

## Draft Corporate Plan 2008/0 – 2010/11

### Part II - 2008/09 Annual Targets

#### COMMUNITY WELLBEING

##### Housing Services

- 1) Begin the development of over 700 new homes in Hastings under the Millennium Communities Programme, with start on site achieved on the first residential units at Ore Valley and Station Plaza in 2008/09.
- 2) Accredit a further 60 properties through Accredited Lettings Scheme.
- 3) Complete a review and prepare a revised Homelessness Strategy for adoption in July 2008.
- 4) Undertake a review of the Council's Housing Strategy, in preparation for the adoption of a revised strategy in 2009/10.
- 5) Review existing affordable housing policies in line with Local Development Framework timetable.
- 6) Deliver a further 70 affordable homes.
- 7) Return a further 30 empty dwellings to residential use.
- 8) Establish a private sector improvement target to 2010 with annual milestones.
- 9) Continue our focus on improving private sector housing in Central St Leonards through financial assistance and enforcement action to achieve the decent homes standard in respect of 30 properties.
- 10) Improve access to the private housing sector for people in housing need, through the Council's Home Search service.

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##### Leisure Services

- 1) Monitor the leisure contract for the leisure centres, Summerfields, Falaise and Hillcrest to ensure that they continue to meet local demand.
- 2) Provide opportunities for people of all ages to enjoy physical activities and adopt healthier lifestyles e.g. through the Active Hastings and Street Games programmes.

Cabinet 21<sup>st</sup> January 2008

- 3) Continue to explore the options for new leisure facilities and develop proposals as part of a sports facilities strategy to ensure that quality leisure and recreation facilities remain available for the community.
- 4) Maintain and improve opportunities for children to develop skills through play by enhancing the regular programme of activities and developing new play space with the support of the lottery funded "Make Way for Play" portfolio.
- 5) Develop new arrangements for the White Rock Theatre in preparation for the end of the contract with Live Nation, as managers of the facility.

### **Personnel and Organisational Development**

- 1) Agree and implement a single equalities scheme combining all equalities plans, and work towards moving from Level 3 to level 4 of the Equalities Standard for Local Government in subsequent years.
- 2) Continue to review policies and procedures to take account of all existing and emerging equalities legislation.
- 3) Continue to work with Directorates and external partners to deliver on the disability and gender action plans.
- 4) Review and amend the Race Equality action plan after consultation with Local Strategic Partnership (LSP), Black and Minority Ethnic (BME) groups and staff.
- 5) Implement a management competency framework for Senior Managers to define what management skills and behaviours we need as an organisation to manage staff and services effectively.
- 6) Continue to implement organisational changes, resulting from the review of our administration procedures and public contact arrangements, to improve the quality of customer experience.
- 7) Continue to address stress and stress-related problems experienced by Council staff, develop and implement a Stress Action Plan, and undertake a staff survey.

**Community Services** – Targets to be added subject to consultation on the anticipated merger with Regeneration

## **REGENERATION AND PLANNING**

### **Destination Management**

- 1) Maintain effective internal and external communication via newsletters, email bulletins, press releases and web development.
- 2) Maximise income from commercial activities such as selling advertising space in 'About' magazine and marketing the Town Hall and Hastings Museum and Art Gallery as venues for weddings and civil partnership ceremonies.
- 3) Work with partners to maximise the potential of the visitor economy by developing and implementing a marketing plan for Hastings & 1066 Country, with a particular focus on e-marketing.
- 4) Maximise the potential of 'off season' tourism by managing and promoting, with partners where appropriate, a comprehensive events programme.
- 5) Build upon the success of the refurbished Museum by developing a programme to maximise visitor volume, and value, at the Museum.
- 6) Continue to provide tourists and residents with to a fully accessible range of services through the Hastings Information Centre, websites, telephone and information kiosks.
- 7) Manage relocation of the Old Town Tourist Information Services and ensure that suitable information provision is made in the Old Town.
- 8) Inaugurate the Stade Education project by:
  - appointing staff to the project
  - developing and implementing a three-year heritage based education programme targeted at schoolchildren, university students and community/lifelong learning
  - expanding the interpretive opportunities for visitors to the Stade
- 8) Develop an Interreg IV bid, and a Heritage Lottery Fund bid, for the improved accessibility of Hastings Castle.
- 9) Successfully manage the programme of revised opening hours for the Castle and Old Town Hall Museum to ensure they deliver the maximum public benefit.

## Planning Services

- 1) Determine planning and related applications in order to meet or surpass the Government's targets.
- 2) Work closely with Task Force partners to bring forward detailed proposals for consideration by the Planning Committee for Priory Quarter in the Town Centre, at Ore Valley and Queensway and then work with the Task Force to implement those which receive consent.
- 3) Work with the Task Force, Learning and Skills Council and other partners to ensure the development of Sussex Coastal College Hastings on Station Plaza.
- 4) Build on the already successful lobbying and Hastings' status as a Regional Hub to secure improvements to the road and rail transport links, specifically to support the bid for the Hastings/ Bexhill link road and press for the announcement of a preferred route by the Highway Agency for the Baldslow Link.
- 5) Progress the Hastings Local Development Framework, ensuring an integrated approach with the development of the Hastings & St Leonards Sustainable Community Strategy, by:
  - consulting on the Core Strategy Preferred Options
  - preparing the submission version of the Preferred Options
  - commencing work on the Site Allocations Development Plan Document and the Hastings Town Centre Area Action Plan
  - assist in progressing the Local Area Transport Plan
- 6) Through our zero tolerance approach to neglected and derelict buildings and land, target at least 30 neglected and derelict buildings or areas of land, prioritising those in the Central St. Leonards Renewal Area and in Pelham Crescent and Arcade.
- 7) Implement the second phase of grants for the conservation and repair of buildings that form part of our historic townscape in the Central St. Leonards Renewal Area.
- 8) Implement the management plan for Marine Court by pursuing the:
  - Completion of the restoration of the main canopy
  - Replacement of windows at Hanover House
  - Removal of unauthorised external installations
- 9) Take forward the masterplanning proposals for West Marina providing a firm planning basis for the development and securing developer interest in the site.

## **Projects**

- 1) Work with owners and residents at Pelham Crescent and Pelham Arcade to deliver phase 1 and prepare for phase 2 of the façade restoration project.
- 2) Work with East Sussex County Council to develop and deliver pavement widening and pedestrian safety improvements in the Pelham area.
- 3) Work with East Sussex County Council to deliver phases 1, 2 and 3 of the Kings Road Corridor Public Realm improvement project in Central St. Leonards.
- 4) Support staff moves to alternative office premises and specifically the relocation of the Revenues & Benefits service from Wellington Square to newly designed publicly accessible facilities at Aquila House.
- 5) Successfully manage capital projects within the Council's Capital Programme to meet client departments' needs and deliver within agreed time and budget.

## **Regeneration 2008/09**

- 1) Continue to work with the police and other key partners to reduce crime and disorder and the fear of crime in the Borough by coordinating the work of the Safer Hastings Partnership.
- 2) Prepare and implement a new three year Community Safety Plan of our crime reduction projects, targets, community priorities and community safety initiatives.
- 3) Work in partnership with the College and other vocational training providers to enable progression routes into vocational training and skills opportunities for young people not in education, employment or training.

**Further targets to be added subject to consultation on the anticipated merger of Economic Development with Community Services.**

## **ENVIRONMENTAL SERVICES**

### **Environmental Health**

- 1) Continue to improve the quality of the local environment by taking enforcement action to combat enviro-crime such as noise nuisance, littering, dog fouling and fly-tipping.
- 2) Subject to consultation - Develop the role of the new Environmental Community Officers to focus on environmental enforcement and improvement and enhancement of the public realm.
- 3) Continue to work with partners to improve standards within premises licensed by the Council with respect to the sale of alcohol and the provision of entertainment under the Licensing Act 2003.
- 4) Continue to ensure the safety of the community through food hygiene and health and safety at work inspection and enforcement programmes.
- 5) Work with other environmental health services across Sussex to introduce a publicly accessible countywide "scores on the doors" food hygiene rating system and prepare for the public launch of the scheme in April 2009.
- 6) Continue to prepare and refine contingency plans for high-risk activities and major civil incidents within the Borough, in conjunction with the other key emergency planning partners.

### **Amenities and Resort Services**

- 1) Continue to implement the Parks and Open Spaces Strategy and achieve quality standards for our parks and open spaces.
- 2) Revise and agree the sustainable business plan for Pebsham Countryside Park with East Sussex County Council and Rother District Council.
- 3) Rationalise the new Ranger Team to enhance its environmental and enforcement role in parks and nature reserves.
- 4) Develop and agree a comprehensive Beach Management Plan.
- 5) Develop proposals for the completion of repairs and refurbishment of the East and West Hill Lifts and for income producing initiatives at the East Hill and West Hill lifts.
- 6) Work in partnership with the Environment Agency, Water Authorities and our coastal neighbours to address the new European standards for bathing water quality.

- 7) Manage the restoration and development of farm facilities at Hastings Country Park and work with partners to secure a sustainable future for our countryside management programme.
- 8) Implement the Biodiversity Strategy and action plan for 2008/09.
- 9) Begin to implement the improvement plan from the Best Value Review of Public Realm Maintenance.

### **Parking and Highways**

- 1) Following the County review of Highways, retain and refine the Hastings Highways Management Agreement and the related Codes of Practice.
- 2) Work with partners to implement the Quality Bus Partnership Action Plan to further improve the punctuality of bus services and increase the number of bus passenger journeys made
- 3) Minimise congestion and improve road safety by providing an efficient and effective parking enforcement regime.
- 4) Continue to maintain car parks in the Borough to provide clean, safe and secure facilities for customers.
- 5) Continue to work in partnership with the Police to deal with uninsured, unlicensed and abandoned vehicles
- 6) Respond positively to the Economic Impact Assessment of the proposed Controlled Parking Zone in Central St Leonards, and consult, if appropriate on future proposals for parking controls.
- 7) Implement the parking enforcement provisions of the Traffic Management Act 2004 and consider the introduction of additional enforcement powers under the Act.

### **Waste Services**

1. Complete the implementation of phase 1 of the twin bin refuse and recycling collection scheme and progress plans for the implementation of phase 2.
2. Continue to manage the waste collection and recycling contract with Veolia to ensure that it is delivered in accordance with the contract specification.
3. Identify more environmentally and financially sustainable alternative arrangements for processing recyclates and expand as far as possible the range of materials that residents can recycle.
4. Explore and report on the recommendations of the County Council's Best Value Review of Joint Waste Services and identify steps required to synchronise contract end dates to allow options for a joint tendered service to be considered.

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5. Introduce an alternative Garden Waste collection scheme and review participation and service delivery.
6. Develop and begin to implement improved recycling and refuse collection services to areas of the Borough not covered by the Twin Bin scheme.
7. Continue to improve the standard of street cleansing and our performance under BVPI 199 as a result of increased containerisation of refuse and more efficient management of the street cleansing contract.



## **CORPORATE RESOURCES 2008/09**

### **Internal Audit and Investigations 2008/09**

- 1) Provide a shared Fraud Investigation service to Rother District Council meeting their service requirements and generating savings for Hastings Borough Council.
- 2) Embed our risk management processes and develop identification and recording throughout the organisation of significant partnership and opportunity risks.
- 3) Continue to deliver the Audit Plan and report outcomes to the Audit Committee.
- 4) Continue to review our procurement arrangements and, working in collaboration with other local authorities and the South East Centre of Excellence, put in place improved arrangements for supplies and service contracts.

### **Financial Services 2008/09**

- 1) Produce a balanced budget for 2009/10 that takes account of evolving priorities and known financial pressures.
- 2) Work with partners to upgrade Agresso software and prepare for further automation of procurement activities.
- 3) Achieve annual accounts and budget timetables.
- 4) Consolidate our Use of Resources Assessment position.
- 5) Continue to improve Council tax and business rates collection.
- 6) Continue to monitor and meet Benefits performance targets in respect of new claims and change of circumstances.
- 7) Ensure the successful implementation of the Local Housing Allowance (LHA) Housing Benefits Scheme to support private tenants on low incomes renting from private landlords.
- 8) 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.

### **Information Technology 2008/09**

- 1) Agree and implement a new Information Strategy to provide a framework for dealing with records management, information security and data quality.
- 2) Improve our environmental performance by reducing our collective server power energy consumption.

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- 3) Continue to maintain the Council's IT network, facilitate office moves and provide IT support to enable the smooth running of the Council.
- 4) Enable the work life balance of employees to be met and rationalise our use of office accommodation by using technology to enable flexible working for staff.
- 5) Continue to work with Access East Sussex on the development of shared services.
- 6) Develop and implement plans to improve the quality of customer contacts across the Council.

### **Legal and Democratic Services 2008/09**

- 1) Continue discussions and negotiations with the Foreshore Trustees and the Charity Commission to seek a satisfactory conclusion to Sea Front issues.
- 2) Work with other local authorities towards a shared legal service.
- 3) Undertake regular review of Council Constitution to enable further improvements to the decision-making process.
- 4) Enable elected councillors to undertake a comprehensive work programme of scrutiny reviews and policy development work.
- 5) Provide a comprehensive training programme for councillors including induction for new councillors, undertaking scrutiny and regulatory functions and responsibilities arising from equalities legislation.
- 6) Ensure that the Councillor Call for Action Regulations are implemented and issues raised under these powers are reported to Overview and Scrutiny.
- 7) Review the advantages obtained from the costs attached to membership of the East Sussex County Council health scrutiny committee.
- 8) Support the Council's democratic processes by the timely organisation and management of meetings and production and distribution of agendas and minutes.
- 9) Take proper measures to organise the 1<sup>st</sup> May 2008 Borough Elections efficiently and in accordance with all legal requirements.

## **Policy, Partnerships & Sustainability**

- 1) Continue to respond to external assessments and to demonstrate the Council is achieving 'Value for Money' and improving efficiency, together with quality of service delivery and responding to local needs.
- 2) Embed changes in council practice arising from the Climate Change Bill, the Sustainable Energy Act 2005 and other policy developments.
- 3) Work with partners across East Sussex to agree and implement a new three-year Local Area Agreement as the key delivery plan for improving outcomes for local people.
- 4) Work with the Local Strategic Partnership to revise the Hastings and St Leonard's Community Strategy 2003 – 2013, ensuring compatibility with the Local Development Framework, thereby meeting the requirements of the Sustainable Community Act 2007.