

**Appendix A**

**Quarterly monitoring against targets in Corporate Plan Part II**

**Quarter 2 progress – to end September 2009/10**

<b>Target Status</b>	<b>Description</b>	<b>Narrative to include</b>
<b>Achieved:</b>	Target has been delivered successfully	Outcome/output of achieving this target How will people recognise or will you evidence it has been achieved?
<b>On target:</b>	Confident of delivery of the target as worded by the end of the year or earlier if indicated in the target wording.	Progress update on milestones to demonstrate you're confident of year-end delivery
<b>On target with risks identified:</b>	Majority of item on target for delivery, delays possible with some items	Progress update on milestones to demonstrate year-end delivery with detail of risks identified
<b>Slippage possible:</b>	There are concerns about ability to deliver within the year	Consequences, options and potential remedial actions to be described
<b>Will not meet target:</b>	Either due to change in external circumstances beyond our control or for internal reason e.g. resources, re-prioritised etc.	Reasons, consequences and any actions needed to be described. Is this something we will aim to achieve later when circumstances change?

<b>Risk Level</b>	<b>Narrative</b>
<b>Low</b>	Tolerate
<b>Medium</b>	<b>Risks Description:</b> Describe the risks – e.g. reputational, financial, environmental, customer, physical, management etc. <b>Action:</b> Describe your control strategy, mitigating controls, proposed actions and target action completion dates.
<b>High</b>	<b>Risks Description:</b> Describe the risks – e.g. reputational, financial, environmental, customer, physical, management etc. <b>Action:</b> Describe your control strategy, mitigating controls, proposed actions and target action completion dates. You will need to access GRACE to ascertain this information

## **FINANCIAL SERVICES and PROJECTS**

### **FINANCE TARGETS**

#### **1. Produce a budget for 2010/11 that takes account of evolving priorities and known financial pressures.**

##### **Performance @ QTR 2 – On Target**

Progress – Good progress being made, but subject to agreed savings being achieved.

##### **Corporate Risk Level: High**

**Description:** Financial Risks remain in terms of uncertainty around Concessionary fares funding (to be announced in January 2010), income streams, the amount of Benefit administration grant (to be announced in December 2009), and confirmations awaited on the grant funding levels for 2010/11 in respect of core funding and area based Grant.

**Action:** PIER and budget meetings are identifying efficiencies and savings for 2009/10, 2010/11 and beyond.

#### **2. Meet the annual accounts and budget timetables.**

##### **Performance @ QTR 2 – Achieved (Annual Accounts), On Target (Budget)**

Progress – Budget process underway

##### **Corporate Risk Level: Medium**

**Description:** Financial, and Reputational

**Action:** Sufficient and capable staff required. New International financial reporting standards and restructuring of the Council result in additional complexities for the 2010/11 budget and the Final Accounts processes.

#### **3. Achieve an unqualified audit opinion for the annual statement of accounts and all auditable grant claims.**

##### **Performance @ QTR 2 – Achieved (Annual Statement of Accounts)**

Progress – Unqualified opinion achieved. Grant Claims – no qualifications to date

##### **Corporate Risk Level: Low**

**Description:** Financial, Reputational. Should the Council ever fail to gain an unqualified audit opinion additional audit fees can be expected.

**Action:** Sufficient Staff and Capability to be retained.

#### **4. Continue to meet targets for Council tax and business rates collection. (See PI section in Part III for specific targets)**

##### **Performance @ QTR 2 – ON TARGET**

Progress – Council Tax is just ahead of previous performance for this time last year. The non domestic rate collection is slightly behind (at October 2009), but on track for the target which has been reduced to take account of the effects of the recession.

##### **Corporate Risk Level: Low**

**5. Continue to monitor and meet Benefits performance targets in respect of new claims and change of circumstances. (See PI section in Part III for specific targets)**

**Performance @ QTR 2 – Slippage possible**

Progress – Although we have not met the targets for new benefit claims and changes of circumstances, significant progress has been made, particularly with new claims processing. In quarter 1 the average number of processing days for new claims was 32.3, however in quarter 2 this has reduced to 27.28. If this trend continues, the target of 25 days should be achievable.

**Corporate Risk Level: Medium**

**Description: Customer satisfaction**

**Action: To continue offering appointments to customers; prioritise workload**

**6. Improve the telephone service to Revenues customers by monitoring staff performance, identifying and providing for training needs and conducting customer satisfaction surveys during the year.**

**Performance @ QTR 2 – ON TARGET**

Progress – During quarter 2, we answered 13,654 telephone calls of which 96% were answered within 10 minutes. This was ahead of the service target of 95% calls answered within 10 minutes.

**Corporate Risk Level: Low**

**7. Develop the Council's Asset Management Plan to reflect the changing economic circumstances and the potential opportunities arising from the Bexhill Link Road and additional commercial development.**

**Performance @ QTR 2 – On Target**

Progress – The Plan is in the process of being developed and will be submitted for approval within the current financial year.

**Corporate Risk Level: Low**

**8. Identify asset disposal opportunities in readiness for any upturn in the property market.**

**Performance @ QTR 2 – On Target**

Progress – Sale of Wellington Square completed on the 6th November 2009. Contracts for the sale of Silverhill Depot were exchanged in November with completion expected soon.

The disposal programme has been reviewed and with the fall in residential land and property values this has led to some sites being pushed back into later years. Progress is being made on identifying/readying sites for sale at such time as the market improves.

**Corporate Risk Level: Low**

**9. Maximise occupancy of industrial units against the uncertain economic environment, whilst maximising job opportunities.**

**Performance @ QTR 2 – On Target**

Progress – Some new lettings of factory units have been completed but the new Business Centre at Castleham is still vacant. A revised marketing strategy is being implemented which includes a targeted mailshot to Businesses promoting the units and national advertising.

The Scrutiny Review of factory units commenced in October.

**Corporate Risk Level:** Medium

**Description:** Empty units result in a loss of income and incur holding costs. The Council is offering assistance to tenants where there is a clear business case to do so

**10. Work with the new tenant of St Mary in the Castle to enable the building to be offered as a venue for meetings, events and functions, whilst also pursuing a longer-term sustainable solution for the building.**

**Performance @ QTR 2 – On Target**

Progress – The tenant is providing monthly updates on use as a venue which are reported to Property Management Group. The My Place project is continuing and Cabinet approved a lease and providing other support to Hastings Trust on 7<sup>th</sup> of September.

**Corporate Risk Level:** Medium

**Description:** The My Place proposal is dependant upon Hastings Trust securing external finance.

## **PROJECTS TARGETS**

**Target 1. Work with client departments to develop, define and deliver the Council's physical capital programme to time, cost and specification**

**Performance @ QTR 2 – On Target**

Progress – The Capital programme working group has been actively viewing the Council's capital programme by assessing both existing and potentially new schemes. A report will be brought forward with recommendations to Cabinet as part of the budget making process.

**Corporate Risk Level:** Medium

**Description:** The Capital programme has been reviewed in the light of available funding and specific risks.

**Action:** The capital programme review has identified schemes that are not viable at present e.g. communal bins and also includes reprofiling of specific schemes to reflect known risks and opportunities.

**Target 2. Implement structured project management methodology and associated staff development and support.**

**Performance @ QTR 2 – On Target**

Progress – The adoption of the tailored PRINCE2 project methodology developed by Kirklees Metropolitan Council has now been agreed. An officer training and support programme now needs to be developed and delivered.

**Corporate Risk Level:** Low/Medium

**Description:** The Kirklees method is a very user friendly and flexible method, but will need training and user support for it to be a success

**Target 3. Work with Internal Audit Service to implement further improved risk management arrangements for the Council's capital programme.**

**Performance @ QTR 2 – On Target**

Progress – The risk registers for capital programmes have now been reviewed and updated. GRACE risk registers continue to be managed and maintained by project owners.

**Corporate Risk Level: Medium**

**Description:** Following the review of the capital programme making and reprofiling process the risks of all programme items should now be revisited and updated

## **AUDIT AND INVESTIGATIONS**

- 1. Perform a formal review of the shared Fraud Investigation Service provided to Rother District Council with a view to making the arrangement more permanent**

### **Performance @ QTR 2 – Achieved**

Progress – A review was carried out for internal purposes and a report has been produced. The key messages are that the main output target was achieved despite a team member leaving and the need therefore to recruit an Investigator and the financial savings anticipated were exceeded.

**Corporate Risk Level: Low**

**Description: -**

**Action: Tolerate**

- 2. Further embed our risk management processes and develop identification and recording throughout the organisation of significant partnership, contract and opportunity risks.**

### **Performance @ QTR 2 – On target**

Progress – We continue to further embed risk management through the organisation including roll-out of the actions in the Risk Management Strategy.

**Corporate Risk Level: Medium**

**Description:** We have reviewed progress against the Strategy Implementation Plan of the Risk Management Strategy approved by the Audit Committee last June. Progress against targets is generally good but there will be some minor slippage of the following items:

Risk management theory and practice training for managers and for elected members. ZM have a good reputation for providing this training to councils. They have agreed to carry out the training for us in January/February 2010 following our acceptance of their proposal. The timescale for completion on the Strategy Implementation Plan had been end of December 2009.

Communication of Risk Issues: We continue to communicate risk issues mainly via the Operational Board but have wanted to expand this by way of the Intranet and through direct communiques to Service Heads where issues affecting other local authorities become known. The meeting to revamp the intranet site will be on 11 December although we had hoped to have this in place by 30 September.

**Action: Treat**

- 3. Continue to deliver the annual Audit Plan and report outcomes to the Audit Committee.**

### **Performance @ QTR 2 – On target**

Progress – Progress against the 2009/10 Audit Plan is on target for completion by 31 March 2010. However, the 4 audits that were in progress as at 31 March 2009 still need to be finalised. We are in the process of recruiting for a Group Auditor to fulfil a position that became vacant earlier in the year and are confident these audits will be closed soon.

**Corporate Risk Level: Low**

**Description: -**

**Action: Tolerate**

- 4. Continue to review our procurement arrangements to include an assurance on value for money and, working in collaboration with other local authorities and Improvement and Efficiency South East, put in place improved arrangements for supplies and service contracts.**

**Performance @ QTR 2 – On target**

Progress – The Office and Public Conveniences cleaning contract has been concluded with satisfactory results and whilst Hastings Borough Council led on this contract, Rother DC and Eastbourne BC expressed an interest to be involved and have directly benefitted and Wealden DC have said they would be interested in joining later.

**Corporate Risk Level: Low**

**Description: -**

**Action: Tolerate**

- 5. Review the Sustainable Procurement Policy to ensure it remains current and accurately reflects our responsibilities.**

**Performance @ QTR 2 – On target**

Progress – Work has been completed on updating the Sustainable Procurement Policy and is virtually completed now.

**Corporate Risk Level: Low**

**Description: -**

**Action: Tolerate**

## **UPDATE ON SHORTFALLS FROM 2008/09**

- 3. Continue to deliver the Audit Plan and report outcomes to the Audit Committee**

Reported in Corporate Plan Part III:

Delivery against the Audit Plan was not achieved due to unanticipated new work which included strengthening controls over contract management in response to the recommendations made by external audit. The non-completed work will be accomplished by end of the first quarter 2009/10.

**Performance @ QTR 2 – Slippage possible**

Progress – Further work has been performed to close the audits that were in progress at 31 March 2009. However, a Group Auditor resigned during quarter 2 and this has had an impact on priorities. Replacement for the Group Auditor is in progress and progress of the 2009/10 audit plan is on target with 1 of the 3 fundamental systems audits issued and fieldwork of the 2 remaining fundamental systems audits completed. There is no reason that completion of all of the remaining audits from the 2009/10 plan is not attained during quarter 3.

**Corporate Risk Level: Medium**

**Description: The risk is a potential reputation risk.**

**Action: Now that the main holiday period is over and the recruitment process is advanced, we are confident that all these audits can be reported out soon and that the 2009/10 will be completed by its deadline too.**

## **LEGAL AND DEMOCRATIC SERVICES**

- 1. Continue discussions and negotiations with the Foreshore Trustees and the Charity Commission to seek a satisfactory conclusion to Sea Front issues.**

### **Performance @ QTR 2 – Slippage possible**

Progress – Since the last report to the Panel, there has been a significant development in the Trustees' second claim, to the extent that Officers could not recommend settlement on the terms suggested.

**Corporate Risk Level: High**

**Description: Financial, reputational**

**Action: Continued discussions with the representatives of the Foreshore Trustees to reach terms that could be recommended to members.**

- 2. Subject to a positive Charity Commission decision, make appropriate arrangements for the smooth functioning of the Hastings and St Leonards Foreshore Charitable Trust, following the return of the trusteeship to the Council.**

### **Performance @ QTR 2 – Slippage possible**

Progress – Progress is being made, the draft Scheme is agreed, the Charity Commission have agreed to start the consultation on the Scheme to run in parallel to the settlement of the claim and we are in discussion on governance arrangements once the Trusteeship is returned to the Council. However, the final decision to make the Scheme will depend upon the satisfactory resolution of the Trustees' second claim.

**Corporate Risk Level: high**

**Description: financial reputational**

**Action: as for Target 1. We are working with the Charity Commission to ensure that they are content with proposals for future governance of the Trust.**

- 3. Work with other local authorities towards a shared legal service.**

### **Performance @ QTR 2 – On target**

Progress – Subject to the caveat that not all authorities are agreed on the wording of the target, matters are progressing well and we should have awards of under the pan-Sussex framework agreement for external legal services in place in time for QTR 3. We hope also to make a 20% saving on encyclopaedia subscriptions by changing from hard copy to on-line and to free up staff time from up-dating encyclopaedia to collection of debts.

**Corporate Risk Level: Low**

**Description: Tolerate**

**Action: Continue to work together to identify savings and efficiencies.**

- 4. Undertake a review of Council Constitution to enable further improvements to the decision-making process, including new requirements from the Local Government and Public Involvement in Health Act 2007 and regulations made under the Act.**

### **Performance @ QTR 2 – On target**

Progress – It is proposed to take a report to December Council.



**Corporate Risk Level: Low**

**Description: tolerated**

**Action: report to Council in December**

- 5. Work with Standards Committee and Council to adopt, implement and give training to members on the proposed revisions to the member Code of Conduct.**

**Performance @ QTR 2 – Slippage Possible**

Progress – awaiting regulations to amend the Code of Conduct

**Corporate Risk Level: low**

**Description: tolerated**

**Action: Report to Standards Committee and then with recommendations to Council once the regulations have been published.**

- 6. Promote and manage the Overview and Scrutiny annual work programme of service reviews and policy projects selected by councillors.**

**Performance @ QTR 2 – On Target**

Progress – The four key reviews agreed by the Annual Meeting of Overview and Scrutiny are progressing according to schedule with a target completion date of March 2010; Worklessness, Capacity of the Sewerage System, Management of Factory Units and Public Consultation Arrangements.

Representatives from Southern Water were recently interviewed as part of the Review of Sewerage Capacity and local residents, local forums and groups and other associations have been invited to submit views. The review team will then invite in a selection of representatives to discuss their submissions.

**Corporate Risk Level: Low**

- 7. Provide a comprehensive training and development programme for councillors including working with other Sussex authorities to provide joint training opportunities.**

**Performance @ QTR 2 – On Target**

Progress – The Members Training and Development Group are successfully steering a comprehensive training programme and are now developing the 2010/11 programme including induction arrangements for new members. This includes identifying opportunities for joint training with the other East Sussex authorities.

**Corporate Risk Level: Low**

- 8. Support the Council's democratic processes and councillors by the timely organisation and management of meetings, production and distribution of agendas and minutes, secretarial support for the Leader of the Council and advice and administrative support for all councillors.**

**Performance @ QTR 2 – On Target**

Progress – All meetings properly organised and agendas and minutes issued as required. In the absence of the Leader of the Council direct support has been provided to the Deputy Leader.

**Corporate Risk Level: Low**

- 9. Prepare for a Parliamentary election to be held no later than May 2010 and manage the 2009 European and County Council elections including visiting all Polling Stations with the Hastings and Rother Disability Forum to review access.**

**Performance @ QTR 2 – On Target**

Progress – The 2009 County Council and European elections were successfully organised. Preparations for the 2010 Borough and potential General Election are well underway. This includes discussions with Rother District Council on the cross boundary issues as we inherit the Rye areas from Rother for the General Election.

**Corporate Risk Level: Low**

- 10. Work with the Hastings Young Persons Council to visit schools and colleges across the Borough to promote Democracy and encourage young people to register and vote when they reach the legal age.**

**Performance @ QTR 2 – On Target**

Progress – We are working with East Sussex County Council to develop a programme of visits and activities as part of the build up to the 2010 elections.

**Corporate Risk Level: Low**

## **POLICY, PARTNERSHIPS AND SUSTAINABILITY**

- 1. Work across Hastings Borough Council and with our partners to prepare for our first annual assessment under the new national performance regime - Comprehensive Area Assessment, incorporating a revised Use of Resources assessment for the Council.**

### **QTR 2 – Achieved**

Progress – The newly branded ‘One Place’ assessments will be published by the Audit Commission on 9<sup>th</sup> December. This report will publish details of the Area Assessment for each area (in our case this refers to East Sussex) and Organisational Assessment scores for each PCT, Fire and Rescue Service, Police Authority, County and District Council.

**Area Assessment** – The Area Assessment process has been completed and East Sussex Strategic Partnership has received a pre-publication draft which is under embargo until 9<sup>th</sup> December, however it is possible to say that there are no Red or Green flags highlighted in the report. (‘Red Flags areas where partnership action is unlikely to address an issue of under-performance and ‘Green Flags’ are areas of notable good practice). The Area Assessment is not scored.

**Organisational Assessment** – The Council is subject to an assessment in two parts, both parts are informed by cross-cutting judgements about value for money, equalities and sustainability:

a) Use of Resources – this focuses on financial planning and health; understanding costs and performance; financial monitoring and reporting; commissioning and procurement; data quality; good governance and ethical behaviour; risk management and internal control, and workforce planning.

b) Managing Performance – this is similar to the previous Direction of Travel statement and assesses i) how well we are delivering our priority services and the outcomes and improvements that are important to local people, and ii) whether we have the leadership, capacity and capability we need to deliver future improvements.

**Corporate Risk Level: Low**

- 2. Explore with the Local Strategic Partnership the idea of creating a Hastings ‘Local Area Agreement’ in the context of finalising the refreshed Sustainable Community Strategy by June 2009.**

### **QTR 2 – Slippage**

Progress – The Local Strategic Partnership agreed the narrative of the Sustainable Community Strategy at its meeting on 29<sup>th</sup> June. The Cabinet on 2<sup>nd</sup> November agreed 17 of the 23 new Key Targets; the remainder are to be agreed early in 2010 together with the final resolution of whether the LSP and Cabinet still feel a local Hastings LAA is still appropriate.

**Corporate Risk Level: Low**

- 3. Refresh our Participation Strategy in response to the new Duty to Inform, Consult and Involve and co-ordinate engagement activity across the Local Strategic Partnership.**

**QTR 2 – On Target**

Progress – The on-going Overview and Scrutiny Committee Review of Consultation is assisting this Strategy Refresh. The discussion at the Cabinet on 30<sup>th</sup> November regarding Area Structures will also feed into the drafting of the refreshed Strategy.

**Corporate Risk Level: Low**

- 4. Project manage the Council's contribution to the 3-year, European-funded 'Future Cities' project which sees £500,000 invested in the town to support climate change adaptation activities.**

**Performance @ QTR 2 – on target**

Progress – Prepared and submitted Claim 2 on time for 31<sup>st</sup> August 2009 submission date. Claim 1 has now been agreed and signed off by the secretariat and HBC has received the first payment. During September we hosted the European Projects Steering Group, Working Group meetings and a Climate change Conference "Facing up to Climate Change". Preparations for these events were made throughout July and August. Over 80 delegates attended the conference on the 25<sup>th</sup> September from across the south east region and Europe.

**Corporate Risk Level: Low**

- 5. Work with partners across East Sussex to share expertise and resources to deliver on the Local Area Agreement targets to reduce per capita CO<sub>2</sub> emissions in our area, and to measure our preparedness in assessing and addressing the risks and opportunities of a changing climate. (See performance indicator section in Part III for specific targets)**

**Performance @ QTR 2 – on target**

Progress – Continued to be an active member of the LAA working group meetings for NI 188 and NI 186. We are currently exploring a new innovative approach to encouraging local households to reduce their energy consumption and hence carbon emissions in their homes using a tool "ZAP carbon"; a tool based around social networking principles encourages an element of competition between communities which in other pilots has had very positive results. We intend to pilot the tool during November and December 2009.

**Corporate Risk Level: Low**

## **PEOPLE AND ORGANISATIONAL DEVELOPMENT**

**Target 1. Following the Scrutiny Review of sickness absence, improve further the Council's approach to sickness absence management and performance against our targets. (See performance indicators in Part III)**

**Performance @ QTR 2 – On target**

Progress – Completed all the tasks within the Overview and Scrutiny sickness review action plan. Sickness absence trend is down and current indication is that we will achieve our new target of 8.75 days per employee per year by the end of Qtr 4.

**Corporate Risk Level: medium**

**Description:** Due to expected increase in numbers of swine flu cases during the winter period sickness absence levels could rise significantly.

**Action:** POD have established a sickness absence management team who will be focusing on all cases and providing managers with support and guidance. Where appropriate the team will be taking remedial action through case conferences with the Occupational Health Physician so informed decisions can be made in a more timely manner.

**Target 2. Promote the health, safety and welfare of Council staff through a review of policies relating to occupational health, wellbeing and safety.**

**Performance @ QTR 2 – On target**

Progress – Introduced revised handling stress at work guidance for managers and employees. We are currently working with the head of Environmental Services to review all Health and Safety activity and policies and working arrangements such as the alert scheme, lone workers.

**Corporate Risk Level: Low**

**Target 3. Support the Council's workforce to deliver our organisational needs, through workforce planning and the provision of a range of development opportunities that enable staff to gain skills, competences and experience necessary to enhance service delivery.**

**Performance @ QTR 2 – On target**

Progress – Workshops for managers have been held and they are now working on their Skills and Knowledge matrices. About 12 have been received so far. The next step will be to drill down to individual level to establish skill/knowledge gaps leading to service/directorate development plans which will inform the Corporate Training Plan.

Staff competency framework has been agreed and is to be piloted during the 6 monthly mid-term appraisal discussions.

**Corporate Risk Level: Low**

**Target 4. Agree and implement our People Strategy and Action Plan. This will steer our continuing work to improve leadership and management skills; enhance organisational development and change management capabilities, and enable and encourage staff to become more involved in shaping services and decision-making.**

**Performance @ QTR 2 – On target**

Progress – Leadership programme being developed for delivery Dec-March, initially for Heads of Service and subsequently for Service Managers. The programme address Leadership/change/Partnership Working.

**Corporate Risk Level: Low**

**Target 5. Undertake a follow-up internal staff survey to ensure the measures we have taken to improve communications, reduce stress and manage change are being effective and continue to improve us HBC as a good employer.**

**Performance @ QTR 2 – On target**

Progress – Survey completed by 31% of staff. It addressed a range of issues including communications and health and wellbeing. Analysis is being undertaken now with the intention of reporting to CMG in December.

**Corporate Risk Level: Low**