been published and this sets out measures local authorities could take to tackle climate change, this will be taken into account during the Review process.

**QTR 1 – On Target**

Progress – Engaged with HBC officers and networks of colleagues to raise awareness and respond to a wide range of consultations including Climate Change Bill, Sustainable Energy Act Consultation, and proposed DEFRA climate change performance indicators. Working with pan-Sussex colleagues to respond to the Government’s Sustainable Procurement Task Force’s requirement for sustainable procurement in local authorities. Established the Local Strategic Partnership Economic Regeneration Working Group, which will consider the town’s carbon footprint. Developing, with the Construction Skills Co-ordinator, a conference programme on sustainable construction, which will focus on raising awareness amongst builders, architects and planners of the low carbon building agenda and policy drivers.

## Local Performance Plan 2006-07: Shortfalls Update

- 1. We marginally improved our performance but failed to meet our year-end target for collecting Council Tax and business rates. Our improved performance was as a result of taking a pro-active approach, utilising additional resources and engaging more bailiffs, all of which we will continue next year.**

### **QTR 2 PROGRESS: ON TARGET**

Refer to BVPI information – still ahead of last year's rate.

### **QTR 1 – ON TARGET**

Progress – See Target 14.8 above

- 2. Although overall we have not met our targets for processing new claims and change of circumstances, we have made good progress in the last quarter, exceeding both national performance targets during February and March. We intend to build on this performance in order to maintain continuous improvement.**

### **QTR 2 PROGRESS: ON TARGET**

Refer to BVPI information. We are continuing to perform well against target.

### **QTR 1 – ON TARGET**

Progress – As with Council Tax collection, we have made a good, steady start to the year.