

# **HASTINGS BOROUGH COUNCIL**

## **DRAFT CORPORATE PLAN**

### **2009/10 – 2011/12**

The Corporate Plan consists of the following 3 documents:

Part I Corporate Strategy*	Strategic direction, priorities, context and 3 year goals
Part II Annual Plan*	2009/10 - Targets and Milestones
Part III Annual Report **	Retrospective report on performance in 2008/09 and 3-year performance targets

\* To be agreed by Council on 23rd February 2009

\*\* To be agreed by Cabinet on 15th June 2009

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# Part I

## Corporate Strategy 2009/10 – 2011/12

### 1. Introduction

#### About this Plan

1.1 This Corporate Plan is a statement of Hastings Borough Council's strategic direction over the next three years to the end of 2011/12. 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.

1.2 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.
- Corporate and Service goals covering a 3-year time horizon, as well as more detailed performance targets and milestones for 2009/10.

#### Statement of Responsibility

1.3 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.

#### Planning on a 3-Year Cycle

1.4 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.

1.5 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, and its delivery is supported by processes that are flexible, in order to enable us to respond to changing circumstances and opportunities as they arise.

#### About Hastings Borough Council

1.6 As a public service organisation we have two key responsibilities. The first is to firstly deliver good quality, customer focused, value for money 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.

1.7 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 inappropriate 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:

### **Economic Down Turn**

2.2 The dramatic and steep decline in the global and UK economy since late summer 2008 has been sudden and unprecedented in many ways. Official figures in the latter part of October revealed that the economy had shrunk by 0.5%, representing the worst economic growth performance since 1990. The sharp rise in national unemployment levels, diminishing business confidence, the downturn in construction and the collapse of the housing market are just some of the early symptoms of the steep economic decline and impending recession. The UK economy is expected to be in technical recession in early 2009.

### **National Policy and Legislation**

2.3 Local Democracy, Economic Development and Construction Bill – to follow

2.4 Duty to Inform, Consult and Involve – to follow

2.5 Sustainable Communities Act 2007 – to follow

## **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 We will continue to work with our partners to ensure that the needs of Hastings and the most vulnerable people in other areas of the county are highlighted and appropriately addressed. The following sections set out how we are continuing to work with others across the County and within Hastings to achieve this goal.

### **East Sussex Integrated Sustainable Community Strategy – Pride of Place**

3.3 We worked with the County Council, other district councils and partners to develop an integrated Sustainable Community Strategy which was adopted in May 2008. The strategy sets out a vision for the whole of East Sussex in 2026 to 'create places where everyone can prosper, be safe and healthy, and live in a high quality environment.'

3.4 'Pride of Place' (PoP) draws together the evidence that tells the story of the place that is East Sussex, and highlights the diversity and inequality that exists across the county. There is a particular focus in Pride of Place on the need to reduce this inequality, and to narrow the gap between the least and most deprived individuals and communities, while raising the quality of life for everyone. The long-term vision in PoP will be delivered through the Local

Area Agreement (see below); a Countywide Action Plan and the action plans that support the local Borough and District's Community Strategies.

### **East Sussex Local Area Agreement (LAA)**

3.5 The aims of Local Area Agreements are to improve local services and increase 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 Central Government. The LAA is also intended to provide a way of strengthening partnerships and partnership working and streamlining performance management systems. The County Council is the accountable body for the LAA in East Sussex.

3.6 The East Sussex LAA was signed in June 2008 and is made up of 49 targets, 16 of which are mandatory children and education targets, the rest are made up of targets from the National Indicator Set (the 198 national targets set by Central Government for all local authorities) which reflect the shared priorities across the County. There are a number of targets that relate to Hastings alone, in recognition of the issues and problems which affect our town, and which can only be resolved by partnership working with other agencies.

3.7 Most of the LAA indicators have targets and an associated delivery plan which sets out the roles, responsibilities and actions of each of the partners engaged in delivering on the targets. The remainder will be in place by March 2009. For more details on the LAA please see the website of the East Sussex Strategic Partnership (the body who is overseeing delivery of the LAA) [www.essp.org.uk](http://www.essp.org.uk)

### **Comprehensive Area Assessment (CAA)**

3.8 Comprehensive Area Assessments will be introduced in 2009. CAA replaces the previous performance assessment CPA – Comprehensive Performance Assessment – this focussed solely on the performance of 'Best Value' authorities such as Local Government and Fire and Rescue Services. CAA is very different as it focuses on how well all local services work together for the benefit of their local area.

3.9 The aim of CAA is to move away from multi-inspectorate reviews of an area and organisations towards one annual assessment for the area (in our case East Sussex). The Area Assessment will also assess how well the Councils and their partners know and engage with their communities (especially vulnerable/harder to reach people), and how well local communities are involved in defining priorities and assessing outcomes in their area.

3.10 The Area Assessment will be supported by individual organisational assessments (Use of Resources) on how well the councils and Fire and Rescue services manage their finances, business, resources and performance.

3.11 The Government sees the reporting of CAA as a key way to help citizens hold local services to account. The final details of the new regime will be published in spring 2009 and the first assessment results will be published in November 2009.

## **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 by 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 Hastings, in common with a number of other coastal towns, faces significantly high levels of deprivation. Our ranking in the 2007 Indices of Multiple Deprivation showed that we are the 29<sup>th</sup> most deprived district in England, and the most deprived in the SE Region; we are also significantly more deprived than other areas in East Sussex.

4.3 The progress we have made in recent years will be challenged considerably by the current economic downturn. With unemployment expected to soar during 2009, Hastings may, in the very short term, be less exposed given that we have a small financial services sector and the public sector is a major employer locally. History does suggest however that recession hits communities like Hastings disproportionately harder and for longer as local people are less able to take up alternative employment and have less wealth to sustain them.

4.4 We recognise that delivering our longer term goal, and the key Community Strategy target of 'Narrowing the Gap', will be even more challenging in these times. The gap could initially be narrowed by the reduction in employment and income levels of those in the rest of the County and country. Our aim however is to raise our town to achieve similar levels of prosperity to others and see sustained, real improvements in the quality of life of people in Hastings and this will only come about through regeneration. We need therefore to take positive action to reduce and mitigate wherever possible the impacts of recession and to continue with our regeneration work to lay the foundations for recovery.

### **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 2005/06, 2008/09 and 2013/14.

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 requirements of the Local Government and Public Involvement and Health Act 2007, the strategy is being



refreshed again (will be finalised by June 2009) 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 priorities set out in our town's Community Strategy are also reflected in the East Sussex Integrated Community Strategy, and the East Sussex Local Area Agreement.

### **Area Based Grants**

4.11 In recognition of the complex issues faced by the town, the Government awarded Hastings and St Leonards a number of Area Based Grants (ABGs) over three years to address issues of worklessness, enterprise and community cohesion

4.12 Work has been ongoing during 2008/09 to identify the best and most focused use of the ABGs to ensure maximum impact. An Advisory Group worked with the Council to identify a number of desired outcomes and these formed the basis of a commissioning process for interventions to be funded from the ABG.

4.13 Interventions supported by the Area Based Grant programme are focused on outcomes that close the gap between Hastings' economy and the rest of the county and the region. There is also a focus on tackling the disparities in economic performance within the Hastings area and on particular pockets of deprivation through spatial and demographic targeting. Area Based Grant funded activity will also support the objectives of the (currently draft) Community Cohesion Action Plan.

4.14 A number of outcomes that are intended to be delivered through the Area Based Grants programme are closely aligned to targets in the Hastings & St Leonards Community Strategy, the East Sussex Local Area Agreement (LAA) and the (currently draft) Hastings and Bexhill Economic Development and Inclusion Strategy. Achieving some of these targets will be very challenging during a recession, particularly those related to moving people into work who lack skills and face other considerable barriers to employment, as well as business and employment growth targets.

4.15 In response to the worsening economic climate, additional special measures, in the form of urgent and intensive support to local people and businesses affected by the economic downturn were agreed by the Cabinet in December 2008 to be rolled out in advance of the main ABG programme.

### **Local Development Framework**

4.16 The key strategy document for the future spatial planning and place shaping of Hastings and St Leonards is the Local Development Framework(LDF). 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.
- Create a framework for private investment and regeneration that promotes economic, environmental and social well-being for the area.

4.17 The Local Development Framework underpins 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.

## **5. Hastings Borough Council Focus**

### **Financial Context\***

5.1 The serious economic downturn (likely be to a recession by the time this Plan is agreed in February 2009) has a huge bearing on Hastings Council and makes our financial and service planning much more uncertain than would normally be the case.

5.2 We were already facing a challenging time, with our provisional 3 year financial settlement from the Government lower than inflation. This position has deteriorated due to the significant fall in a number of income streams (e.g. planning, parking, land search income); the collapse of the property/construction market which has meant we have been unable to sell some of our land assets as planned, to support our capital programme and lower interest rates meaning we are not making as good a return on our longer-term investments as we had previously. This financial backdrop has to be set against the likelihood of higher demand for Council services (homelessness, benefits etc.)

5.3 The uncertainty about the length and severity of a recession means our budget setting and forecasting has to make judgements about the level of income we might expect over the next year or two, the level of interest rates and other key factors which are impacting globally and changing almost daily. The need to ensure we have adequate reserves is very important to enable us to deal with potentially large and unexpected losses of income and increased demand for services.

*\*For full details of our financial context and planning please see the Medium Term Financial Strategy and 2009/10 draft Budget available from .....( link to be inserted)*

### **Priorities and Principles**

5.4 Each year the Council reviews its priorities to ensure that they remain appropriate to current circumstances and opportunities. With the on-set of the economic downturn the Council needs to ensure its limited resources are properly targeted.

5.5 In November 2008 the Council's Cabinet agreed a set of 4 draft strategic priorities to underpin development of the Corporate Plan and the related Budget for 2009/10. These were then the subject of consultation with local people via the Citizens' Panel and our website; the Council's Overview and Scrutiny Committees and our staff.

5.6 The draft priorities are set out in the table below:

## DRAFT CORPORATE PRIORITIES

### **Priority 1: Doing everything we can to soften the impact of the economic downturn on the town's economy and residents' lives**

The Council will do this by...

- a) Supporting projects that protect employment and help sectors with longer term growth potential for when the economy improves
- b) Supporting projects that get people into training and jobs and stop young people falling into unemployment straight after leaving school
- c) Constantly looking for new investment in the town's infrastructure *to help safeguard employment during the economic downturn*
- d) Maintaining our investment programme so we keep improving housing in the town
- e) Working closely with our partners to offer residents and visitors good leisure and cultural facilities

### **Priority 2: Working closely with our partners to make the town clean and safe**

The Council will do this by...

- a) Working with key partners on safety issues, particularly in the town centres
- b) Continue improving our rubbish and recycling service and street cleanliness
- c) *Maintaining and enhancing our high quality open spaces for all to enjoy*
- d) Reducing our organisation's carbon footprint and also the town's

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

The Council will do this by...

- a) Improving administrative efficiency and value-for-money
- b) Improving the quality and effectiveness of all our communications with customers
- c) Becoming a better employer by dealing with issues like internal communications which are often raised in staff surveys, *and striving for a workforce that better reflects our local community*
- d) Doing all we can to soften the blow of reduced income and increased costs on our organisation
- e) Keep providing essential services and doing the things we must do by law, at or above minimum requirements, for our staff and customers

### **Priority 4: Promoting equality and an inclusive, supportive community**

The Council will do this by...

- a) Encouraging mutual respect between diverse groups and facing up to prejudice
- b) Improving our understanding of different groups living in the local community and making sure our service delivery is sensitive to these differences
- c) Helping local people to influence decisions about the area they live in

5.7 The principles that are applied to the development of the Corporate Plan and the 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

## **Improving the way we work**

### **Efficiency, Use of Resources and Value for Money**

5.8 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 Efficiency 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.

5.9 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.

5.10 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.

5.11 The Council has a good track record for identifying efficiencies, having exceeded our Government 'Gershon' target of 2.5% of efficiencies annually between 2005/06 – 2007/08. We are also required, as part of a new National Indicator (NI 179) to make an annual estimate of the efficiencies we expect to make each year and report the actual outcome the following July. We are required to publish details of these expected efficiencies with the annual Council Tax bills. Our figures will show ongoing (at least two years) efficiencies of £1.036 million in cashable savings for 2008/9. This translates into a saving of £36 per year per Council Tax Band D household compared to the national average of £22.

5.12 The PIER process which supported the development of the 2009/10 Budget was even more robust than usual because of the worsening financial climate and uncertainty about

future service demand. Each service was reviewed in detail, and ideas for efficiencies, reduced expenditure, increased income and opportunities for delivering services differently e.g. in partnership with others were explored. This processes identified around £1.5m of efficiencies, increased income opportunities and savings, the full details are included in Appendix K of the Budget papers (link to be inserted).

5.13 The PIER process also elicited a list of ideas and suggestions from staff and managers which had too long a lead in time to have an impact on developing the 09/10 Budget. These ideas will however be explored as part of the continuing PIER process, starting in February 2009.

5.14 This programme of efficiency reviews will look at activities across the organisation not simply within services to identify more effective use of resources and better procurement options and we will continue to explore rigorously options for shared/joint service opportunities as we believe, that in many cases this can offer economies of scale, greater efficiency and better resilience. This programme will also include a review of the senior management structure.

5.15 By ensuring the PIER process carries on into 2009, we will continue our drive for greater efficiencies and begin to address the funding gap for 2010/11 and 2011/12. The many uncertainties that surround the budget setting process may also be clearer as we work through this programme of reviews. An update report will be presented to the Council's Cabinet meeting in July.

## **Equalities**

5.16 The Council has a legal requirement to address equalities issues around race, disability and gender, which are soon to be incorporated into a single duty which will also include gender reassignment, age, sexual orientation and religion or belief. We aim to be able to demonstrate an enduring commitment to equality and enabling "equal life chances for all" by working towards a position where we could reasonably be assessed as Level 3 or "achieving" under the Equalities Standard (Framework) for Local Government by Autumn 2009. We will achieve this by ensuring that all our service plans and delivery consider the equalities themes of:

- Age
- Gender
- Religion/ Belief
- Ethnicity
- Sexuality
- Disability
- Poverty

## **Smart Working and Reducing Accommodation Requirements**

5.17 Even before the current economic downturn, there were pressures on local and central government departments to improve performance and efficiency and reduce costs. The 2007 Lyons Report of introduced the concept of reducing the cost of accommodation as a means of focussing more of limited resources on front line services to the customer, and the 2005 Hampton (also HM Treasury) report focussed attention on councils sharing services to

improve efficiency and release resources. Added to these external pressures are the need to reduce our carbon footprint by reducing accommodation and travel, and reducing energy and materials consumption.

5.18 The pressure on local government to deliver more for less has never been greater. This is inevitably putting staff under more and more pressure and maintaining an appropriate work life balance is becoming increasingly difficult for many.

5.19 The Council has a number of initiatives on accommodation and smart working that are a direct response to these pressures. We are trying to find sustainable efficiencies, productivity improvements and increased staff satisfaction, by creating an environment where new and alternative ways of working can succeed.

5.20 Our accommodation changes are designed to bring people together in fewer larger buildings, to improve communication and efficiency, and reduce running costs without impacting directly on staff resources. The focus of these moves is the closing of Century House and expansion of offices and public reception areas in Aquila House.

5.21 The introduction of new ways of working is an essential part of the overall package. Not only will it help us achieve some of the accommodation objectives around reducing office space requirements, energy use and improve efficiency. It should also offer real opportunities for many staff to change the way they work and improve or restore their work life balance. Smart Working can be IT based with initiatives for either home or mobile working, or it can be culture based without the need for significant IT investment. Changes to working patterns can make a real difference to an individual's productivity and performance, and free up more time for a 'private life'.

## **6. Our 3-year Goals**

6.1 In the main, our Goals remain the same as in the 3-year Corporate Plan agreed in 2008. We recognise that making as much progress as we would like in the current economic climate will be challenging, but our goals remain ambitious. There is much to do to make Hastings the place we know it has the potential to be, and to ensure that everyone in our town has an improved quality of life.

### **A. Corporate**

1. Work with partners to achieve the Community Strategy Targets and milestones
2. Contribute to achieving the East Sussex Local Area Agreement targets by 2010/11
3. Meet National and Local Performance Indicator targets – listed in Part III

### **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**

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.
7. Maximise the regeneration potential of arts and culture for Hastings.

#### **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 antisocial behaviour and addressing the rise in public place violent crime.
3. Strengthen democracy and administer local, national and European elections.
4. Empower and involve local people to contribute to decisions about their town and service delivery.
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. Maintain and improve the quality of the environment in local neighbourhoods through effective front line enforcement services using powers under the Clean Neighbourhoods and Environment Act.
8. Support development of sustainable and cohesive communities, with effective and inclusive engagement.
9. Ensure there are opportunities for people of all ages to become more involved in art and cultural activities and, by developing sports and leisure facilities and an ongoing strategy, 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. Strive to be a listening employer who encourages ideas and acts on the suggestions of its staff to help improve performance against corporate objectives.
4. Achieve the aims of the Council's Office Accommodation Strategy and make the Council's buildings as environmentally sustainable as possible.
5. Inform corporate decision-making with intelligence gained from effective consultation, performance management, and analysis of national and local policies, research and best practice.
6. Further enhance the Council's Scrutiny function to address the requirements of the Local Government Act 2007
7. Ensure all projects and high-risk activities use best practice project management techniques and methodology to deliver projects to time, budget, and agreed specifications.
8. Further improve Financial Management Information
9. 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 and ensure that measurable targets are set to make the town more sustainable.
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. The Link to Annual Priorities - Corporate Part II**

7.1 Part II of the Corporate Plan sets out targets and details some of the activities that will be undertaken in 2009/010 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 our 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 2009/10 into detailed Service Delivery Plans and individual staff targets. These are monitored through quarterly performance reviews and the staff appraisal process.

## Part II

### Annual Targets – 2009/10

This part of the Council's Corporate Plan sets out targets and details some of the activities that will be undertaken in 2009/10 towards meeting our 3-year goals listed in Part I.

These targets are monitored by the Overview and Scrutiny Committee quarterly and are the means by which the Council is publicly held to account.

We ensure that our 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 2009/10 into more detailed Service Delivery Plans and individual staff targets. These are monitored through quarterly performance reviews and the staff appraisal process.

Most targets for 2009/10 are set out under the headings of the Council's four directorates and the services that operate within those directorates. There are also a set of cross-cutting targets, which reflect the large amount of activity carried out across the organisation, and which involves a range of staff and services all working to deliver a project.

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## **ENVIRONMENTAL SERVICES DIRECTORATE**

### **Environmental Health Services**

1. Help to improve public safety and the atmosphere of the town centre late at night, by working with partners such as the Police to reduce alcohol and drug related anti-social behaviour. We will achieve this by routinely sharing intelligence with other agencies, carrying out regular intelligence lead late night compliance checks at licensed premises, and by offering advice and support on good practice to existing licensees, and to potential new licensees.
2. Help to improve the local environment by taking enforcement action to combat environmental crime such as noise nuisance, littering, and dog fouling, and by educating the general public on these important quality of life issues.
3. Promote and enhance better public health, safety and wellbeing by ensuring that all local food businesses provide safe food, and all local employers provide safe workplaces. We will achieve this through a balanced programme of education and support for businesses, and enforcement of food hygiene and occupational safety legislation.
4. Work with partners across Sussex such as the Police and the Fire and Rescue Services to review and update the Council's generic emergency plan. We will test this revised plan by holding a multi agency training exercise involving as many of the Council's emergency response team as practicable.

### **Parking & Highways**

1. Deliver Highways projects and work programmes on time and within budget under the terms of the Highways Agency Agreement with ESCC and the codes of practice.
2. Work with partners to deliver the objectives of the Quality bus Partnership Action Plan. Help improve bus punctuality by effective enforcement of parking restrictions in bus stop clearways and bus corridor routes.
3. Deliver an effective and efficient parking enforcement scheme to reduce congestion, maintain traffic flows and enhance safety at road junctions and school safety zones.
4. Maintain and manage Borough Council car parks to ensure we retain our 12 Safer Car Park Awards.
5. Work with partners and the Department for Transport to bring to a conclusion the discussions over the experimental Town Centre cycling proposals and implement the outcome of that work.
6. Monitor the impact of the revised parking scheme in central St Leonards to ensure it delivers the objectives of the Economic Impact Assessment to the benefit of the community.
7. Work with partners to relocate the CCTV monitoring room to the new College building in order to provide a more fully integrated CCTV system able to deliver enhanced monitoring to reduce crime and the fear of crime and support the local economy.

### **Recycling and Waste Services**

1. Subject to the results of the consultation exercise and Cabinet approval, introduce a new on-street communal bins scheme, and identify alternatives for the remaining weekly collection areas i.e. the Old Town.
2. Raise awareness of, and promote recycling benefits and opportunities both amongst council staff and local people and market the successful results in relation to achieving our National Indicator targets. (See performance indicator section in Part III)
3. Identify more environmentally or financially sustainable alternative arrangements for processing recyclates, and expand as far as possible the range of materials that residents can recycle.
4. Explore and identify the steps required to synchronise the waste collection contract end dates of neighbouring Councils to allow options for a joint tendered service to be considered.
5. Increase the number of residents participating in the Garden Waste scheme to help achieve our objective of making this a cost neutral service.
6. Continue to improve service delivery from our contractors by ensuring they meet contractual requirements for Refuse and Recycling, Street Cleansing, and Public Conveniences.
7. Sustain the recent significant improvement and seek to further improve street cleansing standards as monitored by the National Indicator NI195 (See performance indicator section in Part III)
8. Complete the Public Convenience and Building Cleaning contract procurement ensuring we achieve good value for money.
9. Re-locate the Waste Services Team to manage the Bulverhythe Depot, and develop sustainable income streams to support the Depot's future operation.

### **Resorts and Amenities Services**

1. Through effective management of our Parks and Open Spaces we will:
  - Achieve our annual Community Strategy target for accessible and good quality open space
  - Renew the Green Flag awards of Alexandra Park and Hastings Country Park. Obtain Green Flag status for St. Leonards Gardens.
  - Support the development of Pebsham Countryside Park through establishing and leading a new technical panel on Economic Development at the park
  - Refresh the Hastings Country Park Management Plan
  - Provide a coherent network of Friends groups associated with parks and green spaces and have at least one borough-wide friends' event
  - Provide management maps for at least four Local Nature Reserves
  - Work with partners to provide at least one community event in parks or nature reserves each month.
2. Complete a review of our portfolio of playgrounds, including an assessment of the adequacy of coverage, a programme of maintenance and refurbishment requirements, and the resolution with developers of outstanding commitments to adoption of new playgrounds. Complete the Playground refurbishments funded from Pathfinder and Make Way for Play and deliver a new Skatepark.

3. Ensure continuing high levels of public satisfaction with the cleanliness and safety of open spaces through the enforcement work of the Ranger Service. Monitor and report to Scrutiny quarterly on Fixed Penalty Notices issued.
4. Achieve a Quality Coast award for Pelham Beach and implement actions from the Scrutiny Review of the Seafront. Complete the Environment Agency-funded capital works to groynes. Develop and implement the Coastal Protection Emergency Plan.
5. Deliver the actions from the Shoreline Management Plan as agreed with the Environment Agency. Participate with the EA in the Coastal Defence Strategy Review during 2009. Use the results of the review to inform the development of a Beach Management Plan, in consultation with Coastal Users Group.
6. Complete the refurbishment project and reopen the East Hill Lift. Complete the final capital works to the West Hill Lift during shutdown in January and February 2010. Achieve compliance with Health and Safety Executive requirements on both lifts prior to reopening.
7. Following on from the Best Value Review of Public Maintenance, agree and publish our Public Realm Strategy to set out objectives and actions for maintenance and improvement of public spaces. Continue to consolidate information about asset maintenance into planned and sustainable programmes, including estates maintenance and amenity lighting programmes during 09/10.
8. Complete the plans and tendering for new cremators and mercury abatement equipment at the Crematorium to improve our service and meet EU emissions targets by 2012. Complete the feasibility work and business case for improvements to the Chapel.
9. Meet our responsibilities under the Biodiversity Duty by achieving the annual targets in our Action Plan.

## **COMMUNITY WELLBEING DIRECTORATE**

### **Housing Services**

1. Work with partners to enable the delivery of over 700 new homes in Hastings under the Millennium Communities Programme, by putting in place the necessary development framework and infrastructure to achieve a start on site on the first residential units at Ore Valley in 2010/11.
2. Accredit a further 100 properties through the Accredited Lettings Scheme.
3. Complete and publish a new 5-year borough-wide Housing Strategy.
4. Adopt revised affordable housing policies in line with Local Development Framework timetable. Deliver more than 60 affordable homes to contribute to achieving the East Sussex Local Area Agreement commitments.
5. Return 15 long term (over 2 years) empty dwellings to residential use.
6. Assist 40 households to access private rented sector housing through the Council's 'Letstart' service in order to prevent homelessness.
7. Adopt a countywide strategy and action plan for achieving an overall reduction in youth homelessness.
8. Continue to improve private sector housing through financial assistance and enforcement action, to achieve the Decent Homes Standard in respect of 500 properties borough wide, than 25 whole houses in multiple occupation (HMO) properties in St Leonards.

### **Leisure Services**

1. Monitor the leisure and theatre contracts to ensure that they continue to meet community requirements by increasing usage and maintaining user satisfaction levels through the year.
2. Provide opportunities for people of all ages to enjoy physical activities and adopt healthier lifestyles through the Active Hastings and our other development programmes. We will engage with 2000 new participants of whom 30% will be currently inactive (defined as participating on less than 30 minutes for 3 days per week).
3. Finalise the Hastings and Bexhill Sports and Leisure Facilities Strategy (currently draft) and identify proposals for the replacement or refurbishment of Summerfields Leisure Centre and Falaise Fitness Centre.
4. Maintain opportunities for children to develop skills through play by continuing the regular programme of activities (5 Play Days and the Play on the Beach event plus street activities programme) and run a scheme to encourage excluded families to participate in these events. The street programme has a target of involving 200 young people per year.
5. Work with partners to develop proposals for a second natural play area in the east of the Borough jointly funded by the Council and the Lottery and an adventure playground at Ore Valley funded by external funding (Play Pathfinder).

## **People and Organisational Development Service**

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

## **REGENERATION AND PLANNING DIRECTORATE**

### **Destination Management Services**

1. Refresh the Hastings & 1066 Country Marketing Plan by August 2009, for implementation in time for the 2010 season, taking into account and addressing the opportunities for culturally led tourism.
2. Refresh and implement the Council's Communications Plan by September 2009, identifying increased use of electronic media (including websites) and reducing dependence on paper and printing.
3. Provide residents and visitors with access to a wide range of services through the Hastings Information Centres, serving 300,000 customers annually.
4. Provide a comprehensive exhibition and education programme for 50,000 annual visitors to the Hastings Museum and Art Gallery and the 20,000 annual visitors to Old Town Hall Museum.
5. Make progress on the access and educational improvements scheme for Hastings Castle by developing and submitting bids for European Interreg IV Funding and from the Heritage Lottery Fund.

### **Planning Services**

1. Determine planning and related applications in order to meet or surpass the Government's targets. (See performance indicators in Part III for specific targets)
2. Continue to 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. Continue to work with the Task Force, Learning and Skills Council and other partners to ensure the successful development of Sussex Coastal College Hastings on Station Plaza.
4. Continue to assist in lobbying 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:
  - preparing the submission version of the Core Strategy
  - commencing work on the Site Allocations Development Plan Document
  - assist in progressing the Local Area Transport Plan
6. Through our zero tolerance approach to neglected and derelict buildings and land, target at least 35 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:
  - Replacement of windows at Hanover House
  - Removal of unauthorised external installations
9. Take forward the master-planning proposals for West Marina providing a firm planning basis for the development and securing developer interest in the site.

### **Projects Service**

1. Work with client departments to develop, define and deliver the Council's physical capital programme to time, cost and specification.
2. Implement structured project management methodology and associated staff development and support.
3. Work with Internal Audit Service to implement further improved risk management arrangements for the Council's capital programme.
4. Work with Planning colleagues to ensure the completion of the improvements to the exterior of Pelham Crescent.
5. Implement a programme of seafront railing replacement to the Upper Promenade.

### **Regeneration and Community Services**

1. Implement the actions agreed in the Community Cohesion Framework and Action Plan, and work with other local statutory authorities on the development of a Community Cohesion Contingency plan and proposals for the prevention of violent extremism.
2. Implement the Economic Development and Inclusion Strategy with partner organisations.
3. Bring forward and adopt new processes for Community Engagement and partnership with the community to address the Council's duty to consult.
4. Work with partner organisations to mitigate the impact of the economic recession and recovery and adopt a specific Council-wide strategy to address the recession.
5. Ensure robust performance management, monitoring, evaluation and reporting of regeneration programmes as measured by a satisfactory audit and the achievement of projected expenditure on regeneration.
6. Continue to work with the police and other key partners to reduce crime and disorder and the fear of crime in the Borough, as measured through the targets in the Community Safety Plan, by coordinating the work of the Safer Hastings Partnership.
7. Carry out the year one refresh of the 2008 -11 Community Safety Plan and review funded projects, initiative, and targets, to reflect any new or emerging priorities.
8. Sustain reductions in fear of crime by developing and delivering a new Communications Strategy with accompanying action plan.
9. Achieve the financial targets and outcomes associated with contract delivery of agreed programmes by Tressell Training

10. Bring forward options to implement the Cabinet decisions for the long term future and sustainability of the Tressell Training Unit.

## **CORPORATE RESOURCES DIRECTORATE**

### **Financial Services**

1. Produce a budget for 2010/11 that takes account of evolving priorities and known financial pressures.
2. Meet the annual accounts and budget timetables.
3. Achieve an unqualified audit opinion for the annual statement of accounts and all auditable grant claims.
4. Continue to meet targets for Council tax and business rates collection. (See PI section in Part III for specific targets)
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)
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.
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.
8. Identify asset disposal opportunities in readiness for any upturn in the property market.
9. Maximise occupancy of industrial units against the uncertain economic environment, whilst maximising job opportunities.

### **Information Technology Services**

1. Improve our environmental performance by reducing our server power energy consumption.
2. Continue to maintain the Council's IT network, facilitate office moves and provide IT support to enable the smooth running of the Council. We look to resolve 97% of all Helpdesk calls within target time and achieve a network availability of 99.90%.
3. Continue to work collaboratively with Access East Sussex partners to achieve common approaches and solutions to service delivery IT solutions.
4. Make better use of IT to deliver further financial savings for the Council.

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

3. Continue to deliver the annual Audit Plan and report outcomes to the Audit Committee.
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.
5. Review the Sustainable Procurement Policy to ensure it remains current and accurately reflects our responsibilities.

### **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.
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.
3. Work with other local authorities towards a shared legal service.
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.
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.
6. Promote and manage the Overview and Scrutiny annual work programme of service reviews and policy projects selected by councillors.
7. Provide a comprehensive training and development programme for councillors including working with other Sussex authorities to provide joint training opportunities.
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.
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.
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.

### **Policy, Partnerships and Sustainability Service**

1. Work across HBC 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 HBC.

2. Support the Local Strategic Partnership (LSP) to oversee implementation of the refreshed Hastings and St Leonards Sustainable Community Strategy (to be agreed in June 2009)
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.
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.
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)

## **CROSS-CUTTING TARGETS**

The following internal and outward facing projects will occupy considerable time and resources during 2009/10. Delivery of these projects involves a cross-section of services and staff from across the Council. Successful implementation depends on the co-operation and support of every member of staff, our Members and our partners.

### **Office Accommodation**

Project brief:	To bringing people together in fewer larger buildings aims to improve communication and efficiency and reduce running costs.
Corporate Director:	Richard Homewood, Corporate Director Environment and Safety
Key service contributions	Projects Services, IT Services, Estates Service
2009/10 Target(s)	Transfer staff from Century House and Summerfields to accommodation in Aquila House. Establish an off-site managed corporate archive facility.

### **Internal Administrative Efficiency**

Project brief:	To provide an administrative support function that is fit for purpose, flexible and resilient and able to provide high quality delivery of administrative support within the Council's changing environment.
Corporate Director:	Richard Peters, Corporate Director Community Wellbeing
Key service contributions	People and Organisational Development, Heads of Service, Administration Officers
2009/10 Target(s)	Ensure administrative arrangements are developed and coordinated with physical accommodation and staff moves.

### **Customer Contact**

Project Brief:	To improve the quality and value of customer contacts with the Council.
Corporate Director:	Richard Peters, Corporate Director Community Wellbeing
Key Service Contributions:	IT, POD, HIC, Heads of Service
2009/10 Target(s)	Evaluate the pilot contact centre approach used for handling recycling and waste enquiries and investigate its applicability for other services. Improve the quality of information we provide to customers thereby reducing unnecessary contact

### **Efficiency and Resilience Reviews**

Project brief:	To undertake a programme of efficiency reviews, prioritising those with the potential for the biggest gains in efficiency, cost savings and/or resilience
Corporate Director:	Neil Dart, Corporate Director Corporate Resources
Key service contributions	Financial Services, Policy Partnerships and Sustainability, People and Organisational Development Services, all Heads of Service
2009/10 Target(s)	Identify savings to contribute to the development of the 2010/11 Budget.

## **Equalities**

Project brief:	To ensure we provide better services and are a better employer by increasing our organisational sensitivity and responsiveness to issues of Equality and Diversity.
Corporate Director:	Roy Mawford, Chief Executive
Key service contributions	Policy Partnerships and Sustainability, People and Organisational Development Services, all Heads of Service
2009/10 Target(s)	Embed best practice and consistent approaches to equalities monitoring, analysis and target setting Combine our race, gender and disabilities action plans into a Single Equalities Scheme, consult widely and undertake actions required to ensure delivery of commitments Ensure the Council can self assess at Level 3 of the equalities standard or its successor by autumn 2009

## **Environment & Sustainability**

Project brief:	Co-ordinate the actions being taken to reduce the Council's impact on the environment and our CO <sub>2</sub> emissions and implement the Council's (currently draft) Environmental Strategy
Corporate Director:	Richard Homewood, Corporate Director Environment and Safety
Key service contributions	Resorts and Amenities Service, Policy Partnerships & Sustainability Service, Estates Service, Administration Officers
2009/10 Target(s)	Deliver the HBC Environmental Strategy and action plan Introduce a more corporate approach to energy management arrangements

## **Smart Working**

Project brief:	Introducing new ways of working to help achieve objectives around reducing office space requirements, energy use and improved efficiency, which offers opportunities for most staff to change the way they work and improve or restore their work life balance.
Corporate Director:	Richard Homewood, Corporate Director Environment and Safety
Key service contributions	Information Technology Services and People and Organisational Development
2009/10 Target(s)	Increase numbers of staff working flexibly Generate economies e.g. from rationalising printers in large open plan offices and other measures.

## **Stade Regeneration**

Project Brief:	To co-ordinate all Council departments and partners to deliver a major cultural focus, including the Jerwood Gallery utilising physical improvement, culture programmes and support to the Fishing Industry.
Corporate Director:	Simon Hubbard, Corporate Director Regeneration and Planning
Key Service Contributions:-	Projects, Finance, Legal, Economic Development, Estates, Resorts and Amenity Services Parking & Highways and Environmental Services as well as direct participation by partner organisations.

2009/10 Target(s) Bring forward schemes for delivering improvement in line with funding decisions to be announced.  
Develop a Cultural Strategy to provide a broad and inclusive programme on the Stade and through outreach work.

**Public Realm & Town Centres**

Project Brief: To co-ordinate improvements to the public realm chiefly in the town centres together with the Council's other contributions to support the economy, improve safety, and address the oncoming recession.

Corporate Director: Simon Hubbard, Corporate Director Regeneration and Planning

Key Service Contributions: Resort & Amenity Services, Projects, Economic Development, Estates, Planning, Parking & Highway Services as well as external partners.

2009/10 Target(s) Deliver improvements to the Public Realm in the Town Centre and Queens Road, following consultation with Town Centre Management, Castle Ward Forum and business groups.