

Overview and Scrutiny Committee for Services Agenda

Wednesday, 11 June 2014 at 6.00 pm

Town Hall, Queen's Square, Priory Meadow, Hastings TN34 1QR

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OVERVIEW AND SCRUTINY COMMITTEE FOR SERVICES 13 FEBRUARY 2014

Present: Councillors Cooke (arrived at 6.40pm), Davies, Poole (in the Chair), Rogers, Scott and Wincott (as the duly appointed substitute for Councillor Turner)

Lead Members in attendance: Councillors Birch, Chowney, Forward, Kramer (until 7.00pm) and Westley

Apologies for absence were received from Councillor Turner.

22. DECLARATIONS OF INTEREST

The following councillors declared an interest in the minutes as follows:

<u>Councillor</u>	<u>Minute</u>	<u>Interest</u>
Rogers	24	Pecuniary – consulted on the revised HLF bid for Hastings Castle Personal – trustee of St Mary in the Castle

23. MINUTES

RESOLVED that the minutes of the meeting held on 21 November 2013 and the Joint Overview and Scrutiny Budget meeting held on 30 January 2014 be approved as a true record.

24. QUARTER THREE PERFORMANCE AND FINANCIAL MONITORING REPORT

The Senior Corporate and Democratic Services Officer presented a report to advise Members of performance against the 2013/14 targets and performance indicators in Part II of the Corporate Plan. The report also provided a summary of financial information.

Members noted an under spend against the 2013/14 budget for employability. The Head of Regeneration and Planning advised that additional funding had been secured from the Department of Works and Pensions (DWP), the budget was therefore being re-profiled to ensure that this initiative could continue into the next financial year.

Discussion took place regarding estate income. Income from Priory Meadow was higher than originally budgeted, but this was partly due to a timing issue based on rent free periods and timing of occupancies. Councillor Birch

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agreed to provide an update on efforts to encourage take up of vacant units in Priory Meadow, following a meeting with the Leaseholder's agent.

The committee considered the issue of Fixed Penalty Notices (FPN) to maintain and improve streetscene. 167 FPN's had been issued for environmental crime and dog offence, the Council was also working in partnership with Sussex Police to ensure robust action was taken to tackle this issue. Indeed, the Council's wardens would shortly begin joint patrols with Sussex Police. Members requested further information on the number of persistent offenders, who had repeatedly been issued with FPN's.

Members noted the results of a recent place survey and objective survey, which had shown a reduction in public satisfaction with street cleanliness. The Director of Environmental Services was due to meet with the Council's street cleansing contractor, Kier, to address the results of the survey and discuss an improvement plan in the areas with high levels of failures. Members were mindful of the importance of effective communication with the Council's contractors, and wished to be kept up to date with the implementation of the improvement plan. Members may also wish to invite a representative of Kier to attend a future committee meeting.

Members were advised that Hastings had been selected as local alcohol action area; the Council had previously expressed an interest in this initiative in 2013. Under this initiative, the Council would receive specialist communication support, and guidance on developing partnership working to tackle the causes and effects of alcohol abuse. The committee welcomed this update, but commented that the promotion of this campaign would need to be handled sensitively. Councillor Kramer agreed to circulate a copy of the press release for this campaign to Members of the committee.

Discussion took place regarding the process for setting performance indicators for crime rates. The Safer Hastings Partnership (SHP) was currently reviewing the targets, and their findings would be reported back to the committee. Councillor Kramer, as Chair of the SHP, was also due to meet with the Police and Crime Commissioner.

The committee noted that the Council had recently supported a large East Sussex County Council (ESCC) exercise to test readiness and response to pollution incidents. The exercise had gone according to plan, and a full debrief would follow.

Members noted that efforts were ongoing to develop a stand alone web page for Hastings Museum. It was considered that separating the museum's web page from the main Council site would improve accessibility and give the service a distinct identity. Members suggested developing the online educational resources for the museum, to improve understanding of the collection. The committee suggested that efforts to develop online resources would be complimented by reviewing some of the labelling of the artefacts.

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The committee were advised that contributions from Hastings Borough Council and ESCC had enabled repair works to be undertaken at the William Parker Community Athletics track. Ark academy would continue to oversee the general maintenance of the track, for the remainder of the current lottery agreement.

Members acknowledged the Council's continued partnership working with other agencies to tackle homelessness. Members noted that the target for homelessness preventions had been exceeded in December 2013, which had contributed to a reduction in homelessness acceptances for this period. The committee were advised that the Ranger service had also been used to monitor rough sleeping around the town, and to refer those at risk to appropriate advice services.

The Head of Communications and Marketing reported that the Heritage Lottery Fund bid for over two million pounds had been submitted by the December deadline, and they were now awaiting a decision on the application, due at the end of March. In the meantime, given the tight timetable, architects and project management staff were being recruited 'at risk' to ensure that work could start on the scheme if the bid were successful.

The committee discussed performance indicators to monitor the effectiveness of the Council's website. Members requested further information on the number of visitors who had gone straight to their destination from the new landing page.

RESOLVED – (unanimously) - that:

- 1) the committee's comments on Quarter Three performance be addressed by the relevant Lead Member(s) with appropriate action and report back, and;**
- 2) staff in the Environmental Services and Regeneration Directorates be thanked for their hard work and achievements in this quarter.**

25. UPDATE ON THE WHITE ROCK THEATRE

This item was moved up the agenda, with the agreement of the Chair.

Members welcomed Michael Cross, who had recently been appointed as Manager of the White Rock Theatre, to the meeting.

The committee had received a report on the White Rock Theatre by the Head of Amenities, Resorts and Leisure at an earlier meeting. Members had sought further information on the scope of the theatre's outreach programme to the local community and the role of the venue within the wider cultural offer of the town.

The Manager of the White Rock Theatre advised that community involvement with the theatre would continue to be encouraged. Indeed, the theatre's

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business plan for the coming year focused on opportunities for community re-engagement. The proportion of audience figures made up of local people was currently estimated at between 48% and 64%, depending on the genre of the production. Consideration had also been given to options to encourage return visits. Members noted that the theatre was both as a resource for local people, and attracted visitors from outside the town.

Outreach work had been undertaken with residents from disadvantaged backgrounds. Subsidised places had been made available on the theatre's summer school and discounted tickets had been offered at the recent pantomime. Although the availability of subsidised tickets may be limited, depending on the production, the theatre would continue to engage with residents from a variety of backgrounds.

Discussion took place regarding outreach to community groups and organisations in the voluntary sector. There were currently two community groups who regularly used the Sussex Room, and it was hoped that this could be increased over time. Members were invited to suggest groups who may be interested in utilising the space.

The committee considered the wider cultural offer in the town. The Manager of the White Rock Theatre stated that the theatre would aim to attract a broad range of productions, to compliment the existing offer in the town. Research had been undertaken regarding the existing offer, to avoid duplications and conflicts in scheduling. In the future, it may be possible to develop a clash diary with other venues in the town. The committee acknowledged the restrictions in attracting productions to the theatre, but highlighted the importance of the cultural offer to the wider regeneration of the town.

Members thanked the Manager of the White Rock Theatre for attending the meeting.

26. FINAL REPORT OF THE SCRUTINY REVIEW OF BATHING WATER QUALITY

Councillor Rogers, as Chair of the Scrutiny Review, presented the report to summarise the finding of the review group.

A new European Bathing Water Directive would be introduced in 2015, which effectively doubled the current quality standard that bathing waters must reach to be considered sufficient or excellent. It was anticipated that the bathing beach at Hastings would fail to meet the new standard, if actions were not taken to improve the bathing water quality. The review acknowledged that this could have a very significant detrimental impact on tourism in the town.

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The review team had met with key agencies with responsibilities for improving bathing water quality, including; the Environment Agency, Southern Water and representatives of the Clean Seas Please campaign. The Alexandra Park stream and outfall had been identified as the most significant cause of contamination to the bathing water and Members had considered a number of options to address this issue. Members noted that the solution to improve bathing water quality was multi faceted, including technical, infrastructure and community activity.

The work of the review team had run in parallel to the Bathing Water Quality Executive Group, which had been formed to monitor the work of key agencies. The Executive Group had adopted a partner's action plan to improve bathing water quality. It was recommended that the review team be re-convened later in the year, to review the 2014 bathing water season and to monitor progress against the action plan.

The Chair thanked all those who had contributed to the review.

RESOLVED – (unanimously) - that:

- 1) the review team recommendations contained in this report are endorsed by the Scrutiny committee;**
- 2) the review participants are thanked for their contributions;**
- 3) the Bathing Water Quality executive Group is supported in ensuring that the commitments in its action plan are delivered;**
- 4) the review team meet again in November 2014 to assess whether the actions of Southern Water, the Environment Agency, the Borough Council and the Clean Seas Please campaign during 2014 have produced the desired improvements in bathing water quality and to determine what further actions are necessary in 2015.**

Reasons for Recommendations

A new, more stringent, European Bathing Water Directive replaces the existing water quality standard in 2015. Hastings Beach is at risk of failing to meet the new standard. Although water quality has improved steadily over recent years, the monitoring results for the 2014 and 2015 bathing seasons must demonstrate significant further improvements. Scrutiny members wish to satisfy themselves that everything possible is being done by the relevant agencies and the Council to meet the new standard.

27. OVERVIEW AND SCRUTINY CHARTER

The Senior Corporate and Democratic Services Officer presented a report which invited Members of the committee to sign up to an Overview and Scrutiny Charter.

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A working group of Members had drafted an Overview and Scrutiny Charter which was intended to make it clear to committee members, the Council's partners and the public what they can expect from the Overview and Scrutiny function. The draft charter had been based on best practice, and examples of Overview and Scrutiny Charters from other authorities.

The charter would also raise awareness of the work already undertaken by the Overview and Scrutiny function, by including web links to previous reviews. Members noted that the charter may also form a useful learning resource, as it included web links to related content.

The charter had been considered by a recent meeting of Scrutiny Steering Group. The comments made by the group had been incorporated into a revised draft charter, which had been appended to the report.

RESOLVED – (unanimously) - that:

- 1) Members approve the Overview and Scrutiny Charter, and;**
- 2) the Overview and Scrutiny Charter is published on the Council's website.**

Reasons for Recommendations:

The Overview and Scrutiny Charter sets out the principles of the Overview and Scrutiny function, and its impact on key stakeholders.

28. OVERVIEW AND SCRUTINY WORK PROGRAMME 2013-14 QUARTER THREE UPDATE

The Senior Corporate and Democratic Services Officer presented an update on the Overview and Scrutiny Work Programme. Members had completed two of the three reviews they had selected at the Annual Joint Meeting of the Overview and Scrutiny Committees. The Scrutiny review of changes to the welfare system was underway.

(The Chair declared the meeting closed at 8.00pm)

Agenda Item No: 4

Report to: Overview and Scrutiny (Services)

Date of Meeting: 11 June 2014

Report Title: Corporate Plan Part III -Year End Performance Information and Target Setting 2014/15

Report By: Jane Hartnell
Head of Corporate Services

Purpose of Report

1. To advise Members of the year-end actual performance by the staff in the Environmental Services and Regeneration Directorates against the targets and milestones set out in Part II of the Corporate Plan for 2013/14.
2. To consider the areas of shortfall in performance and the actions that will be taken to improve performance during 2014/15.
3. To seek Members' views on the performance indicator targets for the activities overseen by this Committee proposed for 2014/15.
4. To note that this information will be published in Part III of the Corporate Plan, to be agreed by Cabinet on 7th of July.
5. To also flag up current and forthcoming consultation in the first quarter of 2014/15.

Recommendation(s)

1. That Members consider the information that will form Part III of the Corporate Plan
2. That the comments of the Overview and Scrutiny Committee on the proposed performance indicator targets for 2014/15 be referred to the Cabinet meeting on 7th of July 2014.
3. That the Overview and Scrutiny Committee thank staff for their hard work in achieving the targets set out in the Corporate Plan.

Reasons for Recommendations

To assist with the approval process for the Corporate Plan Part III and assist Overview and Scrutiny Committee Members to undertake their Performance Management role.

Introduction

1. The Council meeting on 26th February 2014 agreed Parts I and II of the Corporate Plan 2014/15 to 2016/17 – these documents set out the Council's work-plans for 2014/15.
2. Part III of the Corporate Plan contains a report back against the milestones and targets set out in Part II of the Corporate Plan relating to 2013/14 and sets out the performance indicator targets for the next year.
3. The 7th July Cabinet has been given delegated authority by the Council to agree Part III of the Corporate Plan prior to publication on the Council's website.

Retrospective Performance Report Back – Appendix A

4. Appendix A provides a report back on performance during 2013/14 against the Corporate Plan targets and Performance Indicators for the Directorates and Services relevant to this committee.
5. The status of each target as at 31st March 2014 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 description of how we will address this in 2014/15
6. The front-sheet of Appendix A details those part II exception targets. These flag those Part II targets that have not been achieved by year end and are classified as amber or red.
7. At the end of each service area in Appendix A the associated performance indicators are listed.
8. To show all changes to targets for performance indicators in one place, performance indicator tables for all services in this report are also shown at the end of Appendix A to present all the information together. Any targets that have changed from 2013/14 to 2014/15 are shown in bold and underlined.
9. Progress against Performance Indicator targets for the year is shown as either 'Met' or 'Not Met'.
10. 'Direction of Travel' shows whether performance for the year is Better, Worse or Same as the previous year. For different indicators better performance may be shown by higher or lower figures (e.g. recycling collection rates vs crime rates). All figures shown in the tables are for the full year from April 1st to March 31st.
11. These 2014/15 proposed performance indicator targets remain subject to Cabinet approval and comments from this committee on these targets will be forwarded to Cabinet for consideration.

Current Consultation

12. To assist the Committees to undertake their Scrutiny role effectively and to enable Members to input into decision making at an appropriate stage, current or forthcoming consultations are highlighted at the link below:

http://www.hastings.gov.uk/decisions_democracy/voting_petitioning_having_your_say/consultation/current_consultations/

Financial Position

13. Work is ongoing to finalise the Council's year-end position in respect of both revenue and capital expenditure. There is an overall underspend and the final position will be presented to Cabinet in July.

Wards Affected

Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St. Helens, Tressell, West St. Leonards, Wishing Tree

Area(s) Affected

Central Hastings, East Hastings, North St. Leonards, South St. Leonards

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	Yes
Crime and Fear of Crime (Section 17)	Yes
Risk Management	Yes
Environmental Issues	Yes
Economic/Financial Implications	Yes
Human Rights Act	Yes
Organisational Consequences	Yes
Local People's Views	Yes

Background Information

Corporate Plan Part II 2013/14 – 2015/16

Officer to Contact

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APPENDIX A

RETROSPECTIVE REPORT-BACK ON 2013/14 TARGETS AND PERFORMANCE INDICATORS:

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

Status of annual targets at 31st of March 2014 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 2014/15

Status of performance indicators at 31st March 2014 is shown for target met as a star, or target not met by a triangle.

Exceptions

The following annual targets in Part II of the Council's 2013/14 Corporate Plan have been identified as exceptions that have not been achieved by year end.

<i>Target no./Service</i>	<i>Target Status</i>
2. Environmental Services - Waste services	Amber
4. Environmental Services - food hygiene and health and safety	Amber
6. Environmental Services - CCTV	Red
6. Amenities, Resorts & Leisure Services - Museums	Amber
11. Amenities, Resorts & Leisure Services - White Rock Theatre	Amber
2. Regeneration & Planning Policy – b) Cultural Strategy	Amber
3. Regeneration & Planning Policy – b) Local Plan	Amber

<i>Target no./Service</i>	<i>Target Status</i>
1. Housing & Planning Services - Ore Valley	Amber
5. Housing & Planning Services - Townscape Heritage initiative	Amber
1. Marketing & Communications - Communications service	Amber
9. Cross Cutting - Seafront Strategy a) Review Strategy	Amber
9. Cross Cutting - Seafront Strategy b) programme delivery	Amber
9. Cross Cutting - Seafront Strategy g) commercial opportunities	Amber
10.. Cross Cutting - Hastings Castle - Heritage Lottery Funding	Amber

Environmental Services Directorate

Environmental Services

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>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.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Alcohol & drug related crime levels. b) Perceptions of residents (town centre) feeling safe outside after dark - measured by the Local Place Survey. c) Amendments to Licensing Act reviewed as they arise and implemented locally as appropriate. 	<p>G</p>	<p>a) Overall crime rates in Hastings have continued to reduce, including for anti-social behaviour, acquisitive crime often associated with offenders feeding a drug habit, drug possession and trafficking, and violent crime in a public place.</p> <p>b) The 2013 survey results were published last autumn and the perceptions of safety question results were little changed since 2011, suggesting that the significant improvement since 2009 has been sustained.</p> <p>c) No significant changes to the Licensing Act needed to be implemented in 2013/14. Although major national changes to the license fees regime are anticipated in October 2014.</p> <p>A lot of innovative work has been carried out to address antisocial behaviour associated with street drinkers. The Reduce the Strength campaign was launched on the 1st January 2014, and there are now over 30 premises with the new condition attached to their off sales licence, restricting the sale of strong beers, lagers and ciders with an alcohol by volume content of greater than 6.5%.</p> <p>The borough has also been designated as one of only 20 Local Alcohol Action Areas, a new Home Office initiative to identify and share best practice.</p>

<p>2. Launch a new merged Waste Services and Off Street Parking Team focussed on maintaining and improving ‘streetscene’ through robust enforcement of envirocrime and dog laws, working closely with the Council’s waste and cleansing contractor, and enforcement of parking rules in Council operated car parks.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Number of Fixed Penalty Notices and Penalty Charge Notices issued per quarter. b) Local Place Survey Results on improved street and environmental cleanliness. c) Independent local street cleanliness monitoring results. d) “Secured Car Park Award” for 12 car parks maintained. 	<p>A</p>	<p>a) The new merged warden team has performed well. They issued more fixed penalty notices for enviro-crime and irresponsible dog ownership offences (208), and more penalty charge notices for off street parking offences (2737) than in the previous year (168 and 2488).</p> <p>We also successfully prosecuted 14 enviro-crime/dog cases in the Magistrates Court. We were also granted 3 Dog Control Orders in relation to dogs that were dangerous and not being kept under proper control resulting in serious attacks on other dogs.</p> <p>b) The results of the August 2013 local place survey, which was based on public perceptions at the time, clearly showed that public satisfaction with street cleanliness had reduced in some areas, notably St Leonards town centre.</p> <p>c) Every year 3 independent ‘Street Cleanliness’ surveys are carried out in accordance with nationally approved methodology. They measure levels of litter, detritus, graffiti and flyposting throughout the borough. The average target for these 4 parameters was that no more than 4.5% of the areas surveyed would fail, whereas in fact 4.9% failed. This means that standards have slipped marginally by 0.4% since last year. However this is still far better than the national average of 11% fails.</p> <p>The Council is working closely with the street cleansing contractor to improve performance.</p> <p>d) The Council’s Secure Car Park Awards have been retained, with only 5 crimes reported to the Police, two of which were detected by our CCTV and resulted in arrests.</p>
<p>3. Improve the quality of life for residents by tackling statutory nuisances such as excessive noise, defective drainage, and common air quality issues such as inconsiderate use of bonfires and</p>	<p>G</p>	<p>a) We continued to work closely with local residents and businesses to help resolve complaints about noise, odours, accumulations and defective drainage.</p>

<p>businesses operating inappropriate ventilation/extraction systems. Provide an effective emergency environmental health service to deal with serious statutory nuisances occurring outside office hours.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Residents contacting the Council in relation to statutory noise nuisance will receive a good service & where their complaint is substantiated it will be resolved. b) Notices and prosecutions served. c) Appropriate Educational initiatives such as noise awareness week activities completed. 		<p>b) This included reviewing premises liquor licenses where noise had become a serious issue for local residents, and serving Noise Abatement Notices. Action in the local Magistrates Court, in relation to residents and businesses who repeatedly ignored warnings about causing noise nuisance to their neighbours.</p> <p>The emergency out of hours service ensured that action could be taken in relation to serious anti-social behaviour, such as very loud music disturbing people late at night.</p> <p>c) Links with the local Police and social landlords were improved through the new Community Safety Hub, resulting in a more effective response to some complex neighbourhood nuisance cases.</p>
<p>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.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Achievement of our priority inspection programmes. b) Good performance in relation to local 'broadly compliant' data for catering premises. c) Food hygiene rating system scores for local catering premises improved. 	A	<p>a) Due to difficulties covering a vacant post, only 86% of the programmed food hygiene inspections were completed. However, all of the highest risk food businesses were inspected. All of the planned health and safety inspections were completed.</p> <p>b) The percentage of broadly compliant premises is 93%, a slight improvement on last year, and the backlog of inspections will be cleared.</p> <p>c) Of the 732 catering premises only 4 are zero rated, and they are being required to implement improvements. 29% of premises have improved their rating since their last inspection.</p>
<p>5. Work with partners in the Sussex Resilience Forum, such as the Police and Fire and Rescue Services, to ensure emergency planning management and response systems are able to respond effectively to issues such as severe</p>	G	<p>a) Since April 2013 the Council's Emergency Planning Officer resource has been provided through the new East Sussex Emergency Planning Partnership.</p> <p>The partnership has provided a good range of emergency</p>

<p>winter weather. Measures:</p> <ul style="list-style-type: none"> a) Adequate training/exercises by appropriate staff completed. b) Feedback from public and partners following incidents requiring an emergency response from the council. 		<p>planning training events. From the Council's tactical and strategic input to emergency incidents, to how to operate emergency rest centres, which are opened and managed by the Council in response to serious incidents requiring the temporary evacuation of residents to a safe place. We also participated in a review and test of the East Sussex Coastal Pollution Plan through an exercise based on a serious oil spill scenario.</p> <p>b) Last summer our emergency plans were tested when Hastings Borough Council on call officers successfully responded to the need to help temporarily accommodate over 30 very vulnerable tenants as a result of the serious fire at Marlborough House, Warrior Square. This was probably the most difficult evacuation and temporary accommodation exercise ever carried out in Hastings, and resulted in plaudits from victims as well as an award from the Police for 2 Council Officers.</p>
<p>6. Manage the smooth transition of the Council's CCTV monitoring and out of hours call handling service from the existing facilities at Carlisle Base to new facilities at the Town Hall. Introduce more appropriate and cost effective operating hours and alternative call handling arrangements for late night emergency calls</p> <p>Measure: A new cost effective service will be successfully established in the chosen location.</p>	R	<p>Since June 2013 more cost effective CCTV control room arrangements have been in place. Emergency calls received between midnight and 09.00 in the morning have been dealt with by an organisation called Wellbeing and their contact centre based in Eastbourne. This service is continuing to liaise well with our CCTV Control Room staff who handle such calls from 09.00 in the morning until midnight seven days a week.</p> <p>No difficulties are anticipated in transferring our CCTV Control Room staff to the new town hall based control room facilities, once they have been completed. However, this work is part of the wider CCTV replacement project, which has proved to be more complex than originally anticipated. This is due to changing technical requirements to enable the Police continued remote</p>

		access to control the cameras and store the recorded images.
<p>7. Work with the East Sussex Waste Partnership and our waste and cleansing contractors to ensure the smooth and successful transition of the waste and cleansing contract from Veolia Environmental Services to KIER in July 2013.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Low level of substantiated customer complaints throughout the transition period and during the introduction of the new service developments; b) Improved recycling rate following introduction and bedding in of the new recycling services. c) Improved standards of 'streetscene' following introduction and bedding in of the new cleansing service, such as less litter and dog fouling, and improved public perception of 'streetscene', as measured by the modified BV195 indicator and public perceptions surveys specified within the new waste and cleansing contract. 	G	<ul style="list-style-type: none"> a) The change of waste and cleansing contractor last summer was generally very successful, as was the mobilisation of the new improved recycling service last October. There were fewer customer complaints associated with the changes than in Wealden and Eastbourne during their mobilisation 3 months earlier. b) Recycling data is not yet available for January to March, but it is anticipated that we will have met the 28% target for the year, and that we may go on to achieve about 30% during 2014/15, as a result of the wider range of dry recyclates that can now be recycled. c) Streetscene has already been reported under target 2.
<p>8. Play a lead role in the Safer Hastings Partnership, and work with partners to reduce crime and improve neighbourhood safety, including commissioning and delivering a range of dedicated community safety initiatives.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Run monthly Multi-Agency Tasking Team meetings and coordinate resulting interventions. b) Commission targeted interventions to reduce anti-social behaviour and crime against business, to support the evening economy, and to provide additional support to victims of hate 	G	<ul style="list-style-type: none"> a) The Multi Agency Tasking Team meetings have continued to thrive with strong multi agency involvement. This was helped by the formation of the Hastings Community Safety Hub last October. Antisocial behaviour forms the core work and reported incidents have reduced by 32.5% the highest reduction in East Sussex. b) The Council have worked with the Police to develop a town wide Business Watch. Over 200 businesses have already signed up to this scheme. <p>There has been a focus on engaging with residents / businesses, and working with Police and other agencies in tackling a group of problematic alcohol and drug users in</p>

<p>crime and domestic violence.</p> <ul style="list-style-type: none">c) Play a full part in the Sussex Police and Crime Panel scrutiny arrangements.d) Contribute to the achievement of the Hastings Community Safety Plan targets.		<p>Central St Leonards. The Council has also led on partnership work to deal with chaotic drug abusers in public toilet facilities in Cross Street, resulting in a significant reduction in the problems associated with this facility.</p> <p>Matched council funding has been provided for projects like the Albion in the Community football coaching scheme, which operates on weekday evenings in the multi-use games areas at the Hastings and St Leonards Academies. These sessions continue to develop and attract larger numbers of young people. This includes sessions for girls / young women. The project provides positive activities for some young people who might otherwise engage in crime or antisocial behaviour.</p> <p>Improved links have been established between the council commissioned Hate Crime service and Sussex Police hate crime lead officers.</p> <p>The Council plays an important role in encouraging victims to report domestic violence and in supporting victims, and continues to fund additional domestic violence casework in Hastings and St Leonards. Work to achieve white ribbon accreditation for Hastings has also started.</p> <ul style="list-style-type: none">c) The Council has been represented on the Sussex Police and Crime Scrutiny Panel, including membership of the Police and Crime Plan Development Working Group.d) The Council's services have worked closely with stakeholders to achieve the targets set out in the Hastings Community Safety Plan. For example there was a 2.2% reduction in recorded crime in Hastings and St Leonards in 2013/14.
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Corporate Plan Performance Indicators

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
1.1 Improved street and environmental cleanliness (levels of litter)	Smaller is better	5%	Worse	7%	Not Met	4%	No target set, replaced by indicator below
1.1 Improved street and environmental cleanliness (levels of litter, dog fouling, detritus, graffiti and flyposting)	Smaller is Better	New indicator measuring street cleanliness across combined areas of litter, dog fouling, detritus, graffiti and fly posting.					5%
1.2 Percentage of household waste sent for reuse, recycling and composting	Bigger is better	25.9%	Better	28.2%* estimated figure	Met	28.0%	<u>30%</u>
1.3 % nuisance/general public health reports responded to within 4 working days	Bigger is better	92.9%	Worse	87.9%	Not Met	95.0%	95.0%
1.4 % of food establishments which are broadly compliant with food hygiene law	Bigger is better	92.4%	Better	93.8%	Met	90.0%	<u>93%</u>

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
1.5 Crimes in Council Car Parks	Smaller is better	4	Worse	5	Met	5	No target set, removed from 2014/15
1.6 Overall crime rate / 1,000 population	Smaller is better	73.1	Better	71.4	Met	83.0	<u>70.7</u>
1.7 Public place violence / 1,000 population	Smaller is better	10.7	Better	10.6	Not Met	9.7	No target set, removed from 2014/15
1.08 Criminal damage / 1,000 population	Smaller is better	13.6	Better	13.9	Met	17.2	No target set, removed from 2014/15

Amenities, Resorts and Leisure Services

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Maintain and improve standards of quality and cleanliness in our parks, playgrounds and open spaces.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Green Flags retained at Alexandra Park, Hastings Country Park and St Leonards Gardens. b) New playground constructed at Celandine Drive following public consultation. c) Public satisfaction as evidenced by surveys d) Green Dog Walkers Scheme continued in Alexandra Park and Hastings Country Park and extended to St Leonards Gardens and Churchwood LNR. e) Pondswood declared a Local Nature Reserve. f) Old St Helens Church transfer to the Council completed and management implemented. 	<p>G</p>	<ul style="list-style-type: none"> a) Our Green Flags at Hastings Country Park, St Leonards Gardens and Alexandra Park were retained. b) The new Playground at Celandine was designed and constructed and brought in on budget and on time. It has been in contract since September 2013. c) The Our Work, Your Life Survey, published in August 2013 shows public satisfaction with our Parks and Open spaces at 87%. d) The Green Dog Walker Scheme has 500 members and the scheme will be promoted further at various events. e) Pondswood LNR was declared in October 2013. f) Old St Helens Church has been transferred to the council with management being implemented through Friary Gardens.
<p>2. Lead the implementation of the new grounds maintenance and arboriculture contracts signed with partners Rother District Council and Amicus Horizon.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Structures for managing and monitoring the partnership and contract agreed and implemented. 	<p>G</p>	<ul style="list-style-type: none"> a) The Governance structure is in place with Elected Members from Hastings and Rother now on the annual Executive Group. A single performance monitoring system for the contract has been agreed by all partners allowing consistent performance monitoring for the joint contract as a whole. An annual performance report will be presented to the Executive Group annually. We are constantly reviewing the structures to ensure they maximise our

<ul style="list-style-type: none"> b) An action plan to maximise benefits resulting from the new contract agreed and implemented with partners. c) Negotiations for joint RDC/HBC parks management completed. 		<p>working arrangements with partners and contractor.</p> <ul style="list-style-type: none"> b) The Action Plan to maximise benefits has been adopted, is being implemented and monitored by the partners. c) Rother were unable to enter a joint management arrangement due to their corporate restructure and the appointment of a new Head of Service and changes in their service delivery priorities. Negotiations have taken longer than anticipated.
<p>3. Support the continued management of Hastings Country Park Nature Reserve and Combe Valley Countryside Park.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Potential partnership projects to support the future management delivery of Hastings Country Park Nature Reserve explored and completed. b) Interpretive Centre proposals worked up and partnership funding explored with project completion timelines agreed. c) A feasibility study on the benefits and costs associated with providing solar panels on the Pebsham land raise completed. 	G	<ul style="list-style-type: none"> a) Our new stewardship agreement commenced on 1st November 2013. This provides a secure future for the management of the Council's largest natural open space until 2023. b) A new partnership approach to development of a new visitor and interpretive centre has been initiated with the Groundworks Trust. Groundworks Trust were selected as our preferred partner after analysis of proposals invited from countryside organisations with relevant experience. The Conservation Volunteers will also continue to provide input to conservation tasks at the park. HBC funding from a capital receipt has been secured along with a commitment from Groundworks to participate in the development project and to base their local operation at the centre once opened. c) The ability to install solar panels is provided for within the lease of aftercare of the tip. We have agreed terms with Biffa and ESCC. Biffa will undertake the feasibility study when agreed by all parties after essential Pebsham aftercare arrangements are completed.
<p>4. Maintain standards of safety and cleanliness on Hastings & St Leonards Seafront and Foreshore and the quality of our bathing water.</p>	G	<p>Quality Coast Awards were achieved for both Pelham and Marina Beaches and services and facilities continue to be actively developed to support this.</p>

<p>Measures:</p> <ul style="list-style-type: none"> a) Quality Coast Award. b) Improved signs and steps. c) Cycle route maintenance improvements and signage delivered d) Preventive measures implemented (smart sponge, etc) and preparations underway for the new bathing water quality standards. 		<p>Key access steps have been replaced with further planned for the forthcoming year. Replacement signage has been audited and will be delivered for summer 2014, subject to a review of seafront byelaws.</p> <p>Improvements and repairs have been carried out to enhance the existing cycle route.</p> <p>Actions towards improving bathing water quality are ongoing with missed connections actively being resolved, improvements to water management within Alexandra Park being undertaken, a community engagement programme of Clean Seas Please, bathing beach re-location and longer term options for water treatment being considered.</p>
<p>5. Work with partners to implement flood protection measures throughout the town.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) The Surface Water Management Plan actions implemented. b) Cross-agency and community arrangements maintained. c) Flood emergency plans implemented. 	<p>G</p>	<p>The residual actions for the Hastings SWMP have been incorporated into the wider ESCC Strategic Flood Risk Management Plan and will be delivered with support from County colleagues.</p> <p>Partial grant funding has been awarded for coastal protection improvement through the Regional Flood Coastal Committee levy. Further work is required with the EA for the technical design of future scheme proposals (Carlisle Parade & Harbour Arm)</p> <p>The Emergency Flood Plan for Bulverhythe is due to be reviewed and exercised in 2014/15.</p>
<p>6. Provide an exhibition and education programme for visitors to our Museums. Develop proposals for their long-term sustainability in light of financial constraints.</p> <p>Measures:</p>	<p>A</p>	<p>The visitor figures at Johns Place at 39,179 were just below the updated target of 40,000. At the Old Town Hall Museum the figures of 24,891 were well over the target of 18,000 set to reflect the changes in winter opening hours. Website visitor numbers of 133,683 far exceeded the</p>

<ul style="list-style-type: none"> a) Visitor targets achieved. b) Actions from the Cultural Regeneration Strategy implemented. c) Future museum management and funding options assessed, development plan agreed and implemented. 		<p>target of 95,000 – redesign of the site is currently underway.</p> <p>There was a full programme of exhibitions and events during 2013-14 at the main Museum, each with an associated programme of talks and family activities. The Museum also participated in National Science and Engineering Week and The Big Draw. At the Old Town Museum, archaeology from excavations at Old St. Helen's Church was a highlight of the year.</p> <p>Actions in the final year of the Museum's current Forward Plan were achieved. A new Plan will be prepared during 2014-15.</p>
<p>7. Continue to deliver the Active Hastings, Active Streetgames and Active Women programmes; deliver the objectives of our sports and physical activity strategy.</p> <p>Measure:</p> <ul style="list-style-type: none"> a) External funding sourced and secured. b) All programme targets met. c) Sports and Physical Activity Strategy second year actions implemented. d) Usage targets for Summerfields and Falaise met. 	<p>G</p>	<ul style="list-style-type: none"> a) A joint funding application with charity Grace Eyre which was submitted to Sport England in Q3 was successful. This funding will provide HBC with one Community Sports Worker for 3 years, whose role will be to work with the local disability network to build capacity and opportunities. The Active Women project will finish at the end of 2013/14; the workers will join the Active Hastings team, which will continue throughout 14/15. The Street Games project has secured funding for 14/15. b&c) During 2013/14 Active Hastings exceeded targets by engaging 3048 new participants (half of these are classified as low active), as well as continuing to provide services for participants previously engaged in the project. The national Active People Survey showed a significant increase in physical activity rates for Hastings (based on the previous N18 indicator), moving the town to the 198th ranked local authority compared to 339th in 2006. The Active Women and Street Games projects successfully exceeded most of their targets. Many of the Active Women activities will continue as part of the on-going Active Hastings project. The Active Hastings Partnership continued to meet, with a wide range of new partners

		<p>coming on board during 13/14.</p> <p>d) Target achieved. Actual visits 394,394, against a target of 390,000. Usage targets for Summerfields and Falaise in Q4 were reported at an all time high compared to previous Q4 visits.</p>
<p>8. Update the Play Hastings Strategy and action plan to ensure quality play opportunities and a regular programme of activities for children and young people town wide.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Play development action plan targets met with appropriate input from play partners and service users. b) Identify need for new or improved play areas delivered in areas of deficiency or low quality and work in partnership with residents' groups and other public agencies to identify means for delivery. c) Adventure Playground management arrangements negotiated and funding secured for 2014/2015 onwards. 	<p>G</p>	<p>a) 13/14 targets met. New Play Development Strategy was agreed at March Cabinet. 14/15 action plan will be developed next quarter in partnership the Play Forum. A new group has been established to oversee progress against targets.</p> <p>b) During the year officers have undertaken playground consultations in Rock Lane, Mare Bay and High Water Close. Officer support continues regarding a potential play space at the Bexhill Road / Freshfields area involving West St Leonards Children Centre and local residents.</p> <p>c) In2play continues to operate the adventure playground under our agreement, with near capacity attendance (to staff ratio) during much of 13/14. In2play continue to source external funding, but are confident that the 'free' daily after school service will continue throughout 14/15. HBC Play Team will support in2play with broadening town wide appeal and usage.</p>
<p>9. Develop plans for sustaining and enhancing leisure facilities across the town in cooperation with other providers and users.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Deliver Phase 2 of the Skate Park. b) Complete the extended refurbishment of Summerfields Leisure Centre. c) Funding bids submitted for playing field 	<p>G</p>	<p>a) Skate Park extension opened on time and to budget. Proven to be well used and popular with users.</p> <p>b) Extended refurbishment of Summerfields achieved. Usage rates for the centre have increased. Additional joint funding application of £80k with Freedom Leisure was awarded by Badminton England to cover all costs of a new sports hall floor at Summerfields Leisure Centre. The floor has been installed.</p>

<p>changing rooms, refurbishments implemented as funding is identified.</p> <p>d) Agreements reached with partners and funders to secure the future of the town's sports facilities – indoor bowls, 3G, track – and find new uses for surplus sites – tennis, bowls – as funding permits.</p>		<p>c&d) Ongoing discussions with numerous partners throughout the year. Funding opportunities explored in depth with The Football Association and Lawn Tennis Association, but no viable funding identified. Refresh of changing rooms/pavilions condition survey completed, which will help inform future options. Ark William Parker Academy will honour the current community athletics track partnership agreement for the remainder of the agreement. Leisure facilities strategy to be refreshed next year. Regular discussions have continued with various local leisure and community facilities including Horntye Park, Falaise Indoor Bowls Club and Robsack Wood Primary School.</p>
<p>10. Deliver refurbishment of public realm assets, particularly where justified by energy efficiency and reductions in maintenance liabilities.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Delivery of our annual programme of public convenience maintenance and refurbishment. b) Continue to extend our revamped fingerpost signage scheme. c) Review and rationalise our portfolio of decorative lighting; extend the Sticks of Rock as funding permits. 	<p>G</p>	<p>a) Public Convenience improvements at Pelham Place, Rock a Nore and Cross Street as well as restructured provision on Rock a Nore Road were completed in time for the summer season. An emergency Warrior Square toilets main drain was also replaced due to a collapse in the sewer line.</p> <p>Loo of the Year results were our most successful ever with various accolades including Hastings being voted 3rd in the UK for best toilets,</p> <p>b) Refurbishment of finger posts is a continuing programme. Extension of fingerposts has been absorbed into the pedestrian signage schemes for Hastings and St Leonards to be introduced in 2014.</p> <p>c) Promenade “Sticks of Rock II” scheme incorporating low energy LED lamps and remote computer controls linked to HBC intranet completed. Extension III will be delivered before the 2014 summer season.</p> <p>Smaller decorative lighting schemes elsewhere within the</p>

		<p>Borough are maintained in line with available budget and technical staff resources and are reviewed on a case by case basis when renewal or major repair is required. Reviews include considering the scope for reducing the number of lamps and conversion of remaining light fittings to more energy efficient types.</p>
<p>11. Monitor the quality and popularity of programming at the White Rock Theatre and its role in the delivery of the Cultural Regeneration Strategy.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Attendance targets met. b) Actions from the Cultural Regeneration Strategy implemented. 	<p>A</p>	<p>Regular formal and informal meetings are held with HQ Theatre management to understand their objectives. Attendance has been encouraging but targets have not been met.</p> <p>A new Theatre Director (Michael Cross) took over in January 2014 and brings wide experience and new ideas. The sound system is due to be replaced in July 2014 to improve the reliability and quality of sound in the theatre.</p> <p>A range of performance indicators have now been agreed and introduced and community/participatory use of the theatre are also now included and reporting.</p>
<p>12. Deliver building works projects to maintain and enhance the Council's assets</p> <p>Measures:</p> <ul style="list-style-type: none"> a) 13-14 Repairs & Renewals works schedule is delivered on time and within budget b) Deliver scheduled inspections of HBC estate and conditions surveys/schedules of dilapidations as required on leased property c) Deliver refurbishment projects at Business Centre West and White Rock Baths 	<p>G</p>	<p>Renewals and repairs programme delivered.</p> <p>Ongoing programme of schedules of condition and schedules of dilapidations carried out on industrial estates to record conditions of premises at commencement and completion of lease agreements.</p> <p>Refurbishment projects at Castleham Business Centre West and White Rock Baths completed and premises occupied.</p>

Corporate Plan Performance Indicators

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
2.1 Number of people attending White Rock Theatre performances	Bigger is better	63,831	Better	65,925	Not Met	75,000	<u>70,000</u>
2.2 Number of visitors to Hastings Museum and Art Gallery	Bigger is better	40,158	Worse	39,179	Not Met	40,000	<u>44,000</u>
2.3 Total attendances at Council Leisure Centres	Bigger is better	390,194	Better	394,394	Met	390,000	<u>400,000</u>

Regeneration Directorate

Regeneration and Planning Policy

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Continue to promote business growth that provides a range of career and employment opportunities for local people and enhances the local economy.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Support inward investment and indigenous business growth b) Provision of information, advice and other support for inward investors, business expansion and start-up. c) Establish and facilitate a Green Business Forum to identify energy efficiencies and carbon reduction measures in business operations. d) Complete the refurbishment of 30 – 36 Theaklen Drive commercial units in accordance with the ACE Programme. e) Facilitate the Evening Economy Steering Group and continued development of recreational and leisure opportunities for students. f) Maximise the commitment of FLAG funding subject to Marine Management Organisation approval. 	<p style="text-align: center;">G</p>	<ul style="list-style-type: none"> a) SUCCESS scheme of grants for growing creative businesses has approved 18 Expressions of Interest from Hastings businesses. The grant value if approved is £668k, with £1.6m private investment levered-in, creating 108 new jobs. Four have led to full applications to date (to be decided in April). b) Over 2013-14 the Regeneration Department recorded engagements with 342 businesses (target 250). This took the form of direct advice, information and support, strategic development of different sectors including creative, manufacturing, visitor, evening economy, and minority businesses. Events were also organised including in Q4 a seminar on Growth Accelerator for growing businesses, and one on South East Assist for social enterprises. c) Sussex Energy Saving Partnership (SESP) and Carillion (local Green Deal provider) is now working with the Council to examine the case for solar panels at Theaklen Drive. Over 65 businesses on our industrial estates were invited to two European events with a chance to network with others and access the European low carbon marketplace. Sustrans has organised a meeting at the White Rock Hotel 8th May to encourage and support cycling to work. d) Refurbishment of 30 – 36 Theaklen Drive completed Feb 2014 on time and within budget. Due to success, savings and additional funding from Europe additional works have been commissioned for 12 – 14 Theaklen Drive while it is vacant. e) The Evening Economy Partnership now meets quarterly and during the last two meetings the following progress

	<p>G</p> <p>G</p>	<p>second Eat Global Festival. Other events included Chinese New Year celebrations, International Women’s Day, and a well supported Mother Tongue Language Day.</p> <p>d) New opportunities are being secured through work with the South East Local Enterprise Partnership and relationships with partners in the EuroTowns network are being strengthened with a view to future Interreg bids to support cultural regeneration. The SUCCESS grants scheme supports the cultural programme, enabling creative businesses to build their capacity and respond to cultural programming locally and at a wider level.</p>
<p>3. Progress the development and adoption of the Local Plan and complete necessary work to determine the feasibility of a Community Infrastructure Levy for Hastings.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Progress Planning Strategy and accompanying documents through to adoption, responding to outcome of the Examination in Public as necessary. b) Complete consultation on the draft Development Management Plan, submit to Secretary of State and undertake necessary work prior to Examination in Public currently programmed for Q3 (subject to outcome of Planning Inspector’s report on Planning Strategy and public consultation). c) Complete the Community Infrastructure Levy feasibility analysis. d) Develop the future planning policy work plan subsequent to the outcome of this year’s Examinations in Public. 	<p>G</p> <p>A</p> <p>G</p>	<p>a) The Planning Strategy was adopted at Council in February 2014, following examination hearings. The inspector appointed to examine the Strategy concluded that it provides an appropriate basis for the planning of the Borough during the next 15 years.</p> <p>b) The Local Plan: Development Management Plan (DMP) original timetable could not be met due to the requirement that the DMP cannot progress to Examination in Public until the Planning Strategy is adopted. Due to the slippage a further round of consultation was required on the advice of the Planning Inspectorate to bring the document up to date and respond to representations made at the last consultation. A Revised Proposed Submission Version of the DMP was the subject of consultation for 6 weeks from 10th March to 22nd April.</p> <p>c) A viability study into the possible application of Community Infrastructure Levy (CIL) produced and a report was presented to the November meeting of Cabinet. It was resolved to not pursue CIL at this time because its application would adversely affect the delivery of affordable housing.</p> <p>d) A planning policy work plan was developed. The major work in the short term will be centred on the consultation, submission and examination of the DMP. Other work includes an</p>

	G	Affordable Housing Supplementary Planning Document (SPD); potentially the requirement for a Town Centre area action plan; some site specific work to aid deliverability and continued update and monitoring of policies and housing and infrastructure delivery.
<p>4. Support programmes that equip local people with workforce skills and projects that provide work experience and employment opportunities for unemployed residents.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Subject to funding, deliver the Coastal Communities Fund project in partnership with the Hastings Pier and White Rock Trust and the College. b) Facilitate regular meetings of the Employability Forum and the coordination of partnership work to increase number of school-business links. c) Deliver JobCentre Plus funded work experience project targets. d) Continue to promote apprenticeships and work placements. e) Subject to Interreg funding approval, deliver In2Work project targets. 	<p>G</p> <p>G</p> <p>G</p> <p>G</p>	<ul style="list-style-type: none"> a) Our successful bid for Coastal Communities Funding is supporting the development of the first building on the newly renovated Pier. It is also funding new skills training and business engagement by Sussex Coast College that is focused on cultural industries. b) Employability Forum met quarterly, providing information eg from JCP and college, and enabling joined-up working between partners. Increased school-business links brokered via Education Futures Trust, schools “business ambassador programme” and Cultural Shift employer-student “café” sessions. c) JCP Work Experience project completed, with a total of 236 work experience opportunities for unemployed 18-14 year olds identified (target 200). 126 of these have been taken up by claimants through JCP, with placements continuing beyond the life of the project. 51 Of these have gone on to employment or training. Hence this represents a significant uplift in the number of work experience opportunities available. d) The Own Grown Partnership successfully achieved its prime goal of getting 1,066 pledges from businesses to support young people into employment. This has been supported by work and apprentice fairs, advice to employers on apprenticeship and work experience etc, and brokering links with schools. An evaluation survey indicates that over 50% of the pledges have been translated into practical activities. (The evaluation didn’t get separate figures for school links and other actions) e) An In2Work application was made for Interreg funding but was unsuccessful.

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<p>5. Tackle social exclusion and improve community cohesion through dedicated support for marginalised and vulnerable communities.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Lead the Community Cohesion Steering Group and the development and adoption of a revised Community Cohesion plan. b) Facilitate the further development of the Youth Council through the active involvement of increased numbers of young people in the work of this organisation. c) Provide officer support to the Seniors Forum and Disability Forum. d) Manage the delivery of the Youth and Seniors small grants scheme. e) Continue to support the development and adoption of a Big Local business plan and governance structure for North East Hastings. 	<p>G</p> <p>G</p> <p>G</p> <p>G</p> <p>G</p> <p>G</p>	<ul style="list-style-type: none"> a) The Community Cohesion Steering Group is leading work on the implementation of the Refreshed Community Cohesion Framework which was endorsed by Cabinet in December. The Group has approved its new Terms of Reference, identified some additional partners to be invited to attend and actions to be undertaken before the next meeting in June. b) The Hastings Youth Council has participated in a successful residential weekend to plan the work and campaigns for the year ahead, which will include a presentation to all Councillors about their work and achievements. They also planned and helped deliver an East Sussex Youth Conference on Inspiring Young People. c) Work with the Disability Forum has helped increase their membership and their capacity to become an independent community group. The Seniors Forum is looking in depth at the health and social care needs of older people in the town. A successful community safety open day was held in the Town Hall. The Forum is planning celebrations and activities to mark its 10th anniversary in 2014. d) Evaluations and reviews of current projects are underway at the end of what has been a successful grants scheme. e) Resident Led Partnership Board has now been established with a small steering group formed to write the Big Local Plan. The Board is also working with the Sussex Community Foundation to jointly support and develop a partnership with the various community centres in the area.
<p>6. Continue to work in partnership with key stakeholders and pursue funding opportunities to achieve regeneration priorities.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Develop and submit an application to the 	<p>G</p> <p>G</p>	<ul style="list-style-type: none"> a) The Reaching Communities Fund Application for 'Community Based Business Advice Service' was rejected by the Big Lottery in January 2014. b) The Task Force has met quarterly and has revised the 6-point plan that now includes cultural regeneration as a driver for economic growth and an increased emphasis on

<p>Reaching Communities fund.</p> <p>b) Continued facilitation of the Hastings and Rother Task Force working with SeaChange Sussex and other key partners to implement the 6-Point Plan objectives.</p> <p>c) Continue to play an active role in SELEP thematic groups and identify further opportunities for joint initiatives with coastal partners.</p> <p>d) Provision of administrative support and management for the Foreshore Trust grants programme.</p> <p>e) Manage and deliver:</p> <ul style="list-style-type: none"> ○ Community Partnership Fund and Small Grants programme. ○ Answers in the Carbon Economy programme. 	<p>G</p> <p>G</p> <p>G</p>	<p>economic inclusion.</p> <p>c) SELEP coastal thematic priorities relating to housing and worklessness have been included in the Strategic Economic Plan that has now been submitted to the government.</p> <p>d) The Charity Committee approved the Foreshore Trust Events Grants in March 2014. The Small Grants Programme is due to open at the beginning of May 2014.</p> <p>e) The balance of the small grants programme was approved in early March 2014 (13/14 budget). The new programme will be open in June/ July 14. The CPF main grants programme for 14/15 was approved last year (13/14) as a two year programme.</p> <p>ACE contract modification approved by the EU, enabling extension of activity to 30/9/14 and the additional refurbishment of Theaklen Drive. ACE claim 5 submitted (426k€) on behalf of partners. Planning and publicity for final conference in Ostend in June underway.</p>
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Corporate Plan Performance Indicators

Performance Indicators

The following indicators were reported in the 2012/13 Corporate Plan, and are updated with the latest data available below. These indicators give useful information about the economic conditions in the town, but are not areas the council can directly influence enough to set targets for. They will therefore be reported to show change over time, but without targets set. Figures for the majority of these indicators are only available annually and give information for the previous year due to processing and publication timeframes.

Performance Indicator description	Improvement Direction	Previous 12 months	Latest position	Data Source and date
Earnings (resident analysis) as a percentage of UK median average gross weekly pay	Bigger is better	82.6	79.8	NOMIS – (from ASHE) 2012 and 2013

Performance Indicator description	Improvement Direction	Previous 12 months	Latest position	Data Source and date
Earnings (workplace analysis) as a percentage of UK median average gross weekly pay	Bigger is better	89.0	79.7	NOMIS – (from ASHE) 2012 and 2013
3-year business survival rate	Bigger is better	64.2 (Dec 2011)	63.2	ESIF - Nov 13
Percentage of households in poverty	Smaller is better	37 (Jul 2012)	31.2	ESIF - July 2013 (from CACI Paycheck data)
Number of economically inactive people who want a job	Smaller is better	4,000	3,800	NOMIS – (from Annual Population Survey) 2012 and 2013 (Jan-Dec)
Ratio of jobs to the working age population	Bigger is better	0.63	0.63	ESIF - Apr 2013 (next update due May 2014)
Monthly average number of people claiming JSA benefit	Smaller is better	3,197 (Apr '12-Mar '13)	2687	ESIF - Mar'13-Feb'14 Avg
Number of live enterprises (NEW Indicator)	Bigger is better	2,350 in 2012	2310	NOMIS - 2013 (UK Business counts-enterprises from IDBR)

Housing and Planning Services

2012/13 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Subject to the results of site feasibilities studies, work with partners to bring forward viable plans for the future development and maintenance of the former Millennium Community sites at Ore Valley.</p> <p>Measure: Agree a revised implementation plan by September 2013.</p>	<p>A</p>	<p>Hastings & Bexhill Renaissance Limited Board approval has been granted to market Phase 4 of the Ore Valley site and suitable agents are being appointed.</p>
<p>2. Through our zero tolerance approach to neglected and derelict buildings and land , take tough measures, including Compulsory Purchase if necessary , to remove eyesores and bring back empty homes or buildings to use.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Return a minimum of 60 empty dwellings to use. b) Improve 50 neglected/derelict buildings through the Grot Busting initiative. 	<p>G</p>	<ul style="list-style-type: none"> a) The target has been achieved with a total of 257 Empty Homes returned to use at the end of the year. 115 of which having been empty for over two years. b) 54 Neglected /derelict buildings through the Grot Busting Initiative <p><u>CPO update</u> Since 2010 Cabinet has resolved to compulsory purchase 42 long term empty properties. To date the Council has only been required to actually take possession of 1X 4 bedroom house which was successfully sold at auction. This property is currently being renovated by the new owner. A further 3 properties are in the process of being compulsory acquired with possession anticipated in May 2014. Negotiations have failed on a further 2 properties and the Council will be pursuing CPOs. In the majority of cases the threat of CPO has been sufficient to get the owner to take action. A total of 26 homes have been brought back into use without the need to pursue the order to possession. The Council successfully compulsory acquired the former derelict nursing homes at Carisbrooke Road as part of the Coastal Space programme. Works to convert this building are on site and are programmed to complete in late 2014.</p>

<p>3. Build on the success of the existing HMO licensing schemes and explore options for extending licensing to other rented properties, where there is evidence to support its introduction.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) License a minimum of 250 Houses in Multiple Occupation in the four wards of Gensing, Central St Leonards, Braybrooke and Castle. b) Complete a feasibility study into further licensing options for the town during 2013/14 and progress accordingly. 	G	<ul style="list-style-type: none"> a) 252 licenses have been issued, exceeding the annual target at year end. Work continues on existing applications for licenses and Officers are pursuing landlords that have to now failed to license their properties. 3 possible prosecutions cases being prepared for landlords that are knowingly not licensing their properties. b) A feasibility study into the potential extension of licensing scheme has been completed, meeting this target. A report setting out the Councils options will be taken to Cabinet in early 14/15.
<p>4. Review the Council's Homelessness Strategy and produce a new Action Plan, taking into account the potential impact of Central Government welfare reforms to minimize growth in homelessness.</p> <p>Measure: Adopt and implement a new Action Plan by September 2013.</p>	G	<p>The Homelessness Strategy and Action Plan was adopted at Cabinet on 7th October 2013 following an extensive 12 week consultation period</p>
<p>5. Complete the Townscape Heritage Initiative for the conservation and repair of specific buildings in the Central St. Leonards Renewal Area.</p> <p>Measures: Completion of grant works by March 2014.</p>	A	<p>The severe weather did cause as delays to building works. In addition it has taken longer than anticipated for the owner to secure the necessary finance to complete the Congregational Church. Both factors that are outside the Councils control. It is anticipated that all outstanding grant works will complete towards the end of 2014</p>
<p>6. Finalise improvements to the Pelham Arcade Restoration through English Heritage supported grant scheme.</p> <p>Measures: Work with English Heritage and property owners to ensure that the programme is fully committed during 2013/14 and projects progress to work on site.</p>	G	<p>Two grant aided schemes are close to completion on site. Two further schemes are due to commence within the next few months.</p> <p>A meeting with English Heritage, our grant partners, is scheduled for May 2014, where we will discuss how to take the project forward to completion.</p>
<p>7. Convene the Council's Pre application Consultation Forum where appropriate bringing together developers, councillors and the</p>	G	<p>Pre-application forums have been held for larger sites where applications are to be submitted. The Council has no power to</p>

<p>community to consider significant planning developments in advance of planning applications being submitted. Measure: TBD.</p>		<p>compel developers to take part and occasionally they decline. 5 pre - application forums have been convened in respect of 7 qualifying applications to include:</p> <p><u>Forum</u> Gambier House Aldi Station Plaza Hastings Pier Holmhurst St Mary</p> <p><u>No Forum</u> Cheviots Victoria Avenue.</p>
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Corporate Plan Performance Indicators

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4.01 Number of homelessness acceptances	Smaller is better	98	Worse	104	Met	145	145
4.02 Number of homelessness cases prevented	Bigger is better	1,896	Better	2,095	Met	1,800	1,800
4.03 Number of private sector dwellings (units) brought in line with the current statutory standard	Bigger is better	237	Worse	134	Not Met	200	<u>150</u>
4.04 Number of affordable homes delivered	Bigger is better	50	Better	88	Met	88	<u>75</u>
4.05 Long term (2+ years) empty properties returned to use	Bigger is better	70	Better	115	Met	60	<u>70</u>
4.06 % major residential & commercial planning applications determined within 13 weeks or as agreed with the applicant	Bigger is better	72.7%	Worse	67.6%	Not Met	70.0%	70.0%
4.07 % minor residential & commercial planning applications determined within 8 weeks or as agreed with the applicant	Bigger is better	76.6%	Better	80.3%	Not Met	85.0%	<u>80.0%</u>
4.08 % householder planning applications determined within 6 weeks	Bigger is better	67.6%	Worse	66.3%	Met	65.0%	65.0%

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
4.09 Net number of new homes built	Bigger is better	148	Worse	133	Not Met	200	200
4.10 Number of neglected and derelict buildings improved	Bigger is better	51	Better	54	Met	50	50

Marketing and Communications Services

2012/13 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Provide a comprehensive communications service for the Council (internal and external).</p> <p>Measures: Web visits and page views increased by 10% year on year, increase number of twitter followers by 50%.</p>	A	<p>In this quarter 831 921 pages were served to 297 772 visitors to hastings.gov.uk, compared to figures of 995 002 and 300 568 for the same period last year.</p> <p>For the year 2013/14, 3 517 977 pages were served to 1 203 628 visitors, compared to 2012/13 figures of 3 382 453 pages served to 1 180 933 visitors. So year on year pages served were up 4%, visitors were up 1.9%</p>
<p>2. Produce a tourism marketing plan for Hastings & 1066 Country for implementation in the 2014 season, acknowledging the changed funding and delivery structures for tourism nationally and regionally.</p> <p>Measures: Plan completed by September 2013 and subsequently delivered.</p>	G	<p>Marketing plan produced and currently being implemented. We continue to work with tourism partners across East Sussex, and sit on the main board of 'British Destinations', the trade organisation for visitor destinations.</p> <p>We are also working closely with the Jerwood Gallery to promote the gallery, and the town, for the 2014 season.</p>
<p>3. 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, recognising the reduced funding available.</p> <p>Measures: All HBC-supported events delivered successfully in partnership with their respective organisers, acknowledging that the support for and delivery of these events may be different, and the 2013 Seafood and Wine Festival delivered successfully.</p>	G	<p>As noted in the previous quarter, the 2013 Seafood & Wine Festival and Herring Fair were both successfully organised. HBC has now been asked to organise a 2014 MidSummer Fish Fest, and the 2014 Herring Fair, on behalf of the local FLAG (Fisheries Local Action Group), and have just recruited a part-time fixed term fish fair organiser to undertake this work. Plans for the 2014 'season' are now well underway, with the Jack in the Green event expected to attract c20,000 visitors to the town over the first weekend of May.</p>
<p>4. Continue to develop the new 'FamouslyHastings' brand and website</p>	G	<p>Famously Hastings features prominently in the new SCCH prospectus, and we are working with other organisations to get their 'buy-in' to the famously Hastings brand. We are now</p>

<p>Measures: More partners using 'Famously Hastings' branding in their marketing, and further content added to the 'FamouslyHastings' website, ensuring it is the 'go to' website for those living in, visiting, or wanting to study or invest in Hastings.</p>		<p>rolling out window stickers and pin badges, with window stickers starting to appear in shops and continue to add content to the website. Language schools have been very supportive, and we have worked with a language school to design and print 'Famously Hastings' tee shirts for their students. This initiative got good publicity locally and regionally, and other schools, and members of the public, have now enquired about these tee shirts.</p> <p>We are also working with all primary/junior schools in Hastings, through the Education Futures Trust, and every Y6 pupil in the town will be producing a 'Famously Hastings' piece of work covering numeracy, literacy, and art, as their 'transition' piece of work to take with them to senior school. Copies of these – around 1000 – will also be displayed along the seafront.</p> <p>We are also about to start a piece of work with the secondary academies to market the town as a great place to live/teach to prospective teachers.</p>
<p>5. Refresh a strategic plan for investing in IT, continue to maintain the Council's IT network, and provide IT support to enable the smooth running of the Council.</p> <p>Measures: Strategic IT plan developed and implemented, 95% of all Helpdesk calls within target time resolved and a network availability of 99% achieved.</p>	G	<p>The IT Strategy has been adopted, and a number of action items are being implemented; recruitment is underway for a business analyst.</p> <p>95.47% of the 5866 IT Helpdesk calls were dealt with within the target time, and network availability was 99.96%, against target figures of 95% and 99% respectively.</p> <p>As noted previously, following the Aquila House water ingress over the Christmas/New Year period, IT colleagues worked New Year's Eve and New Year's Day to move IT equipment from the fifth floor of Aquila House to the town hall and elsewhere in Aquila House to minimise the disruption to the council's operations.</p>
<p>6. Contribute to a number of partnerships to further the town's infrastructure regeneration efforts by:</p> <p>Measures:</p> <ol style="list-style-type: none"> a) Lobbying for improvements to road transport links in light of link road build. b) Campaigning to retain, improve and develop rail links to serve the town. 	G	<p>We continue to lobby to improve road and rail links, and attend the stakeholder meetings organised by the two train operating companies, Southern and Southeastern, serving the town.</p> <p>We attended the Rail Summit in Hastings in March, attended by the Secretary of State for Transport, the managing directors of Southern and Southeastern train operating companies, and the route managing director of Network Rail. We also attended a Network Rail 'Access to Hastings' presentation held at County Hall in April. We will work with other partners to develop a</p>

		strong business case for electrification of the 'Marshlink', and the extension of HS1 'Javelin' services to Hastings. We learnt this period that our campaign to retain our busiest Cannon Street service as a result of the London Bridge rebuilding works had been successful.
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Corporate Plan Performance Indicators

5.1 visits to the Borough website - visits to the Borough website increased by just under 2% from 2012/13 to 2013/14, but did not reach the target of 1.3 million visits, which was based on a 10% increase. The target for future years is based on showing an increase from the previous year's figure rounded up to the nearest 5,000. It is expected that the increase will be more than this, but it is not possible to accurately set a target of how much more.

5.2 Page views for the Borough website - this indicator measures the amount of pages viewed during the year, and it is proposed that this indicator is removed from 2014/15. The figure varies considerably as content on the website changes, and does not give a useful reflection of use of the website, so 5.1 will be retained as the key indicator of website use from 2014/15.

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Target Mar 2014	Status Mar 2014	Yearend Target Mar 2015
5.1 Visits to the Borough website	Bigger is better	1,180,933	Better	1,203,628	Not Met	1,300,000	<u>1,205,000</u>
5.2 Page Views for the Borough website	Bigger is better	3,382,453	Better	3,517,977	Not Met	3,720,000	To be removed

Cross Cutting Targets

7. Regeneration in St Leonards: To support the delivery of a broad based programme of regeneration activity in Central St Leonards in partnership with Amicus Horizon, community, local business, Police and other agencies.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
(a) Fund, acquire and improve a minimum of 50 units of privately let or vacant dwelling over the period 2011-14 through AmicusHorizon.	G	<p>6 properties acquired</p> <p>Let:</p> <ul style="list-style-type: none"> • 24/25 Stockleigh Road (7 units: 3 x 1 bed; 3 x 2 bed; 1 x 3 bed) <p>Acquired and improvements ongoing:</p> <ul style="list-style-type: none"> • 17 Carisbrooke Road (5 units: 5 x 1 bed): estimated ready to let date (RTL) date = 12 May 2014 • 41 Carisbrooke Road (11 units: 2 x 1 bed; 1 x 2 bed): estimated RTL date = 15 Dec 2014 • 61 Western Road (3 units: 2 x 1 bed; 1 x 2 bed) • 14a Stockleigh Road (1 unit: 1 x 1 bed): estimated RTL date = 15 December 2014 • 14 Carisbrooke Road (2 units: 1 x 1 bed; 1 x 3 bed) estimated RTL date = 15 Dec 2014
(b) Work with the HCA and YMCA to acquire and improve empty properties in the area and wider Borough.		<p>During 2013/14 there have been a total of 33 units leased, 15 of which were let.</p> <p>Lease details:</p> <ul style="list-style-type: none"> • 65 Vicarage Road (4 units: 4x1 bedroom flats) – lease signed 25 Mar 13 – lease commencement date 1 May 13 • 30 Chapel Park Road (12 units: 3x1 bedroom flats / 9xStudio flats) – lease signed 28 Mar 13 – lease commencement 1 Apr 14 • 12 Grand Parade (10 units: 5x2 bedroom flats) – lease signed 02 Aug 13 – lease commencement 30 Jun 14 • 12 Palace Court (3 units-3 bedroom flat) – lease signed 28 Jan 14 – lease commencement 12 April 14 • 16a Palace Court (2 units-2 bedroom flat) lease signed 13

		<p>May 13 – lease commencement 28 Jan 14</p> <ul style="list-style-type: none"> • (Flat 1) 37 Warrior Square (1 unit-studio) lease signed 13 May 13 – lease commencement 28 Jan 14 • (Flat 1) 45 Warrior Square (1 unit-studio) lease signed 13 May 13 – lease commencement 28 Jan 14 <p>Let properties:</p> <ul style="list-style-type: none"> • 30 Chapel Park Road • 65 Vicarage Road • 12 Grand Parade
(c) Work with the partners and the local community to develop and implement a new regeneration action plan for St Leonards complemented by dedicated support to the St Leonards Town Team.	G	AmicusHorizon, HBC and Hastings Works worked in partnership to establish the St Leonards Works service in Silchester Road. A profile of local services has also been produced for consideration by the Coastal Space Project Board.
(d) To support a wide range of community safety, marketing, business support and community development activities in the St. Leonards area.	G	<p>Community Safety – the Police Commissioner has visited the area on two occasions over the last three months (March 14). She has focused on the issue of street drinkers and general anti-social behavior. She has agreed to a bi-monthly meeting with local residents and businesses.</p> <p>HBC worked with Town Team to deliver the ‘Up-market’ Designers Fair’. There was a fantastic response to the event with tickets being sold out and well over 1500 people attending. Many of the 21 designers took large orders/ commissions or were sold out. There is now a growing demand for another such event in November 2014.</p> <p>Preparations for the Festival are proceeding as planned, and The Town Team will launch its weekly market on 19th April 2014.</p>
(e) To review the existing renewal area status and extend its life subject to consultation and Cabinet approval.	G	The Central St Leonards Housing Renewal Area was extended for a further 5 years.
(f) To work with other coastal authorities and partners to develop and lobby for action that will encourage improvement to the private rented sector.	G	The Council has played a leading role in further coastal towns investment through SELEP, this has culminated in a 75 Million pound proposal for talking dysfunctional and poor quality privately rented housing in the coastal LEP areas in conjunction

		<p>with Tendring Council in Essex and Thanet Council in Kent. These form part of the South East Strategic Economic Plan awaiting consideration by Ministers ahead of funding decisions in July 2014.</p> <p>The Council has also taken a lead in parallel and related work regarding potential migration issues resulting from welfare benefit changes, the conduit of which might be private rented sector housing, this work has included workshops and dialogue with senior civil servants, academics and representative from other coastal and London Boroughs regarding the need to better understand the impact of changes on areas such as Hastings</p>
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8. Hastings Pier: To support the Pier's renewal and the programme of activity which will give it long term sustainability.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
(a) To complete the CPO and transfer of Hastings Pier subject to the availability of funding and agreement of legal terms between the Council and Pier Company.	G	CPO process successfully completed. Renovation of Pier now well underway, with opening planned for late spring 2015.
(b) To support fundraising efforts, particularly further bids for external funding.	G	Successful funding package secured for Pier repairs/renovation, including very successful Community Share campaign.
(c) To support the Pier Company in bringing forward its longer term plans for the leisure, community and commercial activity which will support the economic life of the Pier and seafront.	G	Successful Coastal Communities Fund bid secured funding to support the establishment of the first building on the newly refurbished Pier.

9. Seafront Strategy: Our current Seafront Strategy and supporting action plan is overseen by a member/officer Seafront Regeneration Group. The supporting action plan seeks to deliver and maximise the economic, social, environmental and health benefits within the available resources. This action plan needs to be refreshed to consider the potential for the renovation of the Pier and associated regeneration opportunities.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) To review and revise the Seafront Strategy and action plan.	A G	Review of existing strategy completed alongside analysis of future funding opportunities and emerging priorities in consultation with key stakeholders. New action plan will be developed following adoption of a refreshed strategy for 2015-2020 in 2014/15. The action plan has been updated and reviewed by the Seafront Regeneration group and all of the actions are now green, complete or it has been agreed to carry them forward into the revised Seafront Strategy due for review in June 2014 (Glynn)
b) To deliver the programme of the Foreshore Trust as contained within the Charity's business plan.	G A	New events grant scheme has supported new and existing events on Foreshore Trust land in 2014/15. 13-14 deliveries were new chalets (completed), RNLI signs (carried forward to 14-15), Classroom on the Coast (opens in May) and credit card payment machines in car parks (completed). The 14-15 programme is primarily financial contributions to White Rock Baths, Stade FLAG projects and intelligent traffic signs. All schemes are underway with completion dates either to be agreed (Baths), in 2015 (FLAG) or on target for June 14 (traffic signs).
c) Refurbishment of the Pelham Car Park and toilets.	G	Toilet refurbishment completed in time for Easter 2013. To include a Changing Places Facility.
d) To complete the business case for improved seafront transport.	G	We are continuing to explore funding options for the electric 'Minitram' project, including the possibility of European money.
e) To proactively market White Rock Baths and take forward any interest.	G	There have been several expressions of interest in White Rock Baths as a venue for a variety of uses. Long term use of the building for a leisure-based business is currently under investigation and subject to a funding package sufficient to cover the costs of necessary repairs/refurbishment.

CORPORATE PLAN PERFORMANCE INDICATORS

To show all changes to targets for performance indicators in one place, performance indicator tables from the pages above are also shown here to present all the information together, and any targets that have changed from 2013/14 to 2014/15 are shown in bold and underlined.

Environmental Services Directorate

Environmental Services

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
1.1 Improved street and environmental cleanliness (levels of litter)	Smaller is better	5%	Worse	7%	Not Met	4%	No target set, replaced by indicator below
1.1 Improved street and environmental cleanliness (levels of litter, dog fouling, detritus, graffiti and flyposting)	Smaller is Better	New indicator measuring street cleanliness across combined areas of litter, dog fouling, detritus, graffiti and fly posting.					5%
1.2 Percentage of household waste sent for reuse, recycling and composting	Bigger is better	25.9%	Better	28.2%* estimated figure	Met	28.0%	<u>30%</u>

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
1.3 % nuisance/general public health reports responded to within 4 working days	Bigger is better	92.9%	Worse	87.9%	Not Met	95.0%	95.0%
1.4 % of food establishments which are broadly compliant with food hygiene law	Bigger is better	92.4%	Better	93.8%	Met	90.0%	<u>93%</u>
1.5 Crimes in Council Car Parks	Smaller is better	4	Worse	5	Met	5	No target set, removed from 2014/15
1.6 Overall crime rate / 1,000 population	Smaller is better	73.1	Better	71.4	Met	83.0	<u>70.7</u>
1.7 Public place violence / 1,000 population	Smaller is better	10.7	Better	10.6	Not Met	9.7	No target set, removed from 2014/15

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
1.08 Criminal damage / 1,000 population	Smaller is better	13.6	Better	13.9	Met	17.2	No target set, removed from 2014/15

Amenities, Resorts and Leisure Services

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
2.1 Number of people attending White Rock Theatre performances	Bigger is better	63,831	Better	65,925	Not Met	75,000	<u>70,000</u>
2.2 Number of visitors to Hastings Museum and Art Gallery	Bigger is better	40,158	Worse	39,179	Not Met	40,000	<u>44,000</u>
2.3 Total attendances at Council Leisure Centres	Bigger is better	390,194	Better	394,394	Met	390,000	<u>400,000</u>

Regeneration Directorate

Regeneration and Planning Policy

The following indicators were reported in the 2012/13 Corporate Plan, and are updated with the latest data available below. These indicators give useful information about the economic conditions in the town, but are not areas the council can directly influence enough to set targets for. They will therefore be reported to show change over time, but without targets set. Figures for the majority of these indicators are only available annually and give information for the previous year due to processing and publication timeframes.

Performance Indicator description	Improvement Direction	Previous 12 months	Latest position	Data Source and date
Earnings (resident analysis) as a percentage of UK median average gross weekly pay	Bigger is better	82.6	79.8	NOMIS – (from ASHE) 2012 and 2013
Earnings (workplace analysis) as a percentage of UK median average gross weekly pay	Bigger is better	89.0	79.7	NOMIS – (from ASHE) 2012 and 2013
3-year business survival rate	Bigger is better	64.2 (Dec 2011)	63.2	ESIF - Nov 13
Percentage of households in poverty	Smaller is better	37 (Jul 2012)	31.2	ESIF - July 2013 (from CACI Paycheck data)
Number of economically inactive people who want a job	Smaller is better	4,000	3,800	NOMIS – (from Annual Population Survey) 2012 and 2013 (Jan-Dec)
Ratio of jobs to the working age population	Bigger is better	0.63	0.63	ESIF - Apr 2013 (next update due May 2014)
Monthly average number of people claiming JSA benefit	Smaller is better	3,197 (Apr '12-Mar '13)	2687	ESIF - Mar'13-Feb'14 Avg
Number of live enterprises (NEW Indicator)	Bigger is better	2,350 in 2012	2310	NOMIS - 2013 (UK Business counts-enterprises from IDBR)

Housing and Development Services

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Marketing and Communications Services

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Agenda item number: 5

Overview & Scrutiny Work Programme 2013-14

	TOPIC	LEAD OFFICER	TIMESCALE	MEMBERSHIP	REPORTS TO
1.	Overview and Scrutiny Charter	Mark Horan, Policy and Partnerships Officer	Reported to Quarter 3 Overview and Scrutiny Committee for Services and Overview and Scrutiny Committee for Resources	Davies Gurney Poole Rogers Webb	Services and Resources
2.	Review of Changes to the Welfare System	Andrew Palmer, Head of Housing and Planning Services	Reports to Quarter 4 Overview and Scrutiny Committee for Resources	Batsford Corello Davies Howard Sinden Webb	Resources
3.	Bathing Water Quality	Virginia Gilbert, Head of Amenities, Resorts and Leisure	Reported to Quarter 3 Overview and Scrutiny Committee for Services	Cooke Howard Poole Rogers Scott Sinden	Services

