

CORPORATE RESOURCES DIRECTORATE

Quarter 3 Exception Report Summary

The following targets in Part II of the Council's 2012/13 Corporate Plan have been identified as exceptions. Full details are listed in the accompanying covering report.

Please note:

- (i) 'Exceptions' are defined as those targets not meeting expected performance and targets that are achieved.

Target no./Service	Target Status
1. Achieve an unqualified audit opinion for the annual statement of accounts. (<i>Finance</i>)	Achieved
7. Deliver the Local Authority Mortgage Scheme within Hastings and St Leonards. (<i>Finance</i>)	Achieved
8. Preparation for 2012 Borough elections and the first election of the local Police & Crime Commissioner (<i>Corporate Services</i>)	Achieved
6. Contact Centre Project (Cross Cutting)	Achieved

Quarter 3 progress – to end December 2012/13

The following updates are given against targets in the Council's Corporate Plan 2011/12 – 2013/14.

Targets are listed under the service responsible for delivery. By achieving these targets, the Council will be delivering our 6 overarching priorities for 2011/12 shown below (the number included after each target shows which priority the activity is contributing to).

Priority 1: To continue to do everything we can to promote economic growth, employment and economic inclusion in partnership with others and through leading work on the growth of the cultural economy

Priority 2: Improve the quality of life of local people by working closely with partners to make the town safe and clean

Priority 3: Making sure we're efficient, customer-focussed and a good organisation to work for

Priority 4: Promoting equality and an inclusive, supportive community and narrowing the gap – bringing the quality of life of people in the most deprived parts of Hastings and St Leonards up to those of the rest of the town, and the town up to county and national averages

Priority 5: Tackling climate change and making Hastings more environmentally sustainable

Priority 6: Establishing a culture of openness and transparency about everything the Council does, enabling local people to hold us to account

FINANCIAL SERVICES

1. Achieve an unqualified audit opinion for the annual statement of accounts. (3)

Measure: Unqualified audit opinion gained by 30th Sept (Quarter 2).

Performance @ QTR 3 – Achieved

Progress – Unqualified opinions were obtained for the Council's accounts and those of the Foreshore Trust.

2. Maintain the occupancy of industrial units against a background of an uncertain economic environment. (1 & 3)

Measures: Percentage of void industrial units and actual income versus the budget.

Performance @ QTR 3 – On target

Progress –

Void units

Factory units 0 out of 62 vacant = **0% void (Q2 0%)**

Castleham Business Centre East (new) 4 out of 17 vacant = **24% void (Q2 29%)**

1 unit has been let since last quarter.

Castleham Business Centre West 16 out of 20 vacant = **80% void (Q2 80%)**

The refurbishment is progressing well and is expected to be completed during March. We have had initial interest from 2 companies in occupying once the works are complete

Actual income versus the budget

No material variance identified at this stage

3. Work towards the introduction of a new local Council Tax Benefit Scheme for 2013/14 in line with Government requirements and begin preparing for the phased introduction of the Government's new 'Universal Credit' commencing in 2013/14 (1 & 4)

Measure: Progress the implementation of a new scheme following the identification of key milestones (timescale to be confirmed).

Performance @ QTR 3 – On Target

Progress – Local Council Tax Support Scheme was approved by Cabinet on 7 January 2013. Scheme will receive Full Council approval on 28 January 2013, ahead of the 31 January 2013 deadline.

4. Give priority within the shared Fraud Investigation Service to more serious cases. (3)

Measure: Number of serious cases investigated, compared with 2011/12.

Performance @ QTR 3 – On target

Progress – In the period 1st April to 31st December 2012, **34** serious cases have been investigated and successful sanctions applied compared to **29** cases in 2011/12.

5. Continue to deliver the annual Audit Plan and report outcomes to the Audit Committee. (3)

Measure: Comparison of audits completed against those on the published audit plan reported in the annual audit report.

Performance @ QTR 3 – On target

Progress – Audit work continues to progress in accordance with the plan.

6. Continue to improve the Council's procurement arrangements, working in collaboration with other local authorities, the East Sussex Procurement Hub and other partners. (3)

Measures: Value for money contracts secured, savings achieved and procurement arrangements completed.

Performance @ QTR 3 – On target

Progress – Savings of £18,845 obtained through appointment process for technical advisers for Answers in the Carbon Economy (ACE) Project. There was a satisfactory conclusion to partnership working with Rother District Council and Amicus Horizon on new Grounds Maintenance and Tree Contracts of which Procurement played a role. Contract commenced 6.11.12.

7. Deliver the Local Authority Mortgage Scheme within Hastings and St Leonards. The Council acting as guarantor on deposits for eligible first time buyers to help stimulate the local housing market. (1 & 3)

Measures: Numbers of eligible first times buyers supported onto the housing ladder. Percentage of the £1m indemnity committed.

Performance @ QTR 3 – Achieved

Progress - The scheme went live in January 2011 The scheme will have helped some 38 households onto the housing ladder. As at the end of December, 37 applications completed, 1 application awaiting completion.

The average purchase price - £134,614 (highest £169,950, lowest £61,500);

The average loan - £126,268 (highest £150,000, lowest - £58,425);

The average indemnity - £25,307 (highest £31,538, lowest - £7,488).

The £1m of indemnity has been fully committed. Cabinet resolved on the 5 November 2012 to extend the scheme with a further £1m indemnity being committed. The scheme is expected to be in place for late February/ early March 2013

CORPORATE PLAN PERFORMANCE INDICATORS

The following performance indicators and targets were agreed by Council in February 2012 as one of the key means by which the Council can be publicly held to account for its performance against its promises.

Information is included for the same time period last year for comparison purposes, together with a 'Direction of Travel' to assess trends. Comments by relevant Heads of Service are included where necessary.

Financial Services - Corporate Plan Indicators						
Indicator	Improvement Direction	Actual Dec 2011	DoT	Actual Dec 2012	Target Dec 2012	Target Mar 2013
6.1 Percentage of Council Tax collected in year	Bigger is Better	90.7%		90.8%		90.2% 96.0%
6.2 Percentage of non-domestic rates collected in year	Bigger is Better	90.8%		89.9%		92.0% 97.0%
6.3 Average number of days to process new Housing Benefit claims	Smaller is Better	13.9		12.9		18.0 18.0
6.4 Average number of days to process Housing Benefit changes of circumstances	Smaller is Better	4.7		3.1		8.0 8.0

CORPORATE SERVICES

1. Develop the new fit for purpose Corporate Services Team that is contributing to the achievement of Council priorities by effectively supporting service and project delivery; decision making and democracy. (3 & 6)

Measures: TBC

Performance @ QTR 3 – On Target

Progress – Proposals for mergers of teams are being progressed for Policy and Democratic Services and also for POD and Support Services and form part of the current 2013/14 Budget consultation process.

2. Support the Council's transformation to a leaner, more resilient organisation which remains focussed on delivering outcomes for local people. (3)

Measures:

- Managers supported to implement actions in the workforce development plan - to ensure the Council's workforce is equipped to meet new challenges and we maximise the efficient use of our key resource
- Staff facilitated to bring forward ideas for efficiencies and innovations
- Staff supported through significant change process and the downsizing required by 2013/14
- Opportunities are maximised for development of shared services as a means of increasing resilience, maintaining service quality and reducing costs.
- Staff Commission to be recalled to review progress made on organisational and cultural change.

Performance @ QTR 3 – On Target

- Progress – POD colleagues are working closely with managers undertaking the staff consultation related to the Budget proposals. The 1:1 and team meetings underway are also offering an opportunity to focus on new ways of working with less resources.
- Colleagues at risk of redundancy or who have opted for Voluntary Severance are the priority for support at this time, additional support and job search skills training is being offered in the form of CV writing and interview skills.
- An action plan is being developed to respond to the comments made by the Council's 'Critical Friend' Brian Dinsdale.
- Shared Services Architect training given to 12 managers in Q3. Further programme to be made available to Directors and HoS (some attended first event in Q4) in Q4.
- Work was commissioned on helping us change culture with an external organisation. It was decided not to proceed.

3. Promote a culture of transparency in everything the Council does (6).

Measure: Details of: Council assets, senior management salaries, resources, decision making, contracts and spending published.

Performance @ QTR 3 – On Target

Progress – Responsibility for Freedom of Information management has passed to Corporate Services as of 1st January 2013. It is the intention to review the most regularly asked questions and undertake an exercise to identify if there is more information that can be usefully published to assist the responses. An information item will be brought to O & S in 2013/14 if Members would be interested.

The Council is now publishing details of all expenditure over £250.00, instead of the £500.00 level we previously worked to.

4. Facilitate the Local Strategic Partnership (LSP), to act as the principal strategic forum for collaboration between service providers, community representatives, the voluntary and private sectors. (3)

Measures: LSP Board is supported to work effectively; challenge partners on performance and policy decisions; act as a collective voice for the town and identify collective solutions to address the issues that impact on Hastings.

Performance @ QTR 3 – On Target

Progress – The Local Strategic Partnership (LSP) meeting took place on Monday 28th January 2013 and welcomed Katy Bourne, Police and Crime Commissioner for Sussex. Katy Bourne gave a presentation on proposed priorities for the Police and Crime Plan. The framework focuses on four areas: Crime and Community Safety, Victim Focus, Public Confidence and Value for Money. Paul Phelps, acting District Commander for Sussex Police also gave a presentation on community safety and the specific challenges of Hastings. The impact of welfare reform on acquisitive crime, domestic abuse and antisocial behaviour was highlighted as a key area, as was the impact of the new link road and the effect this may potentially have on the evening economy in Hastings during the road building.

Members of the Community Safety Partnership were invited to attend the LSP given the topics for discussion and all Members were invited as observers via the Members Bulletin.

Papers and presentations for the Local Strategic Partnership can be found at

http://www.hastings.gov.uk/decisions_democracy/council_meetings/meetings/

5 Project manage the conclusion of the European-funded 'Future Cities' project which has seen £500,000 invested in the town to support climate change adaptation activities. (5)

Measures:

- Host a high profile International Conference in Hastings to share learning and results
- Submit the final funding claim by January 2013 (to claim for activity up to October 2012)

Performance @ QTR 3 – On Target

Progress – Following on from adopting the Climate Change Strategy and Action Plan at Cabinet in September and the LSP in October, the Council became a signatory to 'Climate Local' in November a national initiative to

drive, inspire and support council action on carbon reduction and climate resilience.

The 'Adaptation Compass' the transnational output of the project to aid planning and decision-making around climate change was successfully tested with partners from around the County in November.

Negotiations with our Dutch partners to procure the 'Map Table' are going well, a 5 year maintenance plan is in place and it is hoped the table will be at the Future Cities conference in February. Internal staff training is being planned for March 2013.

The Future Cities final conference planning is in full progress, the final programme has been published and a diverse range of climate change experts from northern Europe and the UK are participating. Bookings are going well and the aim is to showcase Hastings at both the conference, the civic reception at the Jerwood and conference dinner at The Azur.

The Project has very recently been awarded a further time extension which means there is an extra six months of when eligible project expenditure can be claimed, i.e. up to September 2013, with the final claim being submitted for processing by the lead partner by October 2013.

6. Continue to review the Council Constitution to enable further improvements to the decision-making process and make the council more efficient (3)

Measure: Working Arrangements Group convened and recommended changes to the Constitution made arising from new legislative requirements and/or to improve decision-making processes.

Performance @ QTR 3 – On Target

Progress – The next Working Arrangements Group is scheduled for 26th February. There are a number of items that need to be discussed by the WAG and a timetabled programme of work will be developed for 2013/14.

7. Promote and support the Overview and Scrutiny annual work programme. (4)

Measures:

- Annual work programme of Scrutiny Reviews completed to time, cost and specification.
- Overview and Scrutiny Committees review progress against Corporate Plan targets on a quarterly basis to aid transparency about Council performance.

Performance @ QTR 3 – On Target

Progress –

- The Partnerships and Hastings Castle reviews are reporting to this quarter's respective Overview and Scrutiny committee meetings. The University Towns Review is also well underway and progressing as scheduled.
- The Scrutiny Steering Group continue to meet to prepare for their quarterly meetings. This quarter has also involved preparing for the joint meeting of

both Overview and Scrutiny committees to consider the draft corporate plan and budget as part of the consultation process.

- A full Member training and development programme continues and the Members Training and Development Group has met as scheduled this quarter to evaluate this programme and progress related issues.

8. Preparation for 2012 Borough elections and the first election of the local Police & Crime Commissioner (4)

Measure: Statutory timetables met in line with Electoral Commission requirements.

Performance @ QTR 3 – Achieved

Progress –

- The Borough elections were organised successfully with lots of positive feedback from participants.
- The Police and Crime Commissioner (PCC) elections were organised successfully, in conjunction with our Sussex colleagues. We formed part of the Sussex Police Area Authority in the first election of its kind in the UK, run on the Supplementary Voting System.
- We were also chosen as part of the 15% random Electoral Commission sample for these elections, meaning we had to submit evidence and data to show how we were complying with the national Performance Standards. We received confirmation recently that we had successfully passed all the performance standards set, with no issues.

9. Prepare for the introduction of Individual Elector Registration (IER) currently proposed for full introduction in 2014/15 (4)

Measure: Statutory timetables met in line with Electoral Commission requirements.

Performance @ QTR 3 – On target



Progress –

- The Electoral Registration and Administration Bill is currently working its way through Parliament, with the intention of receiving Royal Assent shortly.
- Draft initial project plans and road maps are in place for the introduction of IER in 2014, with data matching exercises expected to be completed this summer.

CORPORATE PLAN PERFORMANCE INDICATORS

The following performance indicators and targets were agreed by Council in February 2012 as one of the key means by which the Council can be publicly held to account for its performance against its promises.

Information is included for the same time period last year for comparison purposes, together with a 'Direction of Travel' to assess trends. Comments by relevant Heads of Service are included where necessary.

Corporate Services - Corporate Plan Indicators							
Indicator	Improvement Direction	Actual Dec 2011	DoT	Actual Dec 2012	Target Dec 2012	Target Mar 2013	
7.1 The proportion of working days/shifts lost due to sickness absence	Smaller is Better	3.91		4.35		5.25	7.00

CROSS CUTTING TARGETS

1. DELIVERING SERVICES INTO THE FUTURE

Brief: Prepare for further significant reductions in Council spending from 2013/14 whilst prioritising the activities and projects the Council has capacity to deliver.

Director: Neil Dart

Contributions: All Corporate Management Group

Lead Member: Cllr Birch

O & S: Resources

2012/13 Targets

- a) Programme of consultation to test local priorities with local people and staff delivered.
- b) Programme of efficiency reviews undertaken, prioritising those with the potential for biggest gains in efficiency, cost savings, and/or resilience
- c) Seek out and explore opportunities for new service delivery models, including shared services where this will provide efficiencies or resilience.
- d) Priority Income Efficiency Review process completed
- e) Medium Term Financial Strategy produced and published
- f) Corporate Plan and Budget for 2013/14 onwards agreed in February 2013

Performance @ QTR 3 – On Target

Progress – The Council's priorities were consulted on during the autumn. Entitled 'Another Conversation' the consultation results were used to help frame budget proposals.

A Medium Term Financial Strategy was published in November 2012.

A Corporate Plan and Budget for 2013/14 was launched for consultation on 18 January. The Budget includes a number of cross-cutting efficiency savings, e.g. electricity/gas, multi-functional devices, management savings and administrative buildings. An extensive series of Priority Income and Efficiency Review meetings were held resulting in a large number of proposals for savings to help balance the budget. Joint procurement savings on waste and street cleansing, and grounds maintenance have assisted the budget to the tune of £1 million per annum in a full year.

Whilst not yet having a balanced budget for 2014/15, the gap between income and expenditure that needs to be bridged is considerably less than the figure identified twelve months ago. The main reason being that the bulk of savings for 2013/14 will continue into 2014/15.

2. CORPORATE RISK MANAGEMENT

Brief: To maintain an environment where risk management is an integral part of planning and performance management processes and the general culture of the Authority.

Director: Richard Homewood

Contributions: All Heads of Service

Lead Member: Cllr Birch

O & S: Resources

- 2012/13 Target(s)**
- a) To maintain an overview of Corporate and Operational risks to the Council.
 - b) To formally review the Corporate Risk Register and report to Audit Committee in September 2012.
 - c) To formally review the Operational Risk Register and report to Audit Committee in January 2013.
 - d) To maintain an overview of the Council's Health and Safety Risk Management Policy and procedures.

Performance @ QTR 3 – On Target

Progress;

- a) Corporate Risk Management Group routinely reviews Risk Registers and reports to CMG.
- b) Corporate Risk Register reviewed by CMG, Reported to Audit Committee on 20 September.
- c) Operational Risk Registers reviewed monthly at DMTs and at Corporate Risk Management Group reported to Audit Committee 16th January 2013.
- d) Health and Safety Risk Management Policy and Procedures review continuing.

3. ENVIRONMENT AND SUSTAINABILITY

Brief: To co-ordinate the implementation of the Council's Environmental Action Plan.

Director: Richard Homewood
Contributions: All Heads of Service
Lead Member: Cllr Birch
O & S: Resources

- 2012/13 Target(s)**
- a) Review performance against year 1 actions in the Environmental Action Plan.
 - b) Review and revise the Environmental Action Plan to ensure it is focussed on the Council's core environmental priorities and compliments county-wide partnership initiatives.
 - c) Review the mechanism for implementing the Environmental Action Plan to ensure it is monitored and implemented effectively ensuring a robust structure is in place for developing an Environmental Action Plan post 2013.
 - d) Investigate publishing energy consumption data on our website.
 - e) Promote the Town wide Climate Change Action Plan adopted with LSP Partners.
 - f) In partnership with others, continue to promote a town-wide climate change awareness campaign during 2012/13 to further stimulate environmentally positive behaviour.

PERFORMANCE INDICATORS

Per capita reduction in CO² emissions in the Local Authority area (4.6 Tonnes per Person in 2012/13)
Percentage CO² reductions from local authority operations

Performance @ QTR 3 – On Target

- a) Completed
- b) Revision of the Environmental Strategy and Action Plan is underway, to reflect the Council's existing strategies and policies and county-wide partnership initiatives.
- c) Plan to report annually on the Council's progress towards its environmental priorities. First annual report expected Summer 2013.
- d) Energy consumption data is now published on the Council's web site at http://www.hastings.gov.uk/business_jobs/estates/council_land_premises/energy_emissions/
- e) The town wide Climate Change Strategy and Action Plan was adopted by cabinet on 10th September and will be presented to the Local Strategic Partnership on 22nd October 2012 for their endorsement.
- f) Plans are underway to host the Future Cities international Climate Change conference 26th & 27th February 2013.

4. CORPORATE EQUALITIES

Brief: Take actions that contribute to the achievement of the Council's Equality Objective i.e.

"To promote equality and an inclusive, supportive community and 'Narrow the Gap' by bringing the quality of life of people in the most deprived parts of Hastings and St Leonards up to those of the rest of the town, and the town up to county and national averages."

In working to achieve this objective we will:

- Eliminate unlawful discrimination
- Advance equality of opportunity between people in our town
- Foster good relations
- Identify priority actions for each year

Director: Neil Dart

Contributions: All Heads of Service

Lead Member: Cllr Kramer

O & S: Resources

2012/13 Target(s) Our 2012/13 priority Equality actions will include:

- a) As Lead Partner in the implementation of the Hastings & St Leonards Equalities and Human Rights Charter Action Plan, we will:
 - Achieve the HBC-led actions
 - Review partners' progress in achieving the commitments made
- b) Ensure all key Council decisions are informed by consideration of equalities impacts and are 'Poverty Proofed' in line with our commitment in the 2012 Hastings and St Leonards Anti Poverty Strategy.
- c) Collate and publish our equality data by the deadlines set by the Equality Act 2010 (i.e. by 31st January each year) ensuring the data we record is as accurate as possible, and is used appropriately to inform service improvements.

- d) Ensure Hastings Borough Council is an attractive employer to all sections of the community.
- e) Work with Stonewall and our staff, residents and local support groups to continuously improve lesbian, gay, bisexual and trans equality.
- f) Support the provision of accurate information about accessibility in our town by working with Disabled-Go and local people to produce an on-line accessibility guide for 500 venues and buildings in Hastings.

Performance @ QTR 3 – On Target

Progress – The Corporate Equalities Steering group met in December 2012 and discussed the Government's review of the Public Sector Equality Duty which forms part of the 2010 Equality Act. The review is expected to be completed by April 2013.

Andrew palmer, Head of Housing, presented an update on asylum seekers in Hastings. An asylum group has been set up in Hastings and meets three times a year to discuss key issues.

Three training sessions on understanding Equalities have been run for members and feedback has been positive. All 32 Members have now received equalities training.

We continue to undertake assessments of equality impacts for new or changing services to inform members decision-making, these are undertaken proportionately to the issue concerned.

The DisabledGo launch in Q4 provides online information about access across 500 locations/businesses in the town. It has been well received.

Received results of Stonewall submission ranked 239 out of 369 organisations. This is an increase of 54 places from last year.

The Equalities profile up to April 2012 was published on the website January 2013.

5. BUSINESS PROCESS IMPROVEMENT

Brief: To deliver continuous improvement to the quality and value of our interaction and communications with customers and the community at large. To rationalise and consolidate Council services in fewer larger buildings, maximise the efficient use of floor space and develop fit for purpose, efficient, flexible and resilient administrative support processes. To maximise opportunities for flexible, mobile and home-working in support of these objectives.

Director: Richard Homewood

Contributions: All Heads of Service

Lead Member: Cllr Kramer

O & S: Resources

2012/13 Target(s)

- a) Establish an Accommodation and Smarter Working Project Board to review, agree and progress the Accommodation and Smarter Working Strategy.
- b) Extend opportunities for flexible, mobile and home working, holding appropriate staff seminars and training sessions for managers in 2012/13
- c) Further consolidate staff occupation of Aquila House.

- d) Review and rationalise existing building support services arrangements for Council buildings and introduce more efficient and cost effective processes.
- e) Review post handling, electronic document and records management systems and evaluate proposals for further integration of system that will provide cost effective improvements in efficiency and reduce storage requirements across the organisation.
- f) Investigate and identify potential improvements to service delivery arrangements in particular maximising the level of transactions and communications through the website, text messaging etc.

Performance @ QTR 3 – On Target

- Progress –
- a) Accommodation and Smarter Working Project Board established. Strategy Reviewed and agreed by CMG and Leadership.
 - b) Strategy development includes exploration of opportunities for further expanding flexible, mobile and home working. Wi Fi facilities installed in HBC meeting rooms and offices. HBC broadband capacity is being expanded to facilitate more remote and home working. Programme of replacing desk top PCs with Laptops where appropriate in progress. Investigations into provision of tablet PCs for Members in progress.
 - c) Further proposals for utilisation of Aquila House and consolidation of staff in the building being developed as an Action Plan to the Strategy. Proposals include relocation of POD and Waste Teams to Aquila House to further consolidate staff in those offices. Exploratory discussions also underway about subletting part of Aquila House.
 - d) Support Services Teams now re-aligned to report through POD. Town Hall support arrangements reviewed and implementation of changes underway. Plans to relocate POD to Aquila House agreed
 - e) All post handling now centred on Aquila House. Rationalisation of use of first class post and DX is underway. Existing electronic document and records management software is being upgraded and investigation underway to extend its use to other service areas.
 - f) PAYe.net has been rolled out throughout the Council except for Parking Services. The lifts are using PAYe.net although there was a problem with the siting of the computers which made it difficult to take payments by debit/credit card. This has been resolved by the purchase of mobile hand held payment devices. . In Parking services PAYe.net and the parking system ICES need to be integrated and in Finance the interface between PAYe.net and Agresso need enhancing to make the system more robust. IT are currently working on this area with a view to resolving the issues. After the roll out has been completed, Capita, the hosts, advise that there is a need to upgrade the

current software to the latest version to ensure continued support and there are further modules and enhancements that need to be considered to achieve further efficiencies moving forward. Capita have provided quotations for these modules such as the ability to set up direct debits on the web, the ability to fill in forms on-line to order services from the Council to enable our customers to "self serve". The installation of these upgrades needs to be scheduled by IT after consideration of the other IT priorities of the Council.

The take up of Touch Tone to the end of December 2012 since it went live in April 2011 is as follows:-

Details	£
Touch Tone payments	3,767,652.40
Number of Touch Tone transactions.	30,871

6. CONTACT CENTRE PROJECT

Brief: To deliver a fully operational Contact Centre by the end of Q2 2012/13.

Director: Simon Hubbard

Contributions: All Heads of Service

Lead Member: Cllr Kramer

O& S: Resources

2012/13 Target(s)

- a) Develop the contact centre from initial pilot stage to fully operational contact centre by the end of Quarter 2 2012/13.
- b) Oversee transfer of Contact Centre responsibilities to Corporate Services
- c) Progress reviewed by March 2013.

Performance @ QTR 3 – Target achieved

Progress – Very good progress was made during this period, with the 'Revs & Bens' face to face service, the last big element to transfer into the contact centre, actually moving into the town hall on 1st October, one day after the end of the target period.

All main services have now been transferred to the contact centre, and an 'end of project' report will go to April's Cabinet.