

## RETROSPECTIVE REPORT-BACK ON 2011/12 TARGETS AND PERFORMANCE INDICATORS:

The following report reflects achievements against the annual targets and performance indicators set out in the Corporate Plan 2011/12 - 2013/14 for the Directorates and Services relevant to this committee.

Status of annual targets at 31<sup>st</sup> of March 2012 is described as either:

**G = Green** Target achieved

**A = Amber** Target changed, affected by external circumstances or narrowly missed

**R = Red** Did not hit target, also includes (where relevant) description of how we will address this shortfall in 2012/13

Status of performance indicators at 31<sup>st</sup> March 2012 is shown for target met as a star, or target not met by a triangle. Any changes to targets for 2012/13 are shown in text under the relevant table. Where no changes are shown, targets for 2012/13 are the same as for 2011/12.

### Exceptions

The following annual targets in Part II of the Council's 2011/12 Corporate Plan have been identified as exceptions that have not been achieved by year end.

#### **Environmental Services Directorate**

Environmental Health, Parking and Highways  
Amenities, Resorts and Leisure Services

<i>Target no./Service</i>	<i>Target Status</i>
8. Management arrangements CCTV and Emergencies (Environment Health, Parking and Highways)	<b>Amber</b>
8. Play Development Action Plan implementation (Amenities, Resorts and Leisure Services)	<b>Amber</b>

#### **Regeneration, Homes and Communities Directorate**

Regeneration and Community Services

Planning Services  
 Communications and Marketing Services  
 Housing Services

<i>Target no./Service</i>	<i>Target Status</i>
7. Work with business partners to regenerate White Rock Baths (Regeneration & Community Services - transferred from Amenities and Leisure Services).	<b>Amber</b>
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. (Planning Services)	<b>Amber</b>
1. Provide a comprehensive communications service for the Council (internal and external), promote and review how we market 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). (Communications & Marketing)	<b>Red</b>
2. Work with key partners to develop a joint marketing/communications strategy to continue to improve the image of Hastings. (Communications & Marketing)	<b>Amber</b>
1. Undertake with partners and the community, a review of the later phases of the Ore Valley redevelopment plans. (Housing Services)	<b>Amber</b>

### Corporate Priorities

The targets show how we worked to deliver our 6 overarching priorities during 2011/12, set out below. The bracketed numbers included after each target show 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 DIRECTORATE

### ENVIRONMENTAL HEALTH, PARKING AND HIGHWAYS

2011/12 Targets/Milestones	Status (R/A/G)	Comments
<p><b>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)</b></p> <p>Measures: Alcohol &amp; drug related crime levels. Perceptions of residents (town centre) feeling safe outside after dark - measured by the Local Place Survey.</p>	<b>G</b>	<p>The Council's Licensing Service has worked very effectively with partners such as the Police and Trading Standards to address concerns about the operation of some licensed premises. For example in relation to the sale of counterfeit alcohol. They have also responded to concerns about public nuisance raised by residents.</p> <p>This has resulted in several licences being reviewed by the Licensing Sub-Committee, and a small number being revoked. Others had their operating conditions amended.</p> <p>This area of work will have contributed to the continued decrease in public place violent crime in Hastings.</p>
<p><b>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)</b></p> <p>Measures: Number of Fixed Penalty Notices issued per quarter. Local Place Survey Results on Improved street and environmental cleanliness.</p>	<b>G</b>	<p>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.</p> <p>The Team has continued to take a robust approach to enforcement in relation to enviro-crime and dog control offences, issuing fixed penalty notices whenever offences are witnessed, and prosecuting offenders where appropriate. This year we issued a total of 108 fixed penalty notices &amp; took 11 prosecutions.</p>
<p><b>3. Improve the quality of life for residents at night, by tackling statutory noise nuisance caused by noisy neighbours and inconsiderate businesses. Address</b></p>	<b>G</b>	<p>The Environmental Protection Team had a successful year tackling statutory noise nuisance complaints, their continued robust approach resulted in:-</p>

2011/12 Targets/Milestones	Status (R/A/G)	Comments
<p><b>this problem through education and where necessary robust enforcement action, and our out of office hours emergency environmental health service. (2)</b></p> <p>Measures: Residents contacting the Council in relation to statutory noise nuisance will receive a good service &amp; where their complaint is substantiated it will be resolved.</p>		<p>36 Noise Abatement Notices (24 for residential properties, 7 for commercial properties and 5 for vehicle alarms);</p> <p>10 successful prosecutions in the Magistrates Court; and</p> <p>10 warrants were executed in order to seize stereos where the recipients of noise abatement notices continued to cause noise nuisance.</p>
<p><b>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)</b></p> <p>Measures: Achievement of our priority inspection programmes</p>	G	<p>The Food and Safety Team carried out 100% of the food hygiene and health and safety inspections that were scheduled for the year.</p> <p>Following the local launch of the Food Standards Agency national hygiene rating scheme last April, our team have worked closely with local food businesses to help them to improve their scores. As a result we now only have 1 zero rated food premises, compared with 9 last April. This illustrates the value of this scheme which incentivises businesses to improve, and the advice and support our team provide to them.</p>
<p><b>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.</b></p>	G	<p>Throughout the year, several of the staff participating in the Council's emergency response systems have participated in training events arranged by the Sussex Resilience Forum. Notably in June when a multi-agency event took place to validate the Sussex Civil Contingencies Recovery Plan, and in September at a 'gold commanders' training event facilitated by the National Emergency Planning College.</p>

<b>2011/12 Targets/Milestones</b>	<b>Status (R/A/G)</b>	<b>Comments</b>
<p><b>(2)</b></p> <p>Measures: Adequate training/exercises completed by appropriate staff. Feedback from public and partners following incidents requiring an emergency response from the council.</p>		<p>Our civil contingencies arrangements were also tested in early August when a lot of successful multi-agency work was carried out in the background, to try and ensure that the rioting in London and elsewhere did not spread to Hastings.</p> <p>In February this year the Council's severe weather event response plan, which had been reviewed and updated, was successfully implemented in response to the severe winter weather. The new gritting equipment was used to good effect in areas such as the crematorium, and primary and secondary retail areas, as well as the 'hostage estates' identified in the plan.</p>
<p><b>6. Deliver an effective and efficient parking enforcement scheme that supports the local economy reduces congestion and maintains traffic flow. (2)</b></p> <p>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.</p>	<b>G</b>	<p>In support of local business we have continued to focus on maintaining traffic flow by patrolling main traffic routes and bus corridors, resulting in a slight increase in the proportion of Penalty Charge Notices (PCNs) issued in these areas. Members of the Hastings Quality Bus Partnership have praised this work.</p> <p>We have also continued to patrol school safety zones, where there has been a decrease in the number of PCNs issued, suggesting that fewer offences are now being committed near to schools.</p> <p>Overall, the number of PCNs issued has dropped. However, this is not unique to Hastings, and is thought to be due to the recession, with people making fewer trips to shops and being more careful not to commit parking offences. Local benchmarking in East Sussex shows that the reduction in PCNs issued by other local authorities is greater than in Hastings.</p>

2011/12 Targets/Milestones	Status (R/A/G)	Comments
		<p>PCNs issued for double parking, obstructing dropped kerbs such as in front of private driveways and by areas of tactile paving for people with visual impairment, have dropped by a third due to improved compliance, since May 2010 when we started enforcing these offences.</p> <p>We have retained our "Secured Car Park Award" and been congratulated on the low level of car crime in our car parks by the British Car Parking Association.</p>
<p><b>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 &amp; 2)</b></p> <p>Measure: Participation in tendering process</p>	<p><b>G</b></p>	<p>Following the submission of pre qualification tender documentation, the Council was invited to submit a detailed tender for the East Sussex County Council parking enforcement contract.</p> <p>However, following a comprehensive review of the contract specification and terms and conditions, it was decided that the risks associated with operating such a contract outweighed any potential benefits, and it was decided not to submit a detailed bid. Instead 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.</p> <p>However, ESCC received compliant bids from the private sector, and at their Cabinet on November 15<sup>th</sup> they agreed to terminate the parking agency agreement for Hastings and to transfer the on street parking enforcement work to a private contractor. Subsequently, it has been agreed that the parking agency agreement will be terminated with affect from 1<sup>st</sup> April 2013, and we are now working with ESCC in relation to the TUPE transfer of borough council staff.</p>











2011/12 Targets/Milestones	Status (R/A/G)	Comments
		<p>Discussions 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.</p> <p>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.</p>
<p><b>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)</b></p> <p>Measure: Operational management and staffing arrangements reviewed.</p>	<p><b>A</b></p>	<p>Last year we established a multi agency working group consisting of the Sussex Police, East Sussex County Council and the Borough Council to review the CCTV control room operations and associated functions, and to develop sustainable options for operating CCTV monitoring systems in the future.</p> <p>Specialist contractors have been assisting the working group with the review, and they will shortly be finalising the draft options and presenting them to the Safer Hastings Partnership, senior management and elected Members within the 2 Councils and the Sussex Police.</p>
<p><b>9. Reduce waste, increase recycling, and improve street cleanliness. (2 &amp; 5)</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• Work with the member/resident panel to develop acceptable alternatives to weekly black sack collections.</li> </ul>	<p><b>G</b></p>	<p>Early last year the Waste Advisory Group consisting of Ward Members and some residents from the weekly black sack collection areas, worked with officers from the Waste and Streetscene Team to consider alternative methods of waste storage and collection. A key recommendation arising from this work was to trial seagull proof sacks, and 3 trials are currently underway. Initial feedback from 2 out of the 3 is very</p>



2011/12 Targets/Milestones	Status (R/A/G)	Comments
<ul style="list-style-type: none"> <li>• Consult on new methods for collection in black bag areas</li> <li>• Targeted marketing campaign launched to increase recycling rates in the areas of low performance starting in the Tile Barn area of Hollington.</li> <li>• Public satisfaction with cleanliness as evidenced by surveys.</li> </ul>		<p>encouraging.</p> <p>The recycling campaign in Tile Barn was very successful, resulting in the quality and amount of twin bin recycling improving.</p> <p>The year end recycling rate is likely to be about 27%, which will be a slight increase on last year. This is unlikely to increase significantly until the new waste contract starts in 2013, when it is likely that the kerbside collection service will change to a system enabling residents to recycle a far greater range of materials. However, it should be noted that we already have the highest recycling rate for dry recyclates in East Sussex.</p> <p>The results of the independent 'street cleanliness' surveys carried out 3 times a year by specialist contractors using the well established methodology and criteria set out by the Government's Department for Food Environment and Rural Affairs continue to be very good. However, we are not complacent and recently commenced a programme of early and late Street Warden patrols to dog fouling hotspots. Offenders will be issued with £75 Fixed penalty Notices.</p>
<p><b>10. Work with local authority partners to assess the feasibility of a joint waste partnership for procurement of the collection contract. (1, 2 &amp; 5)</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• Joint business plan approved by Partner authority</li> </ul>	<b>G</b>	<p>Throughout the year excellent progress has been achieved with this important project. As a result Wealden, Rother, Eastbourne and Hastings Councils all agreed to proceed with the procurement exercise, and the 2<sup>nd</sup> round of bids are being evaluated. This will enable the contract documents to be refined before being issued for final bids in July 2012, with</p>

2011/12 Targets/Milestones	Status (R/A/G)	Comments
Cabinets. • Preparatory work on track to enable EU tendering process to begin in late 11/12		award of contract scheduled for October 2012.  The current Hastings waste and cleansing contract ends in July 2013.

## PERFORMANCE INDICATORS

Environmental Health Services						
Indicator	Improvement Direction	Actual Mar 2011	DoT	Actual Mar 2012		Target Mar 2012
1.1 Improved street and environmental cleanliness (levels of litter)	Smaller is Better	4%		6%		4%
1.2 Percentage of household waste sent for reuse, recycling and composting	Bigger is Better	25.6%		26.1%		28.0%
1.3 % nuisance/general public health complaints responded to within 4 working days	Bigger is Better	94.8%		94.4%		95.0%
1.4 % of food establishments which are broadly compliant with food hygiene law	Bigger is Better	83.9%		88.9%		85.0%
1.5 Number of crimes reported in Council car parks	Smaller is Better	12		5		15

### Comments

Latest waste & recycling collection figures for April – January. Final year figures awaited from East Sussex County Council.

## AMENITIES, RESORTS AND LEISURE SERVICES

2011/12 Targets/Milestones	Status (R/A/G)	Comments
<p><b>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)</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• Green Flag status retained</li> <li>• Achievement of Community Strategy target for quality open space</li> <li>• Improving scope and quality of playground portfolio with Amicus Horizon</li> <li>• Public satisfaction as evidenced by surveys</li> </ul>	<b>G</b>	<ul style="list-style-type: none"> <li>• Green flags retained for Alexandra Park, St Leonard's Gardens and Hastings Country Park</li> <li>• Although we have not added to our portfolio of green space this year, restricted by a combination of tighter budgets and work on the grounds maintenance tender, we have maintained our quality position, adopted a play area at Cookson Gardens, improved the Adventure Playground and contributed to works at Edinburgh Road and within the Combe Valley Countryside Park. Works are underway or planned on new seafront and Ore Valley playgrounds, more greenspace improvements at Combe Valley and upgrades to playgrounds at Shornden, St. Johns Road and Bembrooke Road.</li> <li>• We assessed all HBC and Amicus play grounds in the Borough and agreed a joint play space strategy and priorities for playground improvements. We have begun to share the costs of improvements, where we can do so from our budgets, and to bid together for funding when opportunities arise.</li> <li>• The Local Place Survey 2011 survey of residents identified 87% of residents very or fairly satisfied with Parks and Open Spaces. This was the highest rated service in the Council.</li> </ul>
<p><b>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)</b></p>	<b>G</b>	<p>The tenders have been prepared in partnership with Rother District Council and Amicus Horizon. Tenders have been invited and the new contract is expected to</p>









2011/12 Targets/Milestones	Status (R/A/G)	Comments
Measures: Achieve a programme of tenders during 2011-12		begin in November 2012.
<b>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)</b>  Measures: <ul style="list-style-type: none"> <li>• Comprehensive set of Allotment Rules published</li> <li>• New Tenancy Agreement with tighter procedures to ensure higher levels of cultivation published</li> <li>• Review of rents completed</li> <li>• Consultation undertaken on devolved responsibility to sites/associations</li> </ul>	<b>G</b>	<ul style="list-style-type: none"> <li>• Rules and new tenancy agreement published in March 2012</li> <li>• We have undertaken a review of rents across neighbouring and similar boroughs and confirmed our rents are comparatively low. We have commenced a dialogue with Site Secretaries to review the rents for allotments. This review will form part of our 2012/13 targets.</li> <li>• The Initial consultation on devolved responsibility elicited a generally negative reaction from tenants. We will continue to discuss moving selected areas of responsibility to Site Secretaries and Associations; there is no appetite for complete independence at this time.</li> </ul>
<b>4. Restore, protect and manage our seafront; develop opportunities for regeneration and enhancement. (2 &amp; 5)</b>  Measures: <ul style="list-style-type: none"> <li>• Beach Management Plan actions agreed with the Coastal Users Group implemented.</li> <li>• Forward plan of work developed with the Charity Committee.</li> <li>• New decorative lighting installed.</li> <li>• Opportunities developed for Bottle Alley and White Rock</li> </ul>	<b>G</b>	<p>The Coastal Users Group's action plan has been revised and updated and agreed. As there is overlap between the aspirations of this group and the outcome of seafront strategy and scrutiny reviews, we are consolidating the three plans into one.</p> <p>Significant achievements have included the provision of 3 seafront play areas (work commenced 30.04.12) and the eastern extension of the seafront cycle route. Priorities for 2012/13 have been agreed with the Charity Committee including a report into options for Car Park improvements, a review of signage and adult exercise equipment.</p> <p>A total of 32 decorative lighting columns (jointly funded by HBC</p>

<b>2011/12 Targets/Milestones</b>	<b>Status (R/A/G)</b>	<b>Comments</b>
<p>Baths (transferred to Regeneration and Community Services targets) with the Seafront Regeneration Group.</p> <ul style="list-style-type: none"> <li>• Undertake work to extend the Hastings section of the promenade cycle route to Bexhill</li> </ul>		<p>and the Foreshore Trust) have now been installed between London Road and Robertson Street.</p> <p>An exciting and ambitious feasibility study for Bottle Alley has been produced by Neil Choudhury Architects. It considers an economically viable proposal and design that contributes to regeneration and ensures a sustainable use for its future. Proposals to take the feasibility plan forward will be presented in Summer 2012.</p> <p>The eastern extension of the cycle route was opened in July 2011, and now forms part of the NCN2 National Cycle Network. A 6 month review has been undertaken with the assistance of Hastings Urban Bikes and a number of improvements agreed. A further review of the remainder of the route will be undertaken in 2012/13.</p>
<p><b>5. Work with partners to implement flood protection measures throughout the town. (2 &amp; 5)</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• The Surface Water Management Plan completed and published.</li> <li>• Establish cross-agency and community arrangements for implementation of the Surface Water Management action plan.</li> <li>• Assessments of entire shoreline and Harbour Arm completed in line with DEFRA funding allocations.</li> </ul>	<b>G</b>	<p>The SWMP has been completed and published. An ongoing working group will refine and implement the agreed actions, working within a countywide-network led by ESCC as Lead Local Flood Authority(LLFA)</p> <p>A draft Condition Study of Hastings Coastal Defence Structures has been undertaken with the support of DEFRA funding. As a result, further work will be carried out to implement the maintenance recommendations in the report and refine our beach management plan.</p>
<p><b>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</b></p>	<b>G</b>	<p>22 different schools and 6 language schools visited across both sites, with a total of 5,969 students in organised groups. All</p>

2011/12 Targets/Milestones	Status (R/A/G)	Comments
<p><b>&amp; 4)</b></p> <p>Measures:</p> <ul style="list-style-type: none"> <li>• Visitor targets achieved.</li> <li>• Proposals for management of Old Town Hall Museum developed.</li> </ul>		<p>loan boxes were booked out for the term-time periods.</p> <p>There have been six temporary exhibitions in the main galleries at HMAG, four in the Upper Walkway and two in the Long Gallery. Holiday and half-term activities were held at both museums, weekly Play and Learn sessions in term-time. Local History lectures at HMAG, Finds and Object Handling sessions, printing workshops and a series of talks in Old Town Week. The museum has been involved in activities and publicity for Science and Engineering Week, Heritage Open Days, the Big Draw and the Festival of British Archaeology. Events and talks have been linked to all the main exhibitions.</p> <p>There have been a total of 24 weddings and civic ceremonies held in the Durbar Hall.</p> <p>Meetings have been held with the Old Town Hall Museum Group. The displays have been updated, and discussions held regarding alternative management proposals and plans for income generation.</p>
<p><b>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 &amp; 4)</b></p> <p>Measure: Listed programmes implemented and sports strategy reviewed.</p>	<b>G</b>	<p>Sports and Physical Activity Strategy 2012 – 2015 has been completed and will be taken to June Cabinet.</p> <p>All projects have achieved set targets for 11/12 as agreed with external funders. Active Leadership project has ceased with Street Games continuing this work in the future. Funding for all projects secured for 12/13 except funding for the Hearty Lives Schools Project which finishes in June 2012, this work will continue under the Active Hastings banner.</p>

2011/12 Targets/Milestones	Status (R/A/G)	Comments
<p><b>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 &amp; 4)</b></p> <p>Measure: Play development plan implemented with appropriate input from play partners and service users</p>	<b>A</b>	<p>Good progress made. Regular activities and events all completed as planned. Some target deadlines have been extended due to unforeseen issues and other emerging priorities. This quarter included significant consultation regarding seafront play space, installation of inclusive play kit at the adventure playground.</p>
<p><b>9. Carry out improvement works to Summerfields Leisure Facilities (2 &amp; 4)</b></p> <p>Measure: Capital refurbishment works at Summerfields completed on schedule and within budget.</p>	<b>G</b>	<p>The planned refurbishment works have been completed to time and budget. Some additional further improvements to disability access have since been identified and will be progressed during 12/13.</p> <p>Attendances at Summerfields have increased since the refurbishment and the centre is now performing at capacity in some areas. Therefore we will continue to explore options to maximise space further, within current budgets.</p>

## PERFORMANCE INDICATORS

Amenities, Resorts & Leisure						
Indicator	Improvement Direction	Actual Mar 2011	DoT	Actual Mar 2012		Target Mar 2012
2.1 Number of people attending White Rock Theatre performances	Bigger is Better	83,474		54,530		80,000
2.2 Number of visitors to Hastings Museum and Art Gallery	Bigger is Better	35,974		34,793		32,500
2.3 Total attendances at Council Leisure Centres	Bigger is Better	352,767		379,473		365,000
2.4 % Local Authority public buildings suitable for and accessible to disabled people	Bigger is Better	93 %		93 %		93 %



## REGENERATION AND COMMUNITY SERVICES DIRECTORATE





### REGENERATION AND COMMUNITY SERVICES

2011/12 Targets/Milestones	Status (R/A/G)	Comments
<p><b>1. Continue to lead on the delivery of the Cultural Regeneration Strategy and work with stakeholders and practitioners on an agreed implementation plan. (1 &amp; 4)</b></p> <p>Measures: Action Plan approved by HBC Cabinet and Year 1 targets achieved by March 2012.</p>	<b>G</b>	<p>The Strategy continues to be delivered and monitored by the Partnership Group. Q4 highlights include:</p> <ul style="list-style-type: none"> <li>• Jerwood Gallery opened to the public on 17<sup>th</sup> March 2012</li> <li>• launch of Stade Saturdays with a performance by the Fishermen's Friends on 17<sup>th</sup> March</li> <li>• Stade Saturdays programme for the 2012 season was published and wider distribution of these is currently being implemented.</li> <li>• wider events programme now available on Hastings web-site</li> <li>• Decorative Lighting scheme from London Road to White Rock was launched in March.</li> <li>• Coastal Currents Festival commissioned for 2012</li> <li>• 58 Kings Road space relaunched with series of new arts installations</li> <li>• Street closure fee waived for Diamond Jubilee celebrations</li> </ul>
<p><b>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 &amp; 4)</b></p> <p>Measures: Delivery of agreed CPF targets. Completion of Future Jobs contract.</p>	<b>G</b>	<p>All Community Partnership funded projects achieved their targeted spend and outputs.</p> <p>The Future Jobs contract was completed in October 2011. Over the local programme's two year lifetime, 354 people were placed into 6-month posts, gaining valuable work experience.</p> <p>The Council was successful in leading a multi-partner Interreg funding bid for a range of projects and activities aimed at reducing carbon output on industrial estates and business parks. This four year programme involving French, Belgian and English partners is now underway.</p>

<p><b>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 &amp; East Sussex Local Enterprise Partnership (1)</b></p> <p>Measure: Development of a programme of activity for the coast within the LEP structure.</p>	G	<p>The Council is an active partner within the coastal Local Enterprise Partnership theme group, and facilitates the new Hastings and Rother Task Force – a strategic partnership working to promote and support economic growth across the Hastings and Rother travel to work area.</p>
<p><b>4. Continue to support the town's four Area Management Boards [AMBs] to deliver the Local Area Management Plans. (1 &amp; 4)</b></p> <p>Measures: LAMP in place for each AMB; implementation in line with agreed action plan targets.</p>	G	<p>All four Area Management Boards have implemented action plans to deliver key improvements in the physical environment and the quality of life for residents in disadvantaged neighbourhoods.</p>
<p><b>5. Undertake a review of Community Partnership Funding.</b></p> <p>Measure: Review completed in time to inform 2013-14 budget setting.</p>	G	<p>A comprehensive review of the Council's support for community based activity, including Community Partnership Funding, has commenced and has included a survey of many organisations in receipt of Council grants and other support. The findings of the review will help inform the Council's spending priorities in 2013-14 and beyond.</p>
<p><b>6. Continue to support Events such as the St Leonards Festival, Black History Month and Refugee week. (1 &amp; 4)</b></p> <p>Measure: All three events supported.</p>	G	<p>Unfortunately the 2011 St Leonards Festival was abandoned due to severe weather conditions. However, plans are in place for next year's event. A successful Black History month-long programme of cultural events, projects with schools, and topical debates took place in October. Refugee week concluded with a community event in the Concordia Hall which included performances by local schools.</p>
<p><b>7. Work with business partners to regenerate White Rock Baths (transferred from Amenities and Leisure Services). (1 &amp;</b></p>	A	<p>The Foreshore Charitable Trust gave agreement in principle for a lease on part of the building for a commercial operation. Flooding and pumping equipment failure resulted in an initial delay. Clearance works and asbestos containment</p>

<p><b>4)</b> Measures: Feasibility of commercial occupation completed; physical repairs programme that enables commercial occupation agreed and costed; legal agreement with business tenant.</p>		<p>is essentially completed but the commercial operator is unable to complete the necessary works in time for an opening in 2012. The Charitable Committee will be asked to consider a range of options for the future of this building in June 2012.</p>
<p><b>8. Develop an implementation plan for the FLAG strategy (1 &amp; 4)</b> Measure: Implementation plan completed by September 2011</p>	<p><b>G</b></p>	<p>Implementation/Business Plan has been approved by the Marine Management Organisation, the accountable body for the European Fisheries Funding. The Fisheries Local Action Group are now progressing plans for early projects that will be supported through the £963k grant and which are aimed at sustaining and promoting the local fishing industry and associated activities.</p>
<p><b>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)</b> Measure: Agreed plan of action and appropriate delivery mechanism</p>	<p><b>G</b></p>	<p>Work progresses well, with increased confidence given by the Government's decision to part fund the Link Road and the award of Growing Places Fund to East Sussex Energy Infrastructure &amp; Development company [ESEID].</p> <ul style="list-style-type: none"> <li>§ The established Hastings &amp; Rother Task Force delayed a final version of its action plan. However, it approved the ESEID's action plan should form part of the partnerships' remit.</li> <li>§ ESEID's position is now relatively secure and it has agreed to make a further application for Regional Growth Fund funding for work in North Queensway and Bexhill. It is also to bring forward the next stages of Priory Quarter and Cabinet will be asked to consider Compulsory Purchase Order action in this respect in June.</li> </ul>

## PERFORMANCE INDICATORS

Regeneration & Community Services						
Indicator	Improvement Direction	Actual Mar 2011	DoT	Latest Actual		Target Mar 2012
3.1 Overall crime rate / 1,000 population	Smaller is Better	86		86		109
3.2 Public place violence / 1,000 population	Smaller is Better	12.0		9.7		
3.3 Criminal damage / 1,000 population	Smaller is Better	18.2		17.6		











- 3.1 The overall crime rate / 1,000 population is at the same level as last year, though there was a small rise in the total number of crimes recorded from 7,469 to 7,477. The Safer Hastings Partnership (SHP) strategy target for overall crime is a 3% reduction from 2010/11 levels by 2013/14 (to reach 83 / 1,000 population). A target of 84 has been set for the 2012/13 Corporate Plan, which is on course to achieving the SHP strategy's 2013/14 target. Overall crime rates have fallen by 39% from a high point of 142 / 1,000 in 2006/07.
- 3.2 Public place violence is a new indicator that has been included in the 2012/13 Corporate Plan, so no target was set for 2011/12, but crime rate figures are shown above for information. Public place violence fell by 19% from last year to this, and a further 15% from the previous year. Given the substantial improvements shown over the previous years a target to consolidate and maintain public place violence at no higher than the rate of 9.7 achieved for 2011/12 in 2012/13 has been set. There is no specific crime rate reduction target set in the SHP strategy for this type of crime.
- 3.3 Criminal damage is a new indicator that has been included in the 2012/13 Corporate Plan, so no target was set for 2011/12, but crime rate figures are shown above for information. The SHP strategy target for criminal damage is a 5% reduction from 2010/11 levels by 2013/14 (to reach 17.2 / 1,000 population). A target of 17.4 has been set for the 2012/13 Corporate Plan, which is on course to achieving the SHP strategy's 2013/14 target.

## PLANNING SERVICES

2011/12 Targets/Milestones	Status (R/A/G)	Comments
<p><b>1. Progress the <u>Hastings Local Development Framework</u> by preparing the Core Strategy, and the Site allocations and Development Management Plan. (1, 4 &amp; 5)</b></p> <p>Measures: The pre-submission version of the Core Strategy considered by Cabinet in March 2012.</p>	<b>G</b>	<p>The proposed submission Planning Strategy (formerly Core Strategy) was approved by the Council at its meeting in March and will be placed on deposit for formal representations in May.</p> <p>The Development Management Plan (formerly the Site Allocations and Development Management Plan) Consultation Document was produced and was the subject of consultation until 27 April 2012.</p>
<p><b>2. Through our zero tolerance approach to neglected and derelict buildings and land, target 45 neglected and derelict buildings or areas of land. (2)</b></p> <p>Measure: 45 neglected/derelict buildings improved to include 500th Building improved by Grotbusters</p>	<b>G</b>	<p>46 neglected/derelict buildings have been improved during 2011/12. 16 were improved in the last quarter and 3 of these were in Central St Leonards. The 500<sup>th</sup> building was improved during the end of Q2.</p>
<p><b>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)</b></p> <p>Measures: Completion of programmed improvements.</p>	<b>A</b>	<p>The last grant offer was made in December 2011 and work is underway to restore the remaining buildings that have benefited from the grants offered. However, the restoration of the exterior of the Congregational Church was a key target of the initiative and this has not been possible because the owner could not assemble funding to take advantage of the grant available.</p>
<p><b>4. Ensure the completion of improvements to the Pelham Arcade Restoration as part of a three year programme. (2)</b></p> <p>Measures: Completion of programmed improvements.</p>	<b>G</b>	<p>The first grant scheme has commenced at 12 Pelham Arcade. Further schemes to restore properties are being progressed including 6-8 Pelham Arcade which is owned by the Council.</p>

<p><b>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 &amp; 4)</b></p> <p>Measure: Impact of new consultative method evaluated.</p>	<p><b>G</b></p>	<p>One proposal, at West Marina former swimming pool site Seaside Road, met the criteria for a pre-application forum during the year and a forum was held on 15 November 2011. The proposal was for a new leisure facility of restaurant, café, bar, sun decks, sea viewing tower, separate block for changing/shower room facilities including a shop for water sports equipment, provision of customer and staff cycle storage, customer and disabled parking and peripheral landscape works to provide a community garden. The Forum was well received with a full attendance. The impact of the new consultative method will be further evaluated when another Forum is held.</p>
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## PERFORMANCE INDICATORS

Planning Services						
Indicator	Improvement Direction	Actual Mar 2011	DoT	Actual Mar 2012		Target Mar 2012
4.1 % major residential & commercial planning applications determined within 13 weeks	Bigger is Better	69.2%		42.1%		60.0%
4.2 % minor residential & commercial planning applications determined within 8 weeks	Bigger is Better	84.5%		86.7%		85.0%
4.3 % householder planning applications determined within 6 weeks	Bigger is Better			62.7%		50.0%
4.4 Net number of new homes built (NI 154)	Bigger is Better	77		200		210
4.5 Number of neglected and derelict buildings improved	Bigger is Better	43		46		45

- 4.1 The proportion of major planning applications determined within 13 weeks did not meet the 60% target, with 8 of 19 major applications determined in time. The proportion has risen each quarter from the first quarter's figure of 25%. This indicator has been discussed with the Lead Member and Chair of the Planning Committee. A number of proposals to improve

performance have been adopted, and it was decided to keep the indicator and target as they are as in most years it has been achieved.

## COMMUNICATIONS AND MARKETING SERVICES

2011/12 Targets/Milestones	Status (R/A/G)	Comments
<p><b>1. Provide a comprehensive communications service for the Council (internal and external), promote and review how we market 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)</b></p> <p>Measures: New website and Content Management System introduced and web visits increased by 10% year on year.</p>	<b>R</b>	<p>Our new website was launched on 12<sup>th</sup> August. Although there were some initial teething problems, in particular with broken links, the new website gives us much greater versatility, and the ability to update it in real time.</p> <p>During 11/12, 3 763 602 pages were served, compared to 5 752 292 in 10/11, and we therefore did not meet our target of increasing visits by 10% by the end of the year. This is partly a reflection of the fact that the site has been 'stripped down' ready for transferring to the new site.</p> <p>We continue to expand the use of social media, and have more than doubled the number of our 'twitter' followers.</p>
<p><b>2. Work with key partners to develop a joint marketing/communications strategy to continue to improve the image of Hastings. (1 &amp; 6)</b></p> <p>Measures: Group established and agreed action plan produced by July 2011.</p>	<b>A</b>	<p>A partner group was formed to develop the joint marketing/communications strategy, but progress was slower than anticipated. A number of 'focus group' meetings took place at the end of Q4 2011/12, and feedback on these will be key to moving the project forward. Its implementation is one of the cross-cutting corporate objectives for 2012/13.</p>
<p><b>3. Produce a tourism marketing plan for Hastings &amp; 1066 Country for implementation in the 2012 season, acknowledging the current and expected changes in the funding structures for tourism nationally and regionally. (1)</b></p> <p>Measures: Plan achieved by September 2011.</p>	<b>G</b>	<p>Tourism marketing plan produced, and executed. This included publication of a Hastings holiday guide, an attractions leaflet, an iPhone app, a quarterly events postcard, 60 000 subscribers to our tourism website, a growing 'Twitter' and 'Facebook' presence, attendance or representation at 17 tourism/lifestyle shows, and positive articles in a number of publications including the Sunday Times, Saturday Times, Telegraph,</p>



		Period Living, and Time Out Online.
<p><b>4. Support Hastings' different festivals and events, and organise the Seafood &amp; Wine Festival, to attract visitors and make the town a better and more inclusive place to live. (1 &amp; 4)</b></p> <p>Measures: All HBC-supported events delivered successfully, and the 2011 Seafood and Wine Festival delivered satisfactorily.</p>	<b>G</b>	<p>The Hastings International Chess Congress, and Hastings Half Marathon, both supported by HBC, took place during this quarter, were both successful, both boosting the town's visitor economy at what would otherwise be a very quiet time.</p> <p>Work continues on the Olympic Torch Relay, visiting Hastings overnight on Tuesday/Wednesday 17<sup>th</sup>/18<sup>th</sup> July 2012, and many meetings have now been held on what is likely to be one of the biggest, and busiest, events to take place in Hastings this year.</p>
<p><b>5. Introduce a content management system for the <a href="http://www.hastings.gov.uk">www.hastings.gov.uk</a> website, continue to maintain the Council's IT network, and provide IT support to enable the smooth running of the Council.(3)</b></p> <p>Measures: 95% of all Helpdesk calls within target time resolved and a network availability of 99% achieved.</p>	<b>G</b>	<p>As noted above, the new website, driven by a content management system, went live on 12<sup>th</sup> August, making it much easier to keep the content fresh.</p> <p>96.9% of the 5334 help desk calls received in the year were closed within target time. Network availability for the year was 99.97%.</p>
<p><b>6. Contribute to a number of partnerships to further the Town's infrastructure regeneration efforts by (1):</b></p> <ul style="list-style-type: none"> <li>• <b>Lobbying for improvements to road transport links e.g. Bexhill Link Road, Tunbridge Wells to Pembury A21 dualling.</b></li> <li>• <b>Campaigning to retain and develop rail links to serve the Town</b></li> </ul>	<b>G</b>	<p>Progress – The announcement of the decision to build the Bexhill – Hastings Link road in the Spring budget was excellent news, and will also unlock the potential of north Bexhill in terms of employment, of great benefit to Hastings residents. Elsewhere, lobbying continues to improve the town's infrastructure; with considerable energy being devoted to ensuring that Hastings retains a direct service to the City of London once the new Thameslink service is introduced.</p> <p>Unfortunately, despite considerable lobbying by HBC and others, Southern and Network Rail closed the entire Marshlink for nine weeks on 9<sup>th</sup> January for engineering work to be undertaken in Ore Tunnel. To rub salt in the wounds, Network</p>

		<p>Rail closed all rail routes to Hastings over Easter, meaning a replacement bus service in all three directions. A letter of complaint/dismay was sent to the Chief Executive of Network Rail.</p> <p>Late Update: - On 8<sup>th</sup> May 2012 the Roads Minister gave the go ahead for development work to start on the widening of the A21 in Kent. A section of the road was due to be turned into dual carriageway but the work was shelved in 2010 because of budget cuts. The development work will focus on designing and consulting on proposals, along with progressing any necessary statutory processes.</p>
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## PERFORMANCE INDICATORS

Communications & Marketing						
Indicator	Improvement Direction	Actual Mar 2011	DoT	Actual Mar 2012		Target Mar 2012
5.1 Number of customers in the Information Centre	Bigger is Better		»»	219,684	▲	275,000
5.2 Number of formal complaints received by Hastings Borough Council (L092)	Smaller is Better	207	✔	159	▲	150
5.3 Visits to the Borough website	Bigger is Better		»»	951,006		

- 5.1 The Hastings Information Centre was closed for refurbishment from the end of January until Easter. From 2012/13 this will be replaced by new measures of performance that will be established during the first two quarters of the year.
- 5.2 Has not been included in the 2012/13 corporate plan, and will be monitored internally.
- 5.3 Due to changes to this area information is not comparable with previous years, and no target was set for 2011/12.

## HOUSING SERVICES

2011/12 Targets/Milestones	Status (R/A/G)	Comments
<p><b>1. Undertake with partners and the community, a review of the later phases of the Ore Valley redevelopment plans. (1)</b></p> <p>Measure: New master plan considered by Cabinet by year end.</p>	<b>A</b>	<p>Phase 1 was successfully completed delivering 51 homes for sale (12), shared ownership (26) and affordable rent (13). Further phases are now being explored with the Homes &amp; Communities Agency [HCA], developers, Orbit and the Council. This is subject to additional site survey, survey work and the necessary planning approvals.</p> <p>A bid for public funding to help take forward Phase 2 was submitted to the HCA under the Governments 'Get Britain Building Programme', unfortunately the scheme was not successful in the short listing process. Alternative methods of raising funding for Phase 2 are currently being explored by the developer, Housing Association and the Council.</p>
<p><b>2. Take tougher measures, including Compulsory Purchase, to bring long term empty homes back into use. (1, 4 &amp; 5)</b></p> <p>Measure: The number of empty homes returned to use through the granting (or threat) of a CPO</p>	<b>G</b>	<p>Of the original 7 properties that Cabinet (December 2010) agreed to pursue for compulsory purchase (CPOs), four are now fully back in use, one has been sold and works have been agreed with the new owner. The remaining two owners have entered into legally binding agreements to renovate and bring their properties back into use.</p> <p>October's Cabinet (2011) gave approval to start the compulsory purchase of a further 14 empty properties. Works are on site at 10 of the properties. Further action (including pursuing the Orders) is being taken with the remaining four.</p>

		At the end of the year the work of the Empty Homes Officer has resulted in 77 Empty Homes brought back into use. 38 of these were empty for over two years.
<p><b>3. Subject to consultation, implement an additional tough licensing scheme for certain categories of privately rented accommodation to protect tenants. (1, 4 &amp; 5)</b></p> <p>Measure: New licensing scheme introduced in 2011/12 subject to consultation results.</p>	<b>G</b>	<p>The Additional Licensing Scheme for Houses in Multiple Occupation [HMOs] came into force on the 19 September 2011.</p> <p>At year end we had received 293 applications for licenses, which exceed anticipated targets. A further 149 HMOs have been declared to us by their owners seeking advice and guidance. Further publicity work has been conducted, e.g. landlords contacted via the benefits mail out.</p> <p>We have used the successful prosecution of a landlord not providing us with the correct information to further publicise the need for landlords to license their HMOs with us. Further prosecutions are planned.</p> <p>The HMO Licensing Team will now build upon this success and drive forward the proactive work to seek out unlicensed HMOs.</p>
<p><b>4. Assist households to access private rented sector housing through the Council's 'Letstart' service in order to prevent homelessness. (4 &amp; 5)</b></p> <p>Measures: 40 households settled in private rented sector.</p>	<b>G</b>	The Letstart service exceeded the year end target by 50% assisting 60 households into the private rented sector.
<p><b>5. Investigate how new investment models might be used to maintain progress made in improving housing standards and regeneration within St</b></p>	<b>G</b>	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. (1, 4 & 5)**

Measure: Completion of a pilot project within Central St Leonards

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 of a dwelling in Kenilworth Road which shall deliver 5 units of accommodation for affordable rent. These units are likely to be ready in May 2012.

The Department for Communities & Local Government [CLG] has granted permission for the Council to confirm a Compulsory Purchase Order on the vacant former nursing home in Carisbrooke Road. Planning Permission has been granted for the conversion of the nursing home to deliver 8 units of accommodation for local households.

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

**PERFORMANCE INDICATORS**

<b>Housing Services</b>						
Indicator	Improvement Direction	Actual Mar 2011	DoT	Actual Mar 2012		Target Mar 2012
6.1 Number of homelessness acceptances	Smaller is Better	44		65		50
6.2 Number of homelessness cases prevented	Bigger is Better	1,190		1,833		800
6.3 Number of private sector dwellings (units) brought in line with the current statutory standard	Bigger is Better			96		170
6.4 Number of affordable homes delivered	Bigger is Better	43		60		53
6.5 Long term (2+ years) empty properties returned to use	Bigger is Better	43		38		30

## Cross Cutting Targets

### 5. Stade Regeneration

2011/12 Targets/Milestones	Status (R/A/G)	Comments
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	<b>G</b>	The Jerwood Gallery opened to the public on 17 <sup>th</sup> March 2012 and the launch of Stade Saturdays with a performance by the Fishermen's Friends took place on the evening of the same day. A Stade Saturdays programme for the 2012 season was published and wider distribution of these is currently being implemented.

### 9. Hastings Pier

2011/12 Targets/Milestones	Status (R/A/G)	Comments
(a) To seek funding for the stabilization of Hastings Pier and bring forward a scheme if funding is available	<b>G</b>	<p>We successfully applied for funding from English Heritage to stabilise the Pier. This was essential to preserve the opportunity for its long term restoration. Funding of around £100k was obtained and a scheme developed and delivered. It is possible this has saved the structure from substantial subsequent damage.</p> <p>Officers from throughout the Council have contributed to the push to acquire the Pier through CPO action. This has been a long and demanding process. The CPO was served following a range of other action and the conclusion of the agreement with the Pier Trust for a back to back transfer. The Secretary of State's decision is awaited on if the order is confirmed. If successful the Council would not "vest" the Pier until the Pier</p>

		Trust was in a position to accept the transfer.
(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.	<b>G</b>	<ul style="list-style-type: none"> <li>a) Agreement in place.</li> <li>b) Awaiting Secretary of State's decision on CPO Order.</li> </ul>

### 10. Hastings Castle (target suspended)