

Hastings Borough Council

Draft Corporate Plan 2008/9 – 2010/11

Part I	Corporate Strategy	(3-year overview and strategic direction)
Part II	Annual Plan	(Focus on 2008/09 - Plans and Targets)
Part III	Annual Report	(Retrospective on performance in 2007-08 and 3-year performance targets, published by 30 th June 2008)

Part I Corporate Strategy 2008/09 – 2010/11

1. Introduction

1.1 About this Plan

This Corporate Plan is a statement of Hastings Borough Council's strategic direction over the next three years to the end of 2010/11. It sets out how we will ensure that we successfully address our priorities, meet the needs of our communities, and ensure we have a strong dedicated and motivated workforce to deliver the long-term goals of the Hastings and St Leonards Community Strategy.

The Corporate Plan includes:

- The national, regional and local issues that impact on our strategic planning and resource allocation.
- The financial context within which we are operating and our strategy to ensure we have sufficient financial resources to maintain good standards of service delivery and respond to local priorities.
- Links to other key strategies and plans that inform and guide our work
- Corporate and Service goals covering a 3-year time horizon, as well as more detailed performance targets and milestones for 2008/09.

1.2 Statement of Responsibility

The Council is responsible for the preparation of the Corporate Plan and for the information and assessments set out within it and the assumptions and estimates on which they are based. The Council is also responsible for installing appropriate performance management and internal control systems from which the information and assessments in the Corporate Plan have been derived. The Council is satisfied that the information and assessments included in the plan are in all material aspects accurate and complete and that the plan is realistic and achievable.

1.3 Planning on a 3-Year Cycle

Changes to the financial and performance framework within which Local Government now operates enables us to take a longer-term view of our strategic direction and plan on a three-yearly cycle. This planning is supported by our knowledge of:

- Our Government financial settlement – this is now done on a 3 yearly cycle so we know how much money we will receive from Central Government to deliver on national and local priorities
- Our Community Strategy milestones – i.e. the progress we and our partners need to make in order to demonstrate to local people we are on track to deliver the 21 Key Targets – these are measured and reported on a three yearly cycle, this will be done next in 2008/09.

- The targets we will agree together with the County Council and other Districts in East Sussex to form part of the new Local Area Agreement in place by June 2008 (LAA) will cover the period 2008/09 – 2010/11
- Our Performance Indicators – we set 3-year targets for national and local performance measures that tell local people how well we are delivering on our objectives.

Although the Corporate Plan covers a three-year time horizon, we will of course review our achievements annually and check that our direction of travel is meeting our stated priorities. The Plan is a living document that provides an organisational steer but it is also flexible enough to respond to changing circumstances and opportunities.

1.4 About Hastings Borough Council

As a public service organisation we have two key responsibilities. The first is to firstly deliver good quality, customer focused cost effective services to the 85,000+ residents and numerous businesses in Hastings. The second is to exercise our community leadership role to promote and improve the economic, social and environmental well being of Hastings, and contribute to the delivery of the town's Community Strategy.

In undertaking these responsibilities we will aim to:

- Deliver effective local government, based on good quality customer care, which is open and responsive to residents' wishes.
- Empower and involve local people to contribute to decisions about their town and service delivery.
- Fulfil our community leadership and partnership responsibilities to achieve the best for our town.
- Make informed decisions based on reliable, accurate and relevant data and customer intelligence.
- Provide fair access to services and ensure discriminatory barriers are identified and removed.
- Value our staff and be a fair employer.
- Protect and enhance our environment.
- Balance the provision of quality services to local people and value for money to the taxpayer.

2. National and Regional Focus

2.1 The Council's key role is to promote the wellbeing of the residents and businesses in Hastings. However there are a number of external factors that influence our direction, priorities and plans. These include national Government's policy, legislation, funding priorities and performance framework, as well as increasingly the impact of regional policy. The following are all factors that have/will influence and drive decisions, structures and focus in Hastings over the next three years:

Local Government and Public Involvement in Health Act 2007

2.2 The Local Government and Public Involvement in Health Act 2007 gained Royal Assent on 30 October 2007 and provides a legislative framework on which a number of proposals in the Local Government White Paper are based including:

- Providing a statutory basis for Local Area Agreements and a formal framework for co-operation with local partners.
- Providing guidance on governance and engagement arrangements for local authorities and the Local Strategic Partnership (LSP) in their areas, to ensure strong local leadership and local communities are engaged in planning the future of their area.
- Empowering councillors to raise issues with overview and scrutiny committees by extending 'Councillor Calls for Action' to all local government services, to enable more citizens to get their community concerns addressed through their councillors.
- Providing new powers for overview and scrutiny committees to review and scrutinise the actions of key local public service providers operating in their area and to call for evidence, in person or in writing.
- Devolving to local authorities the power to make certain byelaws and providing for more effective enforcement through fixed penalty notices;
- Introducing a new duty on local authorities to involve local people in services and policies (from 2009).
- Deregulating, refocusing and simplifying the Best Value regime, this includes removing the requirements to prepare an annual Best Value Performance Plan and conduct Best Value reviews.
- Reforming the regime for the conduct of local authority members, with most aspects devolved to councils, a clearer, simpler code of conduct for members, and a streamlined, more strategic Standards Board.
- The need for Community Strategies to contribute to achievement of sustainability

Comprehensive Spending Review 2007

2.3 The Government's Comprehensive Spending Review 2007 (CSR07) set out the Government's priorities and spending plans for 2008/9 – 2010/11. Amongst the items announced as part of the CSR07 were:

- The Government's intention to replace the current Best Value performance indicator suite from 2008, with a single set of national priorities for local authorities working alone or in partnership, to be measured through a single set of 198 national performance indicators.
- The target for Local Government, (like the rest of the public sector) of achieving at least 3% net cash-releasing value for money gains per annum over the period 2008-09 to 2010-11. For councils, this amounts to annual efficiencies of £4.9bn by 2010-11.
- Reforms to Government spending allocations and changes to the level and focus of public investment in the economy and regeneration of deprived areas. The Government's view is that economic development and neighbourhood renewal are interdependent. It wants an increased focus on the issues of worklessness and local community engagement in the regeneration process at regional, sub-regional and local levels. It expects local authorities to build on existing neighbourhood management structures to engage with individual neighbourhoods in deciding priorities for regeneration and renewal.
- Steps to achieve Government priorities of 'Fairness and Opportunity for All', i.e.
 - § improving the skills base of the UK population to make it world class by 2020;
 - § maximising employment opportunities for all including narrowing the gap between employment rates of disadvantaged groups and the overall rate;
 - § halving the number of children in poverty by 2010/11 and eradicate it by 2020;
 - § narrowing the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers and;
 - § increasing the number of children and young people on the path to success.
- The role the government sees for local government in building the foundations of communities and enabling individuals to lead healthy fulfilling lives. To support Stronger Communities and a Better Quality of Life, Government seeks to work with local government to:
 - § Improve long-term housing supply and affordability and improving the energy efficiency of new homes;
 - § Build more cohesive, empowered and active communities;
 - § Make communities safer

Review of Sub-National Economic Development and Regeneration

2.4 The 2007 review set out proposals for rationalising current arrangements for economic development and also sought to allocate responsibilities for economic development and regeneration to the most appropriate tier of government, by streamlining the regional tier and empowering local authorities.

2.5 The proposals aim to ensure that all parts of the country, including the most deprived areas, are able to contribute to and benefit from economic growth. A number of these significant changes in regional structures and functions will impact on opportunities for Hastings over the next three years.

2.6 These include:

- Strengthening the role of local authorities in economic development: Including probably a new statutory economic development duty (subject of consultation in 2008) and a requirement to undertake a local economic assessment.
- Streamlining the regional tier, with a new Integrated Regional Strategy, and expanded role for Regional Development Agencies (RDA). Each new style RDA would agree with local authorities in the region a single strategy setting out economic, social, and environmental objectives for local area sustainable development.
- Strengthened Sub-regional arrangements - The Government has signalled its support for local authorities who want to work together at the sub-regional level and pool responsibilities on a permanent basis as they already are in some circumstances for transport, for example planning, housing, and economic development.

Sustainable Communities Act

2.7 The Sustainable Communities Act gained Royal Assent in October 2007. The main thrust of the Act is to give local people more control over improving their community allowing them to reverse the apparent loss of local services and decline in quality of life.

Climate Change Bill

2.8 The Climate Change bill entered parliament in November 2007. The headline proposal in the Bill is for the Secretary of State to be bound by a duty to reduce the carbon levels in the UK by at least 26-32% by 2020 and 60% by 2050. The Bill provides a clear framework for climate change reduction with a strong target and accountability.

2.9 When the Bill passes into legislation it will signal the implementation of the Carbon Reduction Commitment (CRC). Local authorities will have to take part in CRC - measuring, monitoring and trading their carbon emissions. This will mean a new way of working for local authorities as it is estimated that to address climate change 70% of emission cuts will need to be made locally.

Housing and Regeneration Bill

- 2.10 The Housing and Regeneration Bill was published on 15th November 2007. It will drive forward the Government's pledge to build 3 million greener, more affordable new homes by 2020 to help first-time buyers and families, and to deliver more and greener homes in mixed and sustainable communities.
- 2.11 The Bill creates a new body, the Homes and Communities Agency, bringing together the Housing Corporation, English Partnership and part of the Department of Communities and Local Government. The aim of this new agency will be to strengthen and streamline delivery of newly built homes and to help strengthen and regenerate existing communities.

3 County Focus

3.1 We recognise that the best and only way to tackle the difficulties faced by our town is to work in partnership with others. Although we take advantage of the opportunities provided at a national and regional level, our most significant partnerships are currently within Hastings and St Leonards, and with Bexhill/Rother and the rest of East Sussex.

3.2 The following sections sets out how we are continuing to work with others across the County and within Hastings to achieve our goals.

East Sussex Integrated Sustainable Community Strategy

3.3 We have worked with the County Council, other district councils and partners to develop an integrated sustainable community strategy. (Target date for adoption is May 2008). The strategy sets out a vision for the County for 2026 and identifies actions and key tasks to achieve the vision and improve the quality of life for people across the whole of East Sussex.

3.4 'Pride of Place' draws together the evidence that tells the story of the place that is East Sussex, identifying the positive and negative extremes experienced by residents and sets out where experiences are shared.

3.5 Developing the strategy has exposed tensions that exist between relatively more affluent parts of the county, which tend to be inland rural areas, and the more deprived coastal, mainly urban parts, of which Hastings is the most deprived.

3.6 Agreeing a strategy that accurately reflects the priorities and differences of both coastal and inland areas is extremely important. On the one hand we need to protect the best of what is good and working well but, on the other hand, we must ensure that the collective effort and resources are targeted at tackling the deep-rooted causes of deprivation, reducing inequalities and narrowing the gap between the least and most deprived individuals and communities.

East Sussex Local Area Agreement (LAA)

3.7 The delivery mechanism for the Integrated Community Strategy is the Local Area Agreement. LAAs are about improving local services and increasing economic prosperity for local people. They are three-year agreements with priorities agreed between all the main public sector agencies working in the area and with Central Government.

3.8 The first three-year East Sussex LAA, negotiated between Government and East Sussex County Council on behalf of service providers was in place for 2006/07 – 2007/08. Changes to the LAA Framework, as a result of the Comprehensive Spending Review 2007 (CSR07) and the Local Government and

Public Involvement in Health Act 2007, means that a new three-year LAA has to be re-negotiated for June 2008.

3.9 The new LAAs represent an opportunity to relate national priorities to carefully thought through and evidenced based local priorities and circumstances.

3.10 Although the duty to prepare the LAA rests with the county council in our two-tier area, Government guidance stresses the need for the involvement of district level partners to remain central throughout the negotiating process. The Hastings and St Leonards Local Strategic Partnership, together with the Borough Council, will play a key role in engaging in county-wide structures and ensuring the town's priorities are reflected in wider East Sussex strategies.

3.11 The guidance also states that when establishing the evidence base for the LAA, data sets at district, postcode and neighbourhood level should be drawn upon, in order to evidence the geographic variation across two-tier areas. This can then be used to assess and balance the diverse needs of a wide range of communities of place and interest. This will be a key challenge for partners in East Sussex to ensure the targets and resources directed by the Local Area Agreement addresses the narrowing the gap and reducing inequalities agenda.

3.12 The negotiation between the government office, the County Council and its partners will focus on the delivery of the East Sussex Integrated Sustainable Community Strategy and the national priorities as expressed in the new national indicator set. Only indicators from the national indicator set (the new 198 National PIs) can be used to set the LAA targets which will number no more than 35, plus a number of mandatory education and early years targets. Where local conditions identify additional priorities, these will need to be addressed as local targets.

3.13 The Performance Management arrangements for assessing the success of the partnership working and outcomes of the new LAAs will be, from April 2009, the Comprehensive Area Assessment.

Comprehensive Area Assessment (CAA)

3.14 CAA is the new joint assessment framework for local services that will be in place from 2009. It is intended to replace the Comprehensive Performance Assessment regime, which focussed on the performance of individual local authorities and widen out to the partnership work undertaken in the area (in this case East Sussex) to achieve outcomes for local people.

3.15 CAA is designed to be a catalyst for further improvement in the quality of life for citizens, the experience of people who use services and value for money for local people. It will offer a source of independent information and assurance about local services and a mechanism for coordinating and rationalising

inspection, improvement support and intervention and targeting them where they are most needed.

3.16 The focus of CAA assessments will be on those outcomes that are the responsibility of the local authority either alone or working in partnership with other public, voluntary or private bodies, this includes: health and well-being, community safety, sustainable communities, economic development, housing strategy, children's services, etc.

4. Hastings & St Leonards Focus

4.1 Hastings and St Leonards is a town where some local people experience many difficulties and high levels of deprivation. However, this is contrasted with a town with a strong sense of community identity, rich cultural and creative life, and an active voluntary and community sector. Public sector bodies, businesses, and voluntary and community bodies are working together to ensure that the quality of life and life chances of all local people are improved so that everyone can benefit from the best our town has to offer.

4.2 There have been significant improvements in many of the factors that affect quality of life in our town e.g. crime rates and fear of crime rates have fallen and key health statistics have improved. However, there is still much to do to improve our economic performance, improve the educational achievement of our young people, reduce child poverty rates, reduce unemployment and provide local people with skills for employment. These remaining challenges are reflected in our position in the 2007 Index of Multiple Deprivation (IMD) that saw us slip from 39th most deprived district in the country in 2004 to the 29th in 2007.

4.3 The IMD covers a range of measures including: Income, Employment, Health/disability, Education/skills/training, Barriers to housing, Crime and Living Environment. The two with the heaviest "weighting" are income and employment. Hastings has very high levels of benefit dependency and comparative unemployment and this has been identified as a similar pattern amongst many seaside towns.

4.4 The social, physical and economic challenges facing our town will be addressed through the partnership working of local people with the Local Strategic Partnership, the Hastings and Bexhill Task Force and Hastings and Bexhill Economic Alliance together with the Council in its community leadership capacity. The tools used to drive these improvements include:

Hastings and St Leonards Community Strategy

4.5 The Community Strategy is the overarching 10 year strategy agreed in 2003, for improving the quality of life of all people living in the town and focuses on 21 key targets. The Strategy is monitored by the Local Strategic Partnership (LSP), who set key milestones to review progress in 2005, 2008 and 2013.

4.6 The LSP's vision to 2013 for regeneration, agreed with local people and our partners is: "*The renaissance of Hastings through social, economic, cultural and environmental regeneration*"

4.7 The mission of the LSP through implementing the Hastings and St Leonards Community Strategy is: "*To build on the town's strong community spirit, culture, diverse population and extraordinary natural environment to create a safer, healthier more sustainable and more prosperous place with lasting opportunities for everybody.*"

4.8 The Hastings and St Leonards Community Strategy was refreshed in 2005/06 in order to ensure its priorities and targets remained relevant. In order to comply with the requirement in the Local Government and Public Involvement and Health Act 2007, the strategy will need to be revised in 2008/09 to ensure it is fit for purpose as a 'Sustainable' Community Strategy.

4.9 The purpose of a Sustainable Community Strategy is to set the overall strategic direction and long-term vision for the economic, social and environmental well-being of a local area – typically 10-20 years – in a way that contributes to sustainable development in the UK. It must also provide a vehicle for considering and deciding how to address difficult and cross cutting issues such as the economic direction of an area, social cohesion, social exclusion and climate change.

4.10 The town's Community Strategy is also reflected in the East Sussex Integrated Community Strategy, which underpins the East Sussex Local Area Agreement. (see 3.3 and 3.7)

Working Neighbourhoods Fund

Note: This section is to be updated for February Cabinet/Council following consultation with stakeholders

4.11 In order to help address the deprivation and poor economic performance of the town the Government have made Hastings a recipient of Working Neighbourhoods Funds, special funding available over the next three years, to help address issues of economic inclusion and worklessness. This funding replaces the Neighbourhood Renewal Funding, which was given to the most deprived 10% communities in England to tackle the health, crime, educational, housing, enterprise and the income/employment deprivation they faced.

4.12 This new Area Based Grant is intended to empower local authorities to tackle issues in their locality, and to reduce the bureaucratic burden that operating regeneration schemes often entails. This funding will be awarded directly to Hastings Borough Council and will not be "ring fenced", although the Government guidance sets out a clear expectation of a link to the economic targets contained in the LAA. (see 3.7.)

4.13 The Council now has a direct responsibility (rather than on behalf of a partnership) for a very significant element of funding aimed at economic inclusion and development. Overall however, there is a reduction in the global regeneration funding available, and a clearly set Government agenda for the new funds. The Council will decide, with its partners, the structures and arrangements for managing and allocating this funding to achieve the maximum benefit for local people.

Area Coordination

4.14 Working with partners we have made good progress in implementing Area Co-ordination as a means of engaging local people in setting priorities for their area, influencing service delivery and addressing local problems.

4.15 The Cabinet has confirmed its commitment to Area Co-ordination.

Note: Details about the structures to support this are the part of the wider consultation on Working Neighbourhoods priorities and will be included in the report to Budget Cabinet/Council in February.

5. Hastings Borough Council Focus

Priorities and Principles

The priorities and principles underpinning the Corporate Plan and its targets are as follows:

- 5.1
- 1) Narrowing the Gap – We remain the most deprived district in the South East and need to bring quality of life for people in the most deprived parts of Hastings & St Leonards up to those of the town average, and the town up to county and national averages.
 - 2) Public Realm – We need to invest in and maintain our public realm as this plays a key role in regeneration, quality of life and community safety.
 - 3) Customer Experience – we aim to ensure every contact is positive and to focus on doing everything we do well.
 - 4) Administrative Efficiency – we need to ensure that the support given to our front-line services is efficient, effective and offers value for money, and we need to make efficient use of office accommodation.
- 5.2 The principles that are applied to the development of the Corporate Plan and its associated budget are, that we will:
- Continue our primary focus on the regeneration of Hastings and St Leonards
 - Provide good quality, customer focussed cost effective services
 - Focus on affordability and value for money, recognising that our financial position means we have to make every penny count

- Ensure our expenditure is in line with income and we focus on our 'core' activities and work with others to bring in external funds for anything extra.
- Recognise that we may not be able to deliver as wide a range of services in future
- Increase joint-working with local authority partners and others to share resources, improve the quality, resilience and cost efficiency of our services
- Deliver services in the most efficient, effective and equitable way either in-house or by others in the private or voluntary sector.
- Make savings by not funding activities which can be funded from elsewhere
- Keep Hastings Borough Council's Council Tax increase as low as possible whilst providing the services the town needs.
- Recognise that the Council cannot be a funder of last resort when funding from other sources is reduced or ends

Use of Resources, Value for Money and Efficiency

5.3 We take a number of steps to ensure that as a Council we are efficient, effective, offer value for money and respond to local and national priorities. These steps include our Priority, Income and Expenditure Reviews (PIER), Service and Scrutiny Reviews, exploring options for shared services and benchmarking work, and achieving efficiency targets by identifying more efficient ways of working.

5.4 Through these processes we ensure we are aware of and understand our costs, performance, satisfaction levels and future requirements and compare these with other councils with similar local contexts. We investigate apparent anomalies and unintended high spending and take steps to re-align service delivery and improve efficiency and performance.

5.5 We regularly consult with local people through our Citizens' Panel to ascertain their priorities and understand their satisfaction levels, and discuss with Focus Groups options for future service delivery.

Re-aligning Service Delivery

5.6 Whilst welcoming the significant new Working Neighbourhoods Funding allocated to Hastings, which will be used to address the deep-rooted causes of worklessness in Hastings and St Leonards, the Council's financial position has been severely impacted by the 3-year funding settlement from central Government.

5.7 The annual percentage increases for each of the three years of the settlement are 1.9%, 1.5% and 1.3%. For 2008/09 the 1.9% increase is only around two thirds the rate of inflation and so represents a real cut in funding of nearly 1%. This has inevitable consequences for the Council's ability to deliver on a wide range of activities.

5.8 Further details about the Council's financial position are set out in paragraph 6 below. Our strategic and financial planning processes, including PIER and benchmarking processed have identified areas where service delivery needs to be re-aligned. These include:

- Administration – following a review of our administration procedures we have identified a way forward that ensures support given to front-line services is efficient, benefits from increased technological opportunities and is streamlined to provide a more consistent approach. The move towards providing a building-based administrative support structure will be implemented over the next year and will complement our steps to further improve customer experience when contacting the council.
- Senior Management – our benchmarking activities identified that our corporate management costs are higher than average, and although much of this is as a result of the unusually wide-ranging agenda pursued by a district Council we have taken steps to reduce management costs and will continue to review our structures to ensure they are fit for purpose and offer value for money.
- The impact of the revised way in which Government is intending to reward planning services performance by moving from Planning Delivery Grant to a new Housing and Planning Delivery Grant system (HPDG) will adversely affect areas of our planning service. The changing nature of the grant means we can only assume £100,000 per annum for 2008-09 onwards, rather than the circa £400,000 p.a. we have enjoyed for the last few years. Although the grant is un-hypothecated, it has been this Council's decision to use the funds for planning and planning related activities in the past, reductions in service in Conservation and Forward Planning are therefore necessary in order to maintain focus on a high quality development control service.
- Subject to consultation we will merge our Community Services and Regeneration teams into one core service to address issues of economic inclusion community engagement and area co-ordination.
- Subject to consultation, we will rationalise service delivery of the Council's Wardens Service in recognition of reduced external funding to support specific community safety activities, and the new Neighbourhood Policing structures. The significantly increased numbers of Police Community Support Officers undertake the community reassurance and visible patrolling roles, which were a key role for the Wardens Service. We also need to address new responsibilities for dealing with stray dogs. Therefore, subject to consultation, expenditure on the Council funded element of the current service will be retained to support a) creation of a core 'street scene' team to

address enviro-crime and enforcement activity, and b) a new stray dogs service run jointly with Rother District Council.

Climate Change

5.9 The breadth of the current and emerging environmental and sustainability drivers that will influence the policies and activities of the Council and its partners, in contributing to the achievement of the UK's CO₂ reduction targets and reduced wasted energy consumption is considerable.

5.10 Taking steps to reduce the impact on climate change arising from the Council's own activities, as well as working with partners to reduce impacts across the town, within a context of sustainable regeneration is a key challenge but also offers excellent opportunities.

5.11 Work to develop and co-ordinate this activity is being led by:

- The Local Strategic Partnership's Environmental Regeneration Task Group (town-wide)
- The Resources Overview and Scrutiny Committee's policy review
- The internal Environmental Regeneration Cross Cutting officer group

Local Development Framework

5.12 The vehicle for future spatial planning and place shaping of Hastings and St Leonards is the Local Development Framework. Development of the LDF will:

- Describe a vision, shared with the Hastings Community Strategy for the future of the town and its communities that responds to local challenges and opportunities, based on evidence and community derived objectives, within the overall framework of national policy and regional strategies.
- Translate this vision into a set of priorities, programmes, policies, and land allocations together with the public sector resources to deliver them.
- Create a framework for private investment and regeneration that promotes economic, environmental and social well-being for the area.
- Coordinate and deliver the public sector components of this vision with other agencies and processes e.g. the Local Area Agreement.
- Create a positive framework for action on climate change.

5.13 The Local Development Framework will underpin and reflect the town's Sustainable Community Strategy, and will play a central role in the overall task of place shaping and in the delivery of land for housing, economic growth and regeneration as well as ensuring the infrastructure for sustainable communities is in place.

6. Financial Focus - to follow

- 6.1 Note: This section will summarise/reflect the information in the associated budget papers once agreed by Council.

7. Our 3-year Goals

A. Corporate

1. Work with partners to achieve the Community Strategy Targets
2. Contribute to achieving the East Sussex Local Area Agreement targets
3. Meet Performance Indicator targets – listed in Part III - Annual Report

B. Front-line Service Delivery

1. Deliver good quality, cost effective customer focused front-line services with high levels of customer satisfaction.
2. Ensure all customers receive the same high quality, non-discriminatory service wherever, whenever and however they access the Council.
3. Maintain and improve where necessary, effective day-to-day delivery of core services.

C. Economic Regeneration and Inclusion (Note: May be subject to revision following further discussions on WNF)

1. Develop Hastings/Bexhill as an Economic Hub at sub regional level, recognising its importance as an economic driver for the wider area
2. Market Hastings as an attractive place for people to live, work and visit and as a leisure and tourist destination
3. With partners, develop and deliver economic inclusion and development activity, which will address worklessness and increase employment opportunities and the employability of local people.
4. Maximise the job opportunities and the Council's income through letting of industrial and commercial property and achievement of the land disposal programme
5. Develop with partners vocational training which meets the needs of both employers and the potential of local residents
6. Work with neighbours to develop the economic potential of the Sussex Coast Sub-Region as identified in the South East Plan.

D. Physical Regeneration and Public Realm

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
2. Improve the seafront infrastructure in line with the aims of the Seafront Strategy
3. Support the renaissance of Central St Leonards through delivery of the Renewal Strategy programme.
4. Improve the town's physical appearance, focussing on the public realm, and its image.

5. Provide an efficient and effective planning service
6. Develop a long-term parking strategy that supports regeneration developments
7. Continue to develop our understanding of the Hastings housing market, improve access and promote choice in housing through implementation of a new and comprehensive Housing Strategy covering the period 2009 –2013.
8. Work with partners to increase the supply of affordable housing to meet targets.
9. Tackle poor quality private housing conditions and empty homes.

E. Social Regeneration and Quality of Life

1. Reduce deprivation and narrow the gap between quality of life in the most deprived neighbourhoods and the rest in Hastings, and narrow the gap between Hastings and the rest of SE England
2. Deliver the 3-year Community Safety Plan 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.
3. Strengthen democracy and administer local, national and European elections.
4. Area Coordination – to be agreed as part of wider consultation
5. Prevent and reduce homelessness and provide greater choice for people to resolve their housing problems through the 'Housing Options Approach'
6. Protect the health and safety of local people and the environment, and reduce the impact of pollution by effective enforcement.
7. 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. (Subject to revision following consultation on Wardens Service)
8. Support development of sustainable and harmonious communities, with effective and inclusive participation.
9. Ensure there are opportunities for people of all ages to become more involved in cultural activities and, by developing sports facilities and an ongoing strategy, to ensure that opportunities are provided for people of all ages to become more active and take part in leisure, sport and play.
10. 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
11. Develop a Local Development Framework for Hastings, engaging the local community and stakeholders in its preparation, which reflects the Community Strategy and borough wide needs and aspirations.
12. Work with partners to maintain robust plans to respond to civil emergencies.
13. Work closely with East Sussex County Council on highway and traffic management, promoting public transport and effective parking enforcement.

F. Organisational Development

1. Make substantial improvements to our effectiveness and efficiency by streamlining administrative and financial processes and maximising benefits from new technology.
2. Ensure we act as, and are perceived as an Equal Opportunities employer who recruits and retains high calibre staff and works for continuous improvement in their skills, knowledge and competencies.
3. Achieve the aims of the Council's Office Accommodation Strategy.
4. Inform corporate decision-making with intelligence gained from effective consultation, performance management, and analysis of national and local policies, research and best practice.
5. Further enhance the Council's Scrutiny function to address the requirements of the Local Government Act 2007
6. Ensure all projects and high-risk activities use best practice project management techniques and methodology to deliver projects to time, budget, and agreed specifications.
7. Further improve Financial Management Information
8. Identify risks in service delivery, budgets, performance and projects, and after thorough assessment, take actions to reduce, mitigate, transfer or accept these risks.

G. Efficiency, Effectiveness and Sustainability

1. Demonstrate the Council is efficient, effective, offers value for money and responds to local and national priorities.
2. Explore and take-up opportunities for collaboration with others to improve the cost effectiveness, quality and/or resilience of our activities and services
3. Consolidate and improve on our good organisational performance, as externally assessed by our Use of Resources assessment.
4. Contribute to effective East Sussex countywide performance as assessed by the Comprehensive Area Assessment.
5. Obtain value for money from the goods and services we procure and commission in terms of quality, cost and meeting Council objectives.
6. Maximise income generation and collection and attract external funding to support Council priorities
7. Maintain a robust and sustainable Medium Term Financial Strategy to support Council priorities.
8. Embrace the role for local authorities and meet our responsibilities in addressing climate change as set out in the Climate Change Bill (will be an Act within period of this Corp Plan)
9. Minimise the amount of residual waste collected and sent to landfill and increase our recycling performance.
10. Ensure the Council continues to operate legally taking due regard of timely legal advice

7.1 Part II of the Corporate Plan sets out targets and details some of the activities that will be undertaken in 2008/09 towards meeting our 3-year goals. These are monitored by the Overview and Scrutiny Committee quarterly and are the means by which the Council is publicly held to account.

7.2 We ensure that staff are focussed on achieving our longer term and annual priorities, by cascading the Community Strategy targets, 3-year goals and annual targets and milestones for 2008/09 into detailed Service Delivery Plans and individual staff targets. These are monitored through quarterly performance reviews and the staff appraisal process.

8. Other key strategies and plans – summary and links

(Except Financial Strategy, summary and links are to follow in final document, section is not part of the consultation process as it simply signposts to other strategies)

- 8.1 Financial Strategy
- 8.2 Risk Management Plan
- 8.3 Asset Management Plan
- 8.4 Data Quality Policy
- 8.5 Equalities Strategy