

Quarter 3 2011/12 Exception Report Summary

The following targets in Part II of the Council's 2011/12 Corporate Plan have been identified as exceptions.

Please note 'exceptions' are defined as those targets not meeting expected performance and targets achieved.

Environmental Services

<i>Target no./Service</i>	<i>Target Status</i>
2. Launch new waste team (EHPH Services)	Achieved
7. Parking Enforcement arrangements (EHPH Services)	Achieved
9. Waste, Recycling & Street Cleansing (EHPH Services)	Slippage possible
4. Restore and Manage Seafront (AWL Services)	Slippage possible
9. Summerfields Leisure Centre Improvements (AWL Services)	Achieved

Regeneration, Homes and Community Services

<i>Target no./Service</i>	<i>Target Status</i>
1. Communications & Website (Communications & Marketing Services)	Will not meet target
2. Image Raising (Communications & Marketing Services)	Slippage possible
3. Tourism Marketing Plan (Communications & Marketing Services)	Achieved
1. Ore Valley Redevelopment (Housing Services)	Target revision required
3. Licensing Scheme (Housing Services)	Achieved
4. 'Letstart' service (Housing Services)	Achieved

Corporate Resources (for information only)

<i>Target no./Service</i>	<i>Target Status</i>
3. Unqualified Audit Opinion (Finance)	Achieved
4. Call handling/customer satisfaction (Finance)	Slippage possible
5. Asset Management Plan (Finance)	Slippage possible
7. Mortgage Deposits Guarantor (Finance)	Achieved
1. Foreshore Trust/Charity Committee (Legal)	Achieved
4. O & S Review Prog. (Legal)	Slippage possible
5. Review of Polling Places/Postal Vote Register (Legal)	Achieved
6. AV Referendum (Legal)	Achieved

1. Refresh Workforce Dev Plan (POD)	Achieved
3. Staff Survey (POD)	Achieved
4. Build capacity and manage continuous change (POD)	Achieved
5. IIP re-accreditation (POD)	Achieved
7. Contact Centre (Cross Cutting)	Slippage possible

Quarter 3 2011/12 – Performance

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

Environmental Services

ENVIRONMENTAL HEALTH, PARKING AND HIGHWAYS

1. Work with partners, licensees and residents to improve public safety and the atmosphere of the town centre and reduce alcohol and drug related anti-social behaviour. (2)

Measures: Alcohol & drug related crime levels. Perceptions of residents (town centre) feeling safe outside after dark - measured by the Local Place Survey.

Performance @ QTR 3 – On target

Progress – in the run up to the busy Christmas period the Licensing Team worked closely with the Police carrying out late night operational visits to licensed premises, such as pubs and clubs and late night refreshment houses, checking compliance with licence conditions.

Two operators were issued with warnings for breaches of licensing legislation. Another operator who had previously been issued with a warning was interviewed under caution and consideration is now being given to prosecuting them. Two recent Licensing Sub-committee decisions have been appealed and are scheduled to be heard in the local Magistrates Court in April.

In January the Licensing Sub Committee met to consider an application from the ESCC Trading Standards Officer for the review of an off licence premises, and the Sub-Committee decided to revoke the licence.

During this period we also worked closely with the operators of the Jerwood Gallery and Old Town community representatives in relation to the application for a liquor licence.

2. Launch a new Waste Management and Street-scene Enforcement team including community wardens to work with our refuse, recycling and cleansing contractors, partners including Sussex Police and residents to improve the local environment and take robust enforcement action to prevent littering, fly-tipping and dog fouling. (2)

Measures: Number of Fixed Penalty Notices issued per quarter. Local Place Survey Results on Improved street and environmental cleanliness.

Performance @ QTR 3 – Achieved

Progress – since the creation and launch of this team last April, the staff have bedded in well to their new roles, which are a combination of waste management and enviro-crime enforcement.

The 8 Street Wardens are now focussed on carrying out a lot of 'street inspections/gradings' particularly of known hotspots for littering and fouling. This is helping us to manage the street cleansing contractor more effectively, and means that hotspots for enviro-crime are regularly visited by the Wardens, resulting in opportunities for them to educate

potential offenders, gather focussed intelligence from local residents, and to issue fixed penalty notices when they witness offences being committed.

The table below is encouraging as it shows that we issued nearly the same number of enviro-crime fixed penalty notices in quarter three 2011/12 as in quarter three 2010/11; when the Street Warden role was almost entirely enviro-crime enforcement, rather than their new dual role. It should also be noted that in addition to these 29 fixed penalty notices, we issued 6 'youth referrals' to minors as an alternative to issuing them with a fixed penalty notice in accordance with Defra guidance.

Type of FPN	Number Issued in Q3	Number Issued in Q3 of Previous Year
Littering	7	10
Smoking Related Litter	6	4
Dog Fouling	7	16
Dog off Lead	8	2
Dog Exclusion Area/Time	0	1
Trade waste documents	1	1
TOTAL	29	34

We took 2 successful dog fouling prosecutions during quarter three, each resulting in fines of £250.00, costs awarded to the Council of £198.00 and £15.00 victim surcharges.

We also carried out a high profile anti-dog fouling campaign in the worst affected part of Central St Leonards, with the street cleansing contractor providing additional resource to deep cleanse key streets and the Warden Team engaging with local residents.

3. Improve the quality of life for residents at night, by tackling statutory noise nuisance caused by noisy neighbours and inconsiderate businesses. Address this problem through education and where necessary robust enforcement action, and our out of office hours emergency environmental health service. (2)

Measures: Residents contacting the Council in relation to statutory noise nuisance will receive a good service & where their complaint is substantiated it will be resolved.

Performance @ QTR 3 – On target

Progress – our small Environmental Protection Team continues to take a robust stand against statutory noise nuisance. During quarter three they served 6 Noise Abatement Notices on domestic premises, 3 on commercial premises and 1 for a vehicle alarm, and took 2 prosecutions for non-compliance with Abatement Notices.

4. Ensure that all local businesses where the Council is the enforcement agency for food hygiene and health and safety enforcement, meet hygiene and health and safety requirements for staff and customers. (2)

Measures: Achievement of our priority inspection programmes

Performance @ QTR 3 – On target

Progress – the food hygiene and health and safety work programmes are generally on schedule, and the food hygiene training for Chinese businesses which we facilitated in late November was a great success. All 18 participants passed the exam and are to be presented with their certificates by the Leader and Lead Member, and a press release will be issued.

5. Work with partners in the Sussex Resilience Forum, such as the Police and Fire and Rescue Services, to ensure that management and staff directly involved in our civil contingency and emergency planning management and response systems are well trained and prepared to respond effectively to issues such as severe winter weather. (2)

Measures: Adequate training/exercises completed by appropriate staff. Feedback from public and partners following incidents requiring an emergency response from the council.

Performance @ QTR 3 – On target

Progress – The Severe Weather Response Plan has been substantially revised in conjunction with our contractors and is now published on the Council's website. Additional equipment has been purchased to further enhance our response capability.

The Multi Agency Bulverhythe Flood Plans have been revised in preparation for an Exercise in Quarter four.

6. Deliver an effective and efficient parking enforcement scheme that supports the local economy reduces congestion and maintains traffic flow. (2)

Measures: Feed back/comments from public transport providers and emergency services. Analysis of statistical parking enforcement compared with previous year. "Secured car Park award" for 12 car parks maintained.

Performance @ QTR 3 – On target

Progress – For on street parking enforcement the number of penalty charge notices (PCNs) issued continues to be slightly lower than last year, which saw the highest numbers of PCNs issued within the last five years. 4102 PCNs were issued in Q3, compared to 4560 for the same period last year. Meanwhile in Q3, there was a slight increase in the number of PCNs issued for off street car park. The percentage of PCNs issued for yellow line contraventions and in bus stops is 31%, of the total number issued on street, which is 7% higher than last year. 22

PCNs have been issued to vehicles actually parked in School Safety Zones within this quarter, which is in line with our expectations of schools opening after summer break this quarter.

Patrols of bus corridors and bus stops have produced 168 PCNs (4%) of those issued on street and at the same level as Quarter 3 last year.

The enforcement of code 26 – double parking and code 27 – dropped kerb contraventions was introduced in May 2010. During this quarter, 7 PCNs were issued for double parking and 89 for dropped kerb contraventions. Since the scheme began in May 2010, 84% of these PCNs issued have been paid so far. Not only has this helped to improve traffic flow and keep tactile crossings and private driveways free of obstruction, it has also sent a clear message to car drivers in this town, that inconsiderate and selfish parking will not be tolerated.

7. Closely monitor developments as East Sussex County Council ‘test the market’ for procuring parking enforcement activity across the whole of East Sussex (by October 2012), and determine whether HBC could bid for part/all of this work. (1 & 2)

Measure: Participation in tendering process

Performance @ QTR 3 – Achieved

Progress – Although it was decided that the risks associated with the Hastings contract were too great for us to submit a bid, we did formally reaffirm our willingness to continue to carry out on street parking enforcement under an amended agency agreement and submitted a proposal for a revised agreement. However, ESCC received compliant bids from the private sector, and at their Cabinet on November 15th they agreed to terminate the parking agency agreement for Hastings and to transfer the on street parking enforcement work to a private contractor. We are now waiting to receive the Notice of termination, and will be working with our staff and ESCC in relation to a TUPE transfer.

Discussion are taking place with ESCC about how the Borough Council can influence enforcement regimes and parking charges after the function is transferred back to ESCC.

We are also considering the options for the delivery of off street parking enforcement, which remains a borough function, and for sustaining other services closely associated with the on street parking service, such as the CCTV monitoring service based at our control room in Carlisle Parade.

8. Review the existing operational management and staffing arrangements for the Council’s CCTV Control Room and emergency out of hour response and co-ordination systems. (2)

Measure: Operational management and staffing arrangements reviewed.

Performance @ QTR 3 – On target

Progress – We have established a multi agency team consisting of the Police, East Sussex County council and the Borough to review the CCTV control room operations and associated functions. The group has recently appointed a specialist consultant to assist the multi agency team to review the CCTV control room operations and functions and determine the most appropriate way of delivering them in the future. The consultant is scheduled to submit their findings to the working group by the end of February.

9. Reduce waste, increase recycling, and improve street cleanliness. (2 & 5)

Measures:

- Work with the member/resident panel to develop acceptable alternatives to weekly black sack collections.
- Consult on new methods for collection in black bag areas
- Targeted marketing campaign launched to increase recycling rates in the areas of low performance starting in the Tile Barn area of Hollington.
- Public satisfaction with cleanliness as evidenced by surveys.

Performance @ QTR 3 – Slippage Possible

Progress –A key action arising from the work of the Waste Advisory Group last summer was to organise some seagull proof sack trials. Working closely with local Councillors and residents, 3 areas have been agreed. They are South Street and North Street in Bohemia, St Johns Road and Emmanuel Road/Plynlimmon Road. Engagement with residents participating is under way, and the trials are scheduled to run throughout the spring and early summer.

With Amicus Horizon we are currently looking at the Four Courts in Stonehouse Drive, (Wishing Tree Ward) and the low level blocks in Southdown Avenue (Baird Ward) where recycling is very poorly provided for. We have recently introduced better bulk recycling systems for the Southdown Avenue residents and a new mini bring site is to be provided in the car park owned by Amicus in Southdown Avenue.

In late November management from the Council's waste and streetscene service met with Veolia's local contract manager and his team of supervisors to consider ways of reducing littering, and improving contractor performance, and thereby improving the quality of our streetscene, particularly in areas where fouling and littering are a problem. An intensive system of addressing these issues was agreed and started late in quarter three. This focuses on paying particular attention to 20 hotspots, including increased education and enforcement in relation to the individuals dropping the litter, and, where appropriate, the businesses selling the articles that contribute to the littering, but also more effective deployment of our contractors resources, both in terms of when the cleansing operatives visit these

hotspots and also the equipment used. For example the new street vacs referred to locally as the 'poovers'.

This work is a top priority for the contractor and the Waste and Streetscene Team and is to be being reviewed regularly at client/contractor meetings.

10. Work with local authority partners to assess the feasibility of a joint waste partnership for procurement of the collection contract. (1, 2 & 5)

Measures:







- Joint business plan approved by Partner authority Cabinets.
- Preparatory work on track to enable EU tendering process to begin in late 11/12





Performance @ QTR 3 – On target

Progress – throughout quarter three excellent progress was made with this important project. This culminated in all 4 partner authorities signing the Inter Authority Agreement at the Joint Waste Committee meeting held in Eastbourne on 13th January. This commits all 4 partners to the procurement process, with significant financial sanctions for any partner now leaving the partnership.

A series of individual meetings were held in December with all of the contractors as part of the competitive dialogue process. Initial bid solutions are due to be received from bidders on 20th January. These will be formally assessed, and a smaller group of bidders invited through to the next phase. The procurement team will then develop a detailed specification based upon the evaluation of the initial solutions phase.

CORPORATE PLAN PERFORMANCE INDICATORS

Environmental Health Services - Corporate Plan Indicators					
Indicator	Improvement direction	Actual Dec 2010	DoT	Actual Dec 2011	Target Dec 2011
1.1 Improved street and environmental cleanliness (levels of litter) (NI 195a)	Smaller is Better	3%		7% 	4%
1.2 Percentage of household waste sent for reuse, recycling and composting (NI 192)	Bigger is Better	26.2%		26.7% 	28.0%
1.3 % nuisance/general public health complaints responded to within 4 working days (L123)	Bigger is Better	95.2%		80.7% 	95.0%

Environmental Health Services - Corporate Plan Indicators					
Indicator	Improvement direction	Actual Dec 2010	DoT	Actual Dec 2011	Target Dec 2011
1.4 % of food establishments which are broadly compliant with food hygiene law (NI 184) (L397)	Bigger is Better	87.2%		86.1% 	85.0%
1.5 Number of crimes reported in Council car parks (L148)	Smaller is Better	7		5 	12

Comments

The latest recycling figures available are for April to September. Due to resourcing issues at County it has not been possible to verify collection and recycling figures after September yet, but this issue is currently being addressed.

The street cleanliness survey figures are the same as reported at quarter 2 as the third and final survey for the year is currently being carried out and has not yet been completed. A combined figure for the full year will be available at the yearend.

AMENITIES, WASTE AND LEISURE SERVICES

1. Maintain standards of quality and cleanliness in our parks, playgrounds and open spaces. Work with partners to create opportunities for improvements and increased sustainability. (2)

Measures:

- Green Flag status retained
- Achievement of Community Strategy target for quality open space
- Improving scope and quality of playground portfolio with Amicus Horizon
- Public satisfaction as evidenced by surveys

Performance @ QTR 3 – On Target

Progress – We have been awarded green flags for 2011/12 for Alexandra Park, St Leonards Gardens and Hastings Country Park.

We are working to develop a smarter and more effective way of measuring our Community Strategy Target through use of interactive mapping. We have been meeting our target but require a more robust way of calculating the various variables. We will report on progress through the quarterly reviews.

The playground assessments have been prioritised across the HBC/Amicus portfolio and are a standing item for review at internal and joint play meetings. We will jointly fund a new swing set at Edinburgh Road early in the new year and are negotiating shared contributions to enhanced play at Boyne and Oxford Roads to match external bids. A proposed closure at Mare Bay Close (revert to grassed area) will be consulted upon in April.

2. Prepare for the tender of the grounds maintenance, highways maintenance and arboriculture contracts, in partnership with neighbouring authorities and other agencies wherever feasible. (2)

Measures: Achieve a programme of tenders during 2011-12

Performance @ QTR 3 – On Target

Progress – The Notice to procure has been published and indicates a partnership between Hastings and Rother councils and Amicus Horizon for both Grounds and trees contracts. We are finalising the specifications. The tender invitation as scheduled to be sent in mid March with tender returns in May. The project is meeting its timetable. We are awaiting the outcome of discussions relating to the management fee with Rother.

3. Work with allotment associations to ensure that plots are fully cultivated and that management responsibilities are handed over to the associations wherever feasible. (2)

Measures:

- Comprehensive set of Allotment Rules published
- New Tenancy Agreement with tighter procedures to ensure higher levels of cultivation published
- Review of rents completed
- Consultation undertaken on devolved responsibility to sites/associations

Performance @ QTR 3 – On Target

Progress – We have consulted on an initial draft set of rules. Having considered initial consultation feedback and met with Site Secretaries, we published a new draft set of rules, wrote to all plot holders informing them of the new rules and extended further the consultation on this second draft until 17 February.

The options for future management generated much adverse comment and have been deferred until after the rules are adopted.

A report is intended to go to Cabinet on 5th March to adopt a final set of rules.

4. Restore, protect and manage our seafront; develop opportunities for regeneration and enhancement. (2 & 5)

Measures:

- Beach Management Plan actions agreed with the Coastal Users Group implemented.
- Forward plan of work developed with the Charity Committee.
- New decorative lighting installed
- Opportunities developed for Bottle Alley and ~~White Rock Baths~~ (transferred to Regeneration and Community Services targets) with the Seafront Regeneration Group
- Undertake work to extend the Hastings section of the promenade cycle route to Bexhill

Performance @ QTR 3 – Slippage Possible

Progress – The Coastal User Group meets in February to review Beach Management Actions. These are also expanded within the Seafront Regeneration Group's Draft Masterplan.

The Seafront Play sites have been tendered and work is anticipated to start in March. Other items within the Foreshore Trust Forward Plan are currently being progressed (i.e. steps replacement, exercise equipment).

With the extra columns from the Pier to Robertson Street, funded by the Foreshore Trust, the Decorative Lighting scheme will not be fully

installed until the end of April. The HBC-funded portion, from the Pier to London Road, will be completed in March with additional lights in April/May. The manufacture of the additional light fittings has caused a delay.

Neil Choudhury Architects has been appointed to carry out the Bottle Alley Feasibility. Proposals will be presented to a special meeting of the Coastal User Group in early February.

The Connect 2 Cycle & Pedestrian Link to Bexhill is now complete and a small opening ceremony is planned for the end of January. A larger event to mark its completion and promote its use is planned for late March.

Following the completion of the eastern extension of the seafront cycle route, a review will be undertaken.

5. Work with partners to implement flood protection measures throughout the town. (2 & 5)

Measures:

- The Surface Water Management Plan completed and published.
- Establish cross-agency and community arrangements for implementation of the Surface Water Management action plan.
- Assessments of entire shoreline and Harbour Arm completed in line with DEFRA funding allocations.

Performance @ QTR 3 – On Target

Progress – A flood management response plan is currently being developed and agreed. Further discussion with ESCC is now required to agree responsibility for other actions from the Surface Water Management Plan (SWMP).

The Condition Survey of Coast Protection Assets is due for completion by the end of March. This will identify a programme of repairs and replacement for the short and medium term. With this information and the results of earlier Harbour Arm studies, an extensive bid will be submitted to the Environment Agency for refurbishment of coastal assets, including the Harbour Arm and new groynes at Carlisle Parade.

6. Provide an exhibition and education programme for visitors to our Museums. Develop proposals for their long-term sustainability in light of financial constraints. (1 & 4)

Measures:

- Visitor targets achieved.
- Proposals for management of Old Town Hall Museum developed.

Performance @ QTR 3 – On Target

Progress – A total of 17 schools and 21 Language School groups visited across both sites. All loan boxes were booked out for the term time periods.

There have been three exhibitions at HMAG; Hastings Week, half-term and Christmas holiday activities at both museums; weekly Play and Learn sessions in term time and weekly Local History lectures at HMAG.

There have been no further meetings of the Old Town Hall Museum Group in this quarter; however, plans for changes to the displays have been finalised, and further research and discussions on alternative management proposals will be discussed at the January meeting.

7. Implement the Active Hastings, Active Leaders, Active Streetgames, Hearty Lives and new Active Women programmes; review our overall sports strategy in the light of funders' changing priorities. (2 & 4)

Measure: Listed programmes implemented and sports strategy reviewed.

Performance @ QTR 3 – On Target

Progress – Programmes continued as planned this quarter, ensuring that prioritised groups are engaged to realise the greatest community benefits. Olympic themed events continued. Young volunteers received training before assisting at a week long primary school festival. The children used the original 1948 torch to recreate the flame relay. In addition, over a hundred older people participated in the Seniors Olympic week which took place as part of the official 2012 Inspire Marked programme.

Street Games continued to deliver neighbourhood sport, volunteers programme and alternative education opportunities. Highlights include 12 students at risk of exclusion achieved leadership awards.

A small working group, consisting of partners from health, county sports partnership, Freedom Leisure and VCS continued to develop the sport and physical activity strategy along with an EIA. Further discussions with key organisations including sports clubs and school sport representatives are planned for the New Year.

8. Implement the new play development action plan to ensure quality play opportunities and a regular programme of activities for children and young people town wide. (2 & 4)

Measure: Play development plan implemented with appropriate input from play partners and service users.

Performance @ QTR 3 – On Target

Progress – Crèche service extended to 5 crèches a week to support women with young children to access to Active Hastings sessions. Regular inclusive play session and street play sessions at Oxford Road and Salvation Army continued. Play Development Officer has supported local housing associations with local play space consultation. Hosted play forum meeting to monitor action plan and plan partnership play events.

Adventure Playground continues to open every afternoon after school. Some daytime use continues with ongoing alternative curricular activities for students at risk of NEET, and the introduction of a new session for parents and toddlers.







9. Carry out improvement works to Summerfields Leisure Facilities (2 & 4)

Measure – Capital refurbishment works at Summerfields completed on schedule and within budget.

Performance @ QTR 3 – Achieved

Progress – All programmed works have been completed and to budget. Some additional corrective works carried out through revenue budget.

CORPORATE PLAN PERFORMANCE INDICATORS

Amenities, Resorts & Leisure - Corporate Plan Indicators						
Indicator	Improvement Direction	Actual Dec 2010	DoT	Actual Dec 2011		Target Dec 2011
2.1 Number of people attending White Rock Theatre performances (L233)	Bigger is Better	67,528		44,295		62,905
2.2 Number of visitors to Hastings Museum and Art Gallery (L398)	Bigger is Better	26,852		26,644		25,070
⊕ 2.3 Total attendances at Council Leisure Centres (L356)	Bigger is Better	252,824		278,039		269,000

Regeneration, Homes and Community Services

REGENERATION AND COMMUNITIES SERVICES

1. Continue to lead on the delivery the Cultural Regeneration Strategy and work with stakeholders and practitioners on an agreed implementation plan. (1 & 4)

Measures: Action Plan approved by HBC Cabinet and Year 1 targets achieved by March 2012.

Performance @ QTR 3 – On Target

Progress –

- 1) The official opening of the Jerwood Gallery is now set for 17th March 2012
- 2) Arts Council has approved a two year Cultural Programme on the Stade Open Space and other parts of the town.
- 3) Coastal Currents 2011 successfully delivered and plans being developed for the 2012 programme
- 4) The Stade Open Space and Stade Hall is now seen as an active venue for cultural activities (through delivery of Project Space programme).
- 5) Residents' perception of 'Cultural' offer and activities in the town published in the Placed Based survey October 2011. The results provide a baseline for future years.

2. Continue to manage external funded and Community Partnership Fund programmes, pursuing new sources of external funding programmes to support the Council's regeneration priorities. (1 & 4)

Measures: Delivery of agreed CPF targets. Completion of Future Jobs contract.

Performance @ QTR 3 – On Target

Progress –

Future Jobs Fund (FJF):

Final Statement of Grant Usage submitted to and approved by the Department of Work and Pensions, November 2011. FJF Compliance Officer post ended 30th Nov. Project completed and closed. See also Successes below

Answers in the Carbon Economy (ACE) Project

Lead Partner Role: Subsidy Contract with the funding body completed and signed, Partnership Agreements with partners signed. Joint Technical Secretariat (JTS) agreed postponement of first claim to March 2012. Project coordinator recruited and appointed for start in January 2012.

Council actions: three studies commissioned and completed to first draft report (final drafts due January 2012): (i) carbon footprint of Castleham Industrial Estate; (ii) low carbon industrial estates strategic options study; and (iii) Low carbon industrial buildings options study. Commissioning architect for feasibility study for low-carbon improvements to 32-36 is postponed to Qtr 4 pending final building options report.

Apprenticeships Initiative

Cabinet October 2012 agreed Apprenticeships Initiative 10-point plan, and Protocol for the Council's employment of apprentices. First Apprenticeship Forum held, with local employers, training providers, and employment support (IAG) agencies. 11 apprenticeships have set up with local employers. Meetings with Manufacturing cluster steering group, and "Hastings Creatives" cluster. Meeting with Rother District Council about extending work into Rother and Hastings travel-to-work area. Meetings held with Academies, Helenswood & William Parker schools about attending careers fair, and engagement with young people at risk of being Not in Employment Education or Training (NEET). Further fundraising: see under Employability.

Employability / Work Readiness

Meetings with Saga, Sussex Coast College, Royal British Legion Industries and University of Brighton regarding work-readiness, and local recruitment by Saga. Round-table discussion of general employability issues with training providers, employment support (Information, Advice and Guidance) agencies and other stakeholders, towards a funding bid for Job Centre Plus local "Flexible Support Grant" funding. Joined partnership led by Kent County Council for Interreg bid "Pathways 2 Employment", to be developed in Q4 following Cabinet approval 9/1/12).

Community Partnership Fund

Application process for 2012-13 completed and recommendations to Cabinet in January. Projects funded under this year's programme are generally on target (Qtr 3 returns due in mid-January).

3. Contribute to a number of partnerships to further the Town's infrastructure regeneration efforts including continuing as active participants within Sea Space and through active participation in the new Kent, Essex & East Sussex Local Enterprise Partnership (1)

Measure: Development of a programme of activity for the coast within the LEP structure.

Performance @ QTR 3 – On Target

Progress – The Council's nominated Member is a director of the new East Sussex Energy and Infrastructure Development company.

Regular Board meeting schedule established.

The Council continues to be active in the LEP Coastal Economy Theme Group which is attended by the Leader of the Council. Officers have convened 2 sub group meetings focusing on joint work around private sector housing which is a key economic and social issue around the coast and the potential for joint bidding from the Coastal Communities Fund between LEP coastal communities.

4. Continue to support the town's four Area Management Boards to deliver the Local Area Management Plans. (1 & 4)

Measures: LAMP in place for each AMB; implementation in line with agreed action plan targets.

Performance @ QTR 3 – On Target

Progress –

- All areas now have a Local Area Management Plan in place with actions being progressed as agreed.
- Some key success from the LAMPs this quarter were as follows:
 - Archery Road development site successfully secured from further vandalism and hazards
 - 'You Said We Did' is now ready for publication
 - White Ribbon event successfully raised awareness of the issue of Domestic Violence in Hastings
 - Business representatives at South St Leonards AMB have initiated work on the marketing of St Leonards retail area
- Gensing and Central St Leonards Community Forum and Castle Ward Forum have both applied for the Community First Fund. They are currently awaiting decision from the Community Development Foundation.

5. Undertake a review of Community Partnership Funding.

Measure: Review completed in time to inform 2013-14 budget setting.

Performance @ QTR 3 – On Target

Progress – Member-officer panel established to oversee review and agree brief for independent contractor to survey a sampling of voluntary and community organisations and groups currently in receipt of financial support from the Council. Survey to be undertaken in latter part of January. Mapping of type and scale of financial support underway. Information gathering aspects will be completed by end of February.

6. Continue to support Events such as the St Leonards Festival, Black History Month and Refugee week. (1 & 4)

Measure: All three events supported.

Performance @ QTR 3 – On Target

Progress –

- Afrikaba Festival successfully delivered with SCCH, ESCC, Arts Development, Gwyneth Wint, Hastings and St Leonards Academies, and Creative Partnerships, attracting new audiences and artists to the town.
- International Children's Day – hundreds of children and families took part in a fantastic fun packed day of performance, song, dance, art, story telling and activities on Nov 19th 2011. The event was organised by Women's Voice community group and supported by HBC and local agencies.

7. Work with business partners to regenerate White Rock Baths (transferred from Amenities and Leisure Services). (1 & 4)

Measures: Feasibility of commercial occupation completed; physical repairs programme that enables commercial occupation agreed and costed; legal agreement with business tenant.

Performance @ QTR 3 – On Target

Progress – Charity Committee agreed to offer 10-year lease to Lifecycle. Quotations for waste and asbestos removal, drainage, repairs and waterproofing, in place for commissioning in Q4. HPWRT submitted £2m “Millennium Now” funding bid to establish training restaurant in lounge area.

8. Develop an implementation plan for the FLAG strategy (1 & 4)

Measure: Implementation plan completed by September 2011

Performance @ QTR 3 – On Target

Progress – Following further discussions with the Marine Management Organisation and the submission of a revised business plan, Cabinet gave delegated authority for agreement of the terms of a contract with the MMO and endorsed the implementation plan, with a planned launch date in January 2012.

9. Continue to work with key partners to retain a regeneration company and a plan of action to secure the economic growth and prosperity of the town. (1)

Measure: Agreed plan of action and appropriate delivery mechanism

Performance @ QTR 3 – On Target

Progress – New Hastings and Rother Task Force established. Draft action plan being developed. The plan will focus on building on achievements of 5-point plan, oversight of the Hastings-Rother elements of business plan of the new East Sussex Energy and Infrastructure and Development (ESEID), additional development opportunities, employability and workforce skills, the transport/broadband infrastructure, and the image of the area.

CORPORATE PLAN PERFORMANCE INDICATORS

Regeneration & Community Services - Corporate Plan Indicators					
Indicator	Improvement Direction	Actual Dec 2010	DoT	Actual Dec 2011	Target Dec 2011
⊕ 3.1 Overall crime rate / 1,000 population (L396)	Smaller is Better	67	↓	66	82

PLANNING SERVICES

1. Progress the Hastings Local Development Framework by preparing the Core Strategy, and the Site allocations and Development Management Plan. (1, 4 & 5)

Measures: The pre-submission version of the Core Strategy considered by Cabinet in March 2012.

Performance @ QTR 3 – On Target

Progress – Results of the Core Strategy Informal Consultation published and incorporated into a final draft - Proposed Submission Version Planning Strategy (formerly Core Strategy). Proposed submission Planning Strategy discussed with Senior Officers and reported to Local Plan Briefing Group, prior to being taken through the committee cycle and approved by Cabinet in March 2012.

Work on the Development Management Plan (formerly Site Allocations and Development Management Plan) is progressing, ready for public consultation between February - April 2012.

2. Through our zero tolerance approach to neglected and derelict buildings and land, target 45 neglected and derelict buildings or areas of land. (2) Measure: 45 neglected/derelict buildings improved to include 500th Building improved by Grotbusters

Performance @ QTR 3 – On Target

Progress – 31 properties have been improved by the end of Q3, 11 improved during Q3. In addition a further 5 properties were being improved at the end of Q3 but were not yet complete and undertakings to carry out work to 18 properties had been received. The 500TH building was achieved during the end of Q2.

3. Implement the second phase of the Townscape Heritage Initiative for the conservation and repair of specific buildings in the Central St. Leonards Renewal Area. (2) Measures: Completion of programmed improvements.

Performance @ QTR 3 – On Target

Progress – From 31 December no further grant offers are possible for new projects. Improvement works to properties where pre-deadline grant offers were made at 49 Marina and 12 Grand Parade are continuing through 2012. Final grant offer was made on a major site at 37-40 Marina. Awaiting owner acceptance. Other potential grant project and offer at St Leonards Congregational Church was halted immediately prior to scheme deadline by the owner advising the Council of insufficient funds for repair and having placed the property up for auction with no time for a possible new owner to make a grant application.

4. Ensure the completion of improvements to the Pelham Arcade Restoration as part of a three year programme. (2) Measures:
Completion of programmed improvements.

Performance @ QTR 3 – On Target

Progress – The Council and English Heritage have both made grant offers for the first project property at 12 Pelham Arcade. The owner/developer has accepted the grant offer and works are due to commencement during March/April 2012. Planning permission and listed building consent has been obtained for the co-ordinated design of a new Arcade frontage and the above Arcade lantern light. A second grant submission package at numbers 2 and 3 has been taken to tender stage and grant applications are awaited. The Council has made decision to pursue English Heritage grant for repair of its own property at 6 - 8 Pelham Arcade and a tender package is currently in preparation with a view to a post March application. Negotiation continues with other Arcade property owners to encourage grant funded repairs





5. Establish the Council’s new ‘Planning Consultative Forum’ bringing together developers, councillors and the community to consider significant planning developments in advance of planning applications being submitted. (2 & 4)

Measure: Impact of new consultative method evaluated.

Performance @ QTR 3 – On Target

Progress – One proposal met the criteria for a pre-application forum during the last Quarter. A pre-application forum was held on 15 November for a proposed leisure and entertainment facility including a restaurant, café, bar, shop for watersports equipment, sea viewing tower, shower block, sun deck and car parking on the site of the former west marina bathing pool, Seaside Road, West St Leonards. A planning application has been submitted it has not yet been determined so it is not possible to make an assessment of the impact of the forum

CORPORATE PLAN PERFORMANCE INDICATORS

Planning Services - Corporate Plan Indicators						
Indicator	Improvement Direction	Actual Dec 2010	DoT	Actual Dec 2011		Target Dec 2011
⊕ 4.1 % major residential & commercial planning applications determined within 13 weeks (NI 157a)	Bigger is Better	72.2%		31.3%		60.0%
⊕ 4.2 % minor residential & commercial planning applications determined within 8 weeks (NI 157b)	Bigger is Better	85.0%		87.2%		85.0%

Planning Services - Corporate Plan Indicators						
Indicator	Improvement Direction	Actual Dec 2010	DoT	Actual Dec 2011		Target Dec 2011
⊕ 4.3 % householder planning applications determined within 6 weeks	Bigger is Better		»	58.3%	★	50.0%
4.4 Net number of new homes built (NI 154)	Bigger is Better	68	✓	178		
4.5 Number of neglected and derelict buildings improved	Bigger is Better	39	✗	31		

Comments

4.1. The performance for determining Major planning applications within 13 weeks does not meet the target, although performance has improved from the first quarter (25%) the target will not be met by the year end. A meeting has taken place with the Lead Member and Chair of Planning Committee to discuss the potential for improved performance, whether the target should be changes or replaced and any other actions which may assist. Following discussion it has been agreed that the following matters would be considered to help improve performance:

- Making a draft Section 106 Agreement available for prospective applicants to view on the Council's website. This is a piece of work which is nearly complete.
- Requiring applicants to submit information to be included in a draft Section 106 Agreement when an application is submitted as part of the validation process
- To consider using Planning Performance Agreements (PPA's) with some major applications in order to agree on a timetable to determine them at the point of submission
- To continue to encourage greater pre-application consultation with the Council and local residents particularly through the preapplication consultation forum
- To consider placing a deadline for signing Section 106 Agreements after a Planning Committee resolution to approve an application.
- Additional training for Members.

It was not considered appropriate to amend or replace the current target for Major applications (60% determined in 13 weeks) because it is a reasonable measure of performance and it had been achieved in most years with the exception of this year and in 2009/10 when it was just missed (54.5%).

4.3 % householder planning applications is a new indicator for this year and no figures for previous years are available.

4.4 Net number of new homes built - the target for the year is 210. No targets have been set before the yearend.

4.5 Number of neglected and derelict buildings improved - the target for the year is 45. No targets have been set before yearend as it is not possible to predict completion of work on a quarterly basis.

COMMUNICATIONS AND MARKETING SERVICES

1. Provide a comprehensive communications service for the Council (internal and external), and promote Hastings as a great place to live, invest in, work and visit. Improve the efficiency of our communications by increasing the use of electronic media (including websites and social media). (1)

Measures: New website and Content Management System introduced and web visits increased by 10% year on year.

Performance @ QTR 3 – Will not meet target

Progress – Our new website was launched on 12th August. Although there were some initial teething problems, the new website gives us much greater versatility, and the ability to update it in real time.

In the first three quarters of 11/12, 746 985 pages were served, compared to 1 034 532 in the same period of 10/11. We have to accept that we will not reach our target of increasing visits by 10% by the end of the year.

Prior to its relaunch, we analysed all traffic to our website. Two thirds of it involved residents or visitors searching for information about the town, the organisation or our services. However, a third of the traffic related to irrelevant or out of date pages.

We made a decision not to take old content across to the new website which meant we lost the accompanying traffic, although we are reinstating some old content where it is relevant (for example, the last 10 years' worth of press releases which collectively account for several thousand visits a year).

We also lost a lot of our traffic after relaunch because it takes time for search engines to 'rediscover' the website. In addition, most of the hundreds of websites that once carried links to ours now have broken links because we've changed the site structure. These links, where they are of value are being repaired and so the accompanying loss of traffic should be arrested over time.

As of January 2012, the site has begun to grow again and we have a plan for creating new content that should attract traffic with genuine value to the organisation. We will also be agreeing, with our portfolio holder, new 'deeper' measures for assessing the performance of content and the value of visits.

We continue to expand the use of social media, and have now more than doubled the number of our 'twitter' followers; indeed we have now passed the 1000 figure.

2. Work with key partners to develop a joint marketing/communications strategy to continue to improve the image of Hastings. (1 & 6)

Measures: Group established and agreed action plan produced by July 2011.

Performance @ QTR 3– Slippage Possible

Progress – A draft 'Establishing a new image for Hastings strategy' has been drafted, and is now being refined. Its implementation is one of the cross-cutting corporate objectives for 2012/13.

3. Produce a tourism marketing plan for Hastings & 1066 Country for implementation in the 2012 season, acknowledging the current and expected changes in the funding structures for tourism nationally and regionally. (1)

Measures: Plan achieved by September 2011.

Performance @ QTR 3– Achieved

Progress – Tourism marketing plan produced

4. Support Hastings' different festivals and events, and organise the Seafood & Wine Festival, to attract visitors and make the town a better and more inclusive place to live. (1 & 4)

Measures: All HBC-supported events delivered successfully, and the 2011 Seafood and Wine Festival delivered satisfactorily.

Performance @ QTR 3– On target

Progress – Hastings Week, at the start of this quarter, was another success, culminating in the usual spectacular torchlight procession, fireworks and bonfire.

Work is well underway on the Olympic Torch Relay, visiting Hastings overnight on Tuesday 17th July 2012, and a number of meetings have now been held. This is likely to be one of the biggest events to take place in Hastings next year.

5. Introduce a content management system for the www.hastings.gov.uk website, continue to maintain the Council's IT network, and provide IT support to enable the smooth running of the Council.(3)

Measures: 95% of all Helpdesk calls within target time resolved and a network availability of 99% achieved.

Performance @ QTR 3 – On target

Progress – As noted above, the new website, driven by a content management system, went live on 12th August, making it much easier to keep the content fresh.

96.6% of the 3741 help desk calls received in Q3 were closed within target time. Network availability for Q2 was 99.99%.

6. Contribute to a number of partnerships to further the Town's infrastructure regeneration efforts by (1):

- **Lobbying for improvements to road transport links e.g. Bexhill Link Road, Tonbridge to Pembury A21 dualling.**
- **Campaigning to retain and develop rail links to serve the Town**

Performance @ QTR 3 – On target

Progress – A21 Tonbridge to Pembury Improvement - The main focus of lobbying activity on this scheme is the A21 Reference Group made up of senior politicians in West Kent and East Sussex, chaired by Greg Clark MP. The Group has facilitated joint letters to Ministers seeking an early re-convening of the road Public Inquiry; and Kent County Council officers - in cooperation with the Highways Agency - has prepared a proposal to construct the road as a County scheme at a significantly reduced cost compared with the previous programme figure. A formal Government reaction to this initiative is awaited. All partners agree that the major justification for the scheme is its potential to assist regeneration of the Hastings area.

Bexhill Hastings Link Road - The announcement in early December that a decision on the Bexhill Hastings Link Road has been delayed caused considerable concern among the East Sussex partners because of its vital importance to regeneration in Hastings and Bexhill. East Sussex is the promoting authority for the scheme and this Council is doing all it can to support efforts to bring an early and positive decision on it. This includes support and assistance with lobbying activity, and gathering of evidence and information required by the Department for Transport to enable a decision.

Considerable energy is currently being devoted to ensuring that Hastings retains a direct service to the City of London once the new Thameslink service is introduced.

Unfortunately, despite considerable lobbying by HBC and others, Southern and Network Rail closed the entire Marshlink for nine weeks on 9th January for engineering work to be undertaken in Ore Tunnel.

CORPORATE PLAN PERFORMANCE INDICATORS

Communications & Marketing - Corporate Plan Indicators						
Indicator	Improvement Direction	Actual Dec 2010	DoT	Actual Dec 2011		Target Dec 2011
5.1 Number of customers in the Information Centre	Bigger is Better		»	205,155	▲	222,000
5.2 Number of formal complaints received by Hastings Borough Council (L092)	Smaller is Better	162	▼	117	▲	113
5.3 Visits to the Borough website	Bigger is Better		»	746,985		

Comments

5.1 & 5.3 due to changes to these areas information is not comparable with previous years. No targets have been set for 5.3, and targets will be set for 2012/13 when figures for 2011/12 are available.

HOUSING SERVICES

1. Undertake with partners and the community, a review of the later phases of the Ore Valley redevelopment plans. (1)

Measure: New master plan considered by Cabinet by year end.

Performance @ QTR 3 – Target revision required

Progress – This target requires amending in the light of the successful completion of Phase 1 and developers desire to continue with the development of at least a second phase of housing at Ore valley, under the existing overall redevelopment plans. This is subject to additional site survey work and the necessary planning approvals. A bid for public funding to help take forward phase 2 has been submitted to the HCA under the Governments get Britain Building programme

2. Take tougher measures, including Compulsory Purchase, to bring long term empty homes back into use. (1, 4 & 5)

Measure: The number of empty homes returned to use through the granting (or threat) of a CPO

Performance @ QTR 3 – On Target

Progress – Of the original 7 properties that Cabinet (December 2010) agreed to pursue for compulsory purchase (CPOs), all are now fully engaged with the Council with time frames for returning them back into use agreed. Two are fully back in use and a further one was recently sold.

October's Cabinet (2011) gave approval to start the compulsory purchase of a further 14 empty properties. All bar one of the owners of these properties have now made contact with the Council following the notification of the Council's intention to pursue CPO action.

Officers are now looking at further suitable empty homes for inclusion in a 3rd programme.

3. Subject to consultation, implement an additional tough licensing scheme for certain categories of privately rented accommodation to protect tenants. (1, 4 & 5)

Measure: New licensing scheme introduced in 2011/12 subject to consultation results.

Performance @ QTR 3 – Achieved

Progress - The Additional Licensing Scheme for HMOs came into force on the 19 September 2011.

We have already had over 320 HMO owners/managers pre-register their properties with us and we have sent out over 270 licensing application packs. These are being returned for registration. We will be conducting further publicity work in Quarter four and contacting more landlords via the housing benefits mail out. In the new financial year,

we plan to begin the proactive enforcement activity to identify those HMO owners/landlords that may be trying to avoid licensing.

4. Assist households to access private rented sector housing through the Council's 'Letstart' service in order to prevent homelessness. (4 & 5)

Measures: 40 households settled in private rented sector.

Performance @ QTR 3 – Achieved

Progress – 18 households assisted into the private rented sector during Quarter 3 (43 households assisted YTD). The target has been exceeded for 2011/12 of assisting 40 households.

5. Investigate how new investment models might be used to maintain progress made in improving housing standards and regeneration within St Leonards. (1, 4 & 5) Measure: Completion of a pilot project within Central St Leonards

Performance @ QTR 3 – On Target




Progress – Work is underway with a Registered Provider (Housing Association) named Local Space in developing a 100 unit purchase and improvement programme for Central St Leonards, over the period 2011-14. A HCA funding contribution has been secured and Cabinet has given approval, in principle, to explore the use of a special purpose vehicle and prudential borrowing to support the scheme.

As part of Local Space's commitment to the scheme they have deposited £2M with the council for the initial purchase of 20 units of accommodation in the 7 main streets. The first purchase has taken place and the Council is pursuing a second through a proposed CPO of vacant former nursing home in the area. The resulting accommodation will be refurbished and relate to local households.

A proactive enforcement policy is also to be implemented as part of the council private sector renewal action plan agreed by Cabinet in October 2011.

CORPORATE PLAN PERFORMANCE INDICATORS

Housing Services - Corporate Plan Indicators						
Indicator	Improvement Direction	Actual Dec 2010	DoT	Actual Dec 2011		Target Dec 2011
6.1 Number of homelessness acceptances (L343)	Smaller is Better	32	✘	50	▲	37
6.2 Number of homelessness cases prevented (L368)	Bigger is Better	750	✔	1,337	★	600
6.3 Number of private sector dwellings (units) brought in line with the current statutory standard	Bigger is Better		»	71	▲	130

Housing Services - Corporate Plan Indicators						
Indicator	Improvement Direction	Actual Dec 2010	DoT	Actual Dec 2011		Target Dec 2011
6.4 Number of affordable homes delivered (NI 155)	Bigger is Better	43		30		
6.5 Long term (2+ years) empty properties returned to use	Bigger is Better	31		31		22

Comments

6.1 This target is not met as demand for housing options services have increased by 40% since April 2011 which has correlated with an increase in homelessness applications. Reasons for homelessness have generally been due to relationship breakdown and we have not seen an increase in homeless applications due to mortgage arrears which has been the trend nationally.

6.2 This target has been exceeded. Homelessness preventions have increased as the number of presentations for housing assistance overall have increased. All partner agencies have reported an increase in demand which has significantly increased the number of cases where homelessness has successfully been prevented.

6.3 Due to funding reductions target will need to be further revised-information is not comparable with previous years.

6.4 The target for the end of the year is 53. No targets have been set before yearend as completions cannot be predicted on a quarterly basis.

Cross Cutting Targets

5. Stade Regeneration

Brief: Finish the 'build' elements of the Stade project to include the completion of and opening of the café, the quality open space and the 'Classroom on the Coast (seafood training kitchen). Develop and implement a comprehensive cultural programme for the Stade, in conjunction with the Jerwood Foundation.

Corporate Director: Simon Hubbard
Contributions: Marketing and Communications, Finance, Legal, Regeneration, Estates, Amenities, Parking and Highways, Environmental Services as well as direct participation by partner and community organisations.
Lead Member: Cllr Chowney
O & S: Services
2011/12 Target(s) Develop a quality programme of cultural activities for the open space and community facilities in conjunction with partner and community organisations scheduled to start with the official opening of the Jerwood Gallery and the Stade open space during 2011

Performance @ QTR 3 – On target

Progress – As noted previously, the Stade café and Stade Open Space opened in May meaning that, with the exception of the surfacing work delayed pending completion of the Jerwood Gallery, the original deadline of completion by the end of June 2011 was beaten.

Work is now underway on a suitable event (a visit by 'Fishermen's Friends', from Cornwall) to mark the completion of the whole site, when the Jerwood Gallery opens on 17th March 2012.

The Seafood & Wine Festival, the Classic Car Show, and the Spratt and Winkle commercial vehicle rally have all taken place on the Stade Open Space, the last two in this quarter, all attracting good crowds. No operational problems have been experienced with the space.

9. Hastings Pier

Brief: To support Hastings Pier & White Rock Trust (HPWRT) in developing a future for Hastings Pier

Corporate Director: Simon Hubbard
Contributions: All Heads of Service
Lead Member: Cllr Chowney
O & S: Services

2011/12 Target(s)

(a) To seek funding for the stabilization of Hastings Pier and bring forward a scheme if funding is available

(b) To ensure that the Council is able to secure the Pier for HPWRT at the appropriate time through a CPO and back to back transfer between the Council and the Trust.

Performance @ QTR 3 – On Target

Progress – Grant funding awarded by English Heritage towards urgent works to stabilise the Pier. Arrangements are now being made to draw down the grant following satisfactory completion of the urgent works. The Repairs Notice has been served to Ravenclaw and it is hoped CPO can be served in March.