

# Overview and Scrutiny Committee for Resources Agenda

Thursday, 10 September 2015 at 6.00 pm

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

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| 1. | Apologies for Absence  |          |
| 2. | Declarations of Interest   |          |
| 3. | Minutes of the meeting held on 16 June 2015 and the minutes of the Annual Joint Meeting of the Overview and Scrutiny Committees held on 18 June 2015   | 1 - 8    |
| 4. | Update on the council's organisational transformation<br>(Stephen Dodson, Accommodation and Transformation Manager)<br>(Spoken Report)   |          |
| 5. | Quarter One Performance and Financial Monitoring Report<br>(Peter Grace, Assistant Director, Financial Services and Revenues,<br>Jane Hartnell, Director of Corporate Services and Governance) | 9 - 22   |



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## OVERVIEW AND SCRUTINY COMMITTEE FOR RESOURCES

16 JUNE 2015

Present: Councillors Webb (Chair), Howard , Batsford, Sinden, Roberts, Beaver and Pragnell

Lead Members in attendance Councillors Cartwright, Chowney and Forward

### 1. **DECLARATIONS OF INTEREST**

The following Councillors declared an interest in the minutes:

| Councillor | Minute Number | Interest   |
|------------|---------------|--|
| Pragnell   | 3             | Personal – he is employed by the Department for Works and Pensions |

### 2. **MINUTES OF THE MEETING HELD ON 12 FEBRUARY 2015 AND THE JOINT BUDGET OVERVIEW AND SCRUTINY COMMITTEE MEETING HELD ON 29 JANUARY 2015**

**RESOLVED** that the minutes of the meeting held on 12 February 2015 and the Joint Budget Overview and Scrutiny Committee meeting held on 29 January 2015 be approved as a correct record

### 3. **CORPORATE PLAN PART III - YEAR END PERFORMANCE INFORMATION AND TARGET SETTING 2015/16**

The Director of Corporate Services and Governance presented the report which outlined year-end performance against the targets and milestones set out in part II of the corporate plan for 2014/15, the report also set put actions that would be taken in 2015/16 to address any areas of shortfall. The committee's views were sought on the proposed performance indicators for 2015/16.

The Assistant Director for Finance provided an update on the customer first and efficiency service reviews for revenues and benefits. The revenues review had been completed and the recommendations implemented. The benefits review, which was being undertaken by Shelter, had begun in January 2015. The complexity of the review and unforeseen staff absence at Shelter had created delays in the original timescale and it was now anticipated that Shelter would present their recommendations in September 2015.

The Assistant Director for Finance advised that the expenses audit, which was due to be completed as part of the annual audit plan, had been substituted for a more comprehensive review as part of the council's wider transparency agenda.

Discussion took place regarding the implementation of the Hastings and St Leonards Anti-Poverty Strategy Action Plan. The Deputy Leader of the Council and Housing, Communications and Equalities Portfolio Holder advised that the revised draft action plan was due to be submitted to the Local Strategic Partnership at its July meeting, presentations would also be given at the meeting on efforts to tackle family poverty

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and health inequalities. The Director of Corporate Services and Governance added that the council aimed to consider how all of its activities and decisions could help address anti-poverty issues.

The committee welcomed the update that the council had received an unqualified audit opinion for the annual statement of accounts.

Members commented that a high standard of presentation on the council's industrial estates was key to maintaining high levels of occupancy in the units. The Assistant Director for Finance replied that the council was responsible for maintaining the car parks and grass verges on its industrial estates, however, the highways were largely the responsibility of East Sussex County Council. He added that members could highlight any areas where they felt presentation could be improved on the industrial estates to him by email.

The committee considered the impact of the rollout of the Universal Credit scheme in Hastings. The Assistant Director for Finance advised that Universal Credit had been introduced for single people living in Hastings and Rother on 20 April 2015. To date, the impact of the scheme had been limited as the Department for Work and Pensions intended to introduce the changes incrementally. One housing benefit and council tax claimant living in Hastings had transferred to Universal Credit and a further ten housing benefit claims had been closed. Members noted that housing benefit payments were now made directly to claimants, except in exceptional circumstances, and considered the safeguards in place to protect vulnerable residents. The committee discussed how the introduction of Universal Credit might impact the council's grant settlement. The Assistant Director for Finance said that the grant the council receives to administer housing benefits may be reduced in the future, once a more significant number of claimants had transferred to Universal Credit.

Members expressed concern that; since the council's in-house Fraud Service had transferred to the Department for Works and Pensions, this may dilute the emphasis on tackling fraud locally. The Assistant Director for Finance said that he had written to the Department for Works and Pensions regarding this matter and to ensure that the requirements of the council's service level agreement with the Department for Works and Pensions were met.

The committee congratulated the East Sussex Procurement Hub for the high quality service they provided in supporting the council to achieve best value from its procurement processes.

Members welcomed the continued good performance in the collection of council tax and non-domestic rates. The Assistant Director for Finance explained that the average number of days to process a change to a housing benefit claim had increased since 2014; this was partly due to the increased number of quality checks the council was applying, which provided a useful training opportunity for staff and also helped to ensure accurate data was produced.

The committee considered the transition to Individual Electoral Registration. The Director of Corporate Services and Governance highlighted the importance of Members encouraging residents to register online as early as possible. The process

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of Individual Electoral Registration is more complex than the previous registration system, and it was therefore more difficult for electors to register in the run-up to an election. A canvass of electors would take place in the autumn to help maximise the number of residents on the register of electors.

Discussion took place regarding the impact of the Future Cities project, which had supported climate change adaptation activities. Members considered how learning from the project could be used to support broader improvements to the housing stock in the town. The Assistant Director for Finance added that the council would continue to explore options to improve the stock in Hastings, particularly by drawing on examples of good practice from other areas.

The committee considered the activities of the council's legal service. Between 20 and 25 prosecutions per quarter had been carried out across all the council's enforcement powers. The Director of Corporate Services agreed to update the committee on the number of cases that had not been defended in this period. Members noted that the arbitration in respect of Hastings pier had been adjourned until the Supreme Court made a decision on this matter, the council would continue a rigorous defence of this claim.

Following an earlier request by the committee, information on the proportion of working days/ shifts lost due to sickness was now divided into short and long term cases. Members noted that the levels of staff sickness absence had reduced significantly over recent years, and efforts would continue to minimise this further in the future.

Members thanked staff in the community contact centre for dealing with a range of complex enquiries in a sensitive and professional manner.

The Director of Corporate Services and Governance updated the committee on the council's ongoing organisational transformation. She explained that the digital by design project was the first of a series of work packages which would comprehensively overhaul the council's working practices. The changes would help to ensure that the council remained a customer focused organisation that could deliver services efficiently into the future. Alongside this process, Overview and Scrutiny Members would consider new ways of presenting performance information.

### **RESOLVED (unanimously) that:**

- 1) The Overview and Scrutiny committee thank staff for their hard work in achieving the targets set out in the corporate plan;**
- 2) The comments of the Overview and Scrutiny committee on the proposed performance indicator targets for 2015/16 be referred**
- 3) to the Cabinet meeting on 6 July 2015, and;**
- 4) The Overview and Scrutiny committee assist the council pilot new ways of presenting performance during 2015/16**

The reason for this decision was:

To assist with the approval process for the corporate plan and assist Overview and Scrutiny Members to undertake their performance management role.

**OVERVIEW AND SCRUTINY COMMITTEE FOR RESOURCES**

**16 JUNE 2015**

(The Chair declared the meeting closed at. 7.27 pm)

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**OVERVIEW AND SCRUTINY COMMITTEE FOR SERVICES**

**18 JUNE 2015**

Present: Councillors Fitzgerald (Chair), Scott, Turner, Charman, Lee, Batsford, Howard, Pragnell, Sinden and Webb

Apologies for absence were noted for Councillor Westley, Edwards, Beaver and Roberts

**6. APPOINTMENT OF CHAIR**

The Senior Corporate and Democratic Services Officer invited nominations for the appointment of Chair for the duration of the meeting. Councillor Webb proposed that Councillor Fitzgerald should take the Chair, which was seconded by Councillor Scott.

**RESOLVED that Councillor Fitzgerald be appointed as Chair for the duration of the meeting**

**7. DECLARATIONS OF INTEREST**

The following Councillors declared an interest in the minutes:

| Councillor | Minute | Interest   |
|------------|--------|--|
| Pragnell   | 3      | Personal – East Sussex County Council representative on the Safer Hastings Partnership<br><br>Personal – Chair of the Adult Social Care Scrutiny Committee |
| Webb       | 3      | Personal – Vice Chair of the Adult Social Care Scrutiny Committee  |

**8. UPDATE ON 2014/15 WORK PROGRAMME AND OVERVIEW AND SCRUTINY WORK PROGRAMME FOR 2015/16 MUNICIPAL YEAR**

The Senior Corporate and Democratic Services officer presented an update report on the 2014/15 Overview and Scrutiny work programme, highlighting that Members had completed all three of the areas of work they had identified as high priorities at the 2014 annual meeting.

The Chairs and Vice Chairs had met to consider their recommendations on priorities for the 2015/16 Overview and Scrutiny work programme, they were mindful of areas of work Overview and Scrutiny members had suggested over the past year.

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The committee's views were sought on all the future work programme ideas. Members remained as one joint committee to consider the topics put forward for consideration. Senior officers aided the committee in their discussion on the suggested areas of work.

The Chairs and Vice Chairs had identified three areas of work around improving health outcomes for the people of the town, the council's organisational transformation and the role of Overview and Scrutiny.

As part of the work on organisational transformation, the Chairs and Vice Chairs recommended a review of digital inclusion. Members noted that this review would complement work already being undertaken by council officers. The review would seek to explore how the digital by design project could support the council's customer first approach. Members would also seek to promote digital inclusion, particularly amongst potentially vulnerable groups, as an increasing number of council services were made available online.

The Chairs and Vice Chairs also proposed a review of community safety. The review would examine the role of the council and its partner agencies in ensuring community safety. It would also be necessary for members to consider the impact of reductions to the budgets of key agencies on this activity. The committee suggested that members of the review team should also look at earlier initiatives to address community safety issues, such as the reduce the strength campaign.

Members noted that it would be necessary to refine their areas of interest in respect of improving healthcare outcomes for the people of the town, as this was a potentially broad and complex subject. The Chairs and Vice Chairs recommended that members receive an update on local healthcare provision for a professional in this field, before deciding how they would like to progress this area of work.

The Chairs and Vice Chairs recommended that a task and finish group be formed to carry out the review of the Overview and Scrutiny function. The findings of the task and finish group would then be reported to Scrutiny Steering Group, before being considered at the relevant council committees as necessary.

Members noted the outstanding scrutiny commitments from previous work programmes, a programme of activities for each quarter had been produced showing how these commitments could be met alongside the 2015/16 work programme ideas.

**RESOLVED (unanimously) that the annual meeting, having considered the recommendations of the Overview and Scrutiny Chairs and Vice Chairs, agree the Overview and Scrutiny work programme for 2015/16 municipal year**

The reason for this decision was:

It is the responsibility of Members serving on the two Overview and Scrutiny committees, Resources and Services, to set their own work programme for each municipal year at the Annual Joint meeting of the Overview and Scrutiny committees, whilst taking into account the advice of officers present.

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### 9. UPDATE FROM THE DIRECTOR OF CORPORATE SERVICES AND GOVERNANCE AND THE DIRECTOR OF OPERATIONAL SERVICES

Following a request from Overview and Scrutiny Members, the Director of Corporate Services and Governance and the Director of Operational Services gave a presentation on the outlook for the council over the coming year. The council remained a politically driven authority, the Directors gave an overview of the structures that had been put in place to ensure the policies and objectives set by the political leadership of the council could be delivered effectively. They commented that, given the financial pressure facing the council, there was a need to prioritise certain activities.

The presentation set out the structure of each of the council's directorates, following the recent review of the senior management structure. As a result of the reduced size of the council's management team, there had also been a loss of experience and expertise within the organisation, it was therefore necessary to review and reorganise the council's working practices to create additional capacity to pursue the council's ambitious plans for the future of the town. Discussion took place regarding the use of technology to achieve the changes to the council's working practices.

The Director of Operational Services set out the regeneration priorities for the town over the coming years, these included the regeneration of the White Rock area, improvements to Hastings Castle and a series of cultural events to mark the 950<sup>th</sup> anniversary of the Battle of Hastings in 2016. He commented that the town had changed significantly over recent years and that a number of ongoing regeneration projects would require a longer term commitment from the council, its partners and the local community. Members noted that it was necessary for the council to bid for external funding to support its regeneration activities and were keen to maintain capacity within the organisation to support this.

The Director of Corporate Services and Governance advised that the council's Accommodation and Transformation Manager would give a presentation on progress with the transformation programme at quarter one Overview and Scrutiny Committee for Services.

The committee thanked the Director of Corporate Services and Governance and the Director of Operational Services for their presentation.

### 10. INVITATION TO LEAD MEMBERS FOR 2014/15

The Senior Corporate and Democratic Services Officer asked for the committee's approval to invite Lead Members to the quarterly Overview and Scrutiny performance monitoring committees for the 2015/16 municipal year.

**RESOLVED that Lead members be formally invited to attend their respective Overview and Scrutiny Committees for the 2015/16 municipal year**

# OVERVIEW AND SCRUTINY COMMITTEE FOR SERVICES

18 JUNE 2015

(The Chair declared the meeting closed at. 7.55 pm)

# Agenda Item 5



**Report to:** Overview and Scrutiny (Resources)

**Date of Meeting:** 10 September 2015

**Report Title:** Performance and Financial Monitoring Quarter 1 2015/16

**Report By:** Jane Hartnell  
Director of Corporate Services

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## Purpose of Report

To advise Members of the performance against the 2015/16 targets and performance indicators in the corporate plan for quarter 1 (1st April to 30th June), to update members on other key areas of activity during quarter one relevant to this committee and to provide a summary of financial information.

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## Recommendation(s)

1. That the Committee's comments on quarter 1 performance be addressed by the relevant Lead Member(s) with appropriate action and report back.
2. That Members reflect and feedback on the new ways of reporting performance information being tested and set out in this report.
3. That staff in the Corporate Services and Governance Directorate be thanked for their hard work and achievements in this quarter.

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## Reasons for Recommendations

To assist the Council enhance performance management arrangements in the context of broader organisational transformation .

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## Introduction

1. The Council meeting on 25th February 2015 agreed the corporate plan for the period 2015/16 to 2017/18 – these documents set out the Council's strategic direction and outlines associated work areas for 2015/16.
2. Transforming the council is a key focus within the corporate plan and part of this work is concerned with ensuring our performance management arrangements reflect the changing nature of the council.
3. Over the first half of the year, in line with corporate plan commitments and the support of both scrutiny committees, the council will be testing new ways of presenting and reviewing progress against our corporate plan targets as well as other key areas of associated work.
4. This report sets out intentions for testing new approaches this quarter in combination with the associated performance information.

## Testing new approaches

5. Since the approval of the corporate plan, the Council's senior management team has been restructured and members will be aware of the rapid physical transformation taking place at Aquila House.
6. The Council is very much a different entity than when the corporate plan was agreed back in February.
7. The scale and pace of organisational and cultural change means that the targets and activities agreed back in February do not wholly reflect a number of significant activities taking up officer time and resources in an increasingly changing environment.

## Directors report

8. As a result, it is intended that at this Q1 meeting, Members will receive a Director's report highlighting significant areas for scrutiny consideration that include and are in addition to existing activities outlined in the corporate plan.
9. This presentation will assist in steering the focus for scrutiny debate, covering exceptions highlighting where there are deviations from expected performance against corporate plan targets, but also crucially updating members on additional areas of activity absorbing officer time and resources.

## Performance template

10. A new approach to presenting existing performance information is also being tested (see appendix A).
11. Members have some familiarity with the following RAG (Red ,Amber, Green) status and reporting of performance indicator information:

Targets 'on target' or 'achieved' are identified as Green.

Targets where there is 'slippage' or 'potential slippage' are identified as Amber.

Targets that 'will not meet target' are identified as Red.

Progress against Performances Indicators for the year up to the end of the quarter are shown as either 'Met' or 'Not Met'.

12. Members will also be familiar with receiving measures and a description relative to each target status to update members on progress against targets.
13. Measures and descriptions are retained in the template at appendix A. In addition, a number of additional columns are also included to give Members further context.
14. In the main, targets have been agreed for completion within the 2015/16 year, but increasingly a number of targets activities may complete or extend within or beyond the 2015/16 year, an example of this is the Transformation Programme which is reported on separately.
15. We are also trialling further three columns give details of and insight into forthcoming activities over subsequent quarters relative to each target only where known and appropriate.
16. Performance indicators are reported as either met or unmet. Some reporting includes projections or further risk and mitigation information relative to each performance indicator where appropriate.

### **Summary of Council-Wide Financial Information**

17. Revenue Budget – The current forecasted outturn position at quarter 1 is an underspend of £350k. Efficiency savings will continue to be identified as the Council's PIER process progresses.
18. Capital Programme –The Gross expenditure to 30th June 2015 was £1.8m with a full year forecast of £6.3m against a budget of £6.3m. The £6.3m includes the original budget of £5.2m plus carry forwards (£1.1m).

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### **Wards Affected**

None

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### **Policy Implications**

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

|                                       |    |
|---------------------------------------|----|
| Equalities and Community Cohesiveness | No |
| Crime and Fear of Crime (Section 17)  | No |
| Risk Management                       | No |
| Environmental Issues                  | No |
| Economic/Financial Implications       | No |

|                             |    |
|-----------------------------|----|
| Human Rights Act            | No |
| Organisational Consequences | No |
| Local People's Views        | No |
| Anti-Poverty                | No |

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**Additional Information**

Appendix A Performance information

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**Officer to Contact**

Officer Name Mark Horan  
Officer Email Address mhoran@hastings.gov.uk  
Officer Telephone Number 01424 451485

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| Target   | Corp Plan Ref No. | Measure(s)   | Lead Officer              | Current Status This Quarter (Q1 1st April - 30th June 2015)   | RAG | Targets/Milestones for Quarter 2 - 1st July -30th September 2015)   | Targets/Milestones for Quarter 3 - 1st October- 31st December 2015) | Targets/Milestones for Quarter 4 -1st January 31st March 2016 |
|--|-------------------|--|---------------------------|---|-----|---|---|---|
| Contribute to successful delivery of HBC Projects  | 1                 | Legal work packages completed on schedule (to be planned/agreed with service departments)  | Christine Barkshire-Jones | 1. Undertaken all legal work in-house for the Social Lettings Agency, including new policies and the legal drafting of robust leases and tenancy agreements. 2. Contributed to the Housing policy and completed 4 leases and 4 tenancy agreements. 3. Completed a major piece of work for the lease and grants in respect of the White Rock Baths. 4. Advised on issues regarding Rocklands and attended meeting with campaigners - this continues to be a major use of resources. 5. Provided legal advice and support for officers dealing with the Queensway Gateway planning application.   | G   | Charity Committee Public Meeting<br>Contribute to finalisation of Selective Licensing scheme prior to launch in October | Grants Advisory Meetings AGM  |   |
| Undertake legal work to achieve HBC prosecutions, enforcement, property sales and leases, planning and contractual obligations | 2                 | Levels of activity related to client department led demand reported to Overview and Scrutiny Committee quarterly.  | Christine Barkshire-Jones | S106 and deed of variation Osborne House, 21 Contracts, 12 Leases, 3 Licences, 2 attachment of earnings, 9 payment arrangements, 2 planning prosecutions £1700 fines (to court) £800 costs (to us), 4 Prosecutions in respect of dogs £1200 fines £675 fines, 1 prosecution for failure to give name and address £400 fines £100 costs, £40,000 paid to the Council in respect of council tax charges on property, 8 Final charging orders securing a further £25,000   | G   |   |   |   |
| Contribution to effective HBC Governance   | 3                 | Levels of demand-led activity reported quarterly e.g. Advice to Members; support of decision making processes, design and review of HBC policies and practices to achieve compliance with legislation and good practice. | Christine Barkshire-Jones | 1. Continued to support all committees commencing with Annual Council. 2. Further member training provided for planning and licensing, and bespoke induction for newly elected members following the by-election. 3. Submitted to Council a range of constitutional changes as a result of the senior management re-structure. 4. The Chief Legal Officer facilitated an inspection from the office of Surveillance Commissioners to check we are compliant with the legislative demands of the Regulation of Investigatory Powers Act 2000. We passed with flying colours and Sir David Clarke was very positive about our effective policy and procedures - NB we were only one of very few authorities in the country that has initiated a non-RIPA surveillance policy and procedure. | G   |   | Further Constitutional amendments.                                  |   |

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|---|---|---|--------------------------|--|---|--|--|---|
| Complete Digital by Design Project year 1 work packages   | 4 | <p>a) Promotion of new self-service portal to encourage customer channel shift</p> <p>b) Staff trained in coaching skills to help customers self-serve</p> <p>c) Contribute to service process mapping from initial points of contact</p> <p>d) Customer surgeries for Firmstep training held</p> <p>e) Assisted digital support mechanisms for those unable to access services on-line identified</p>  | Natasha Tewkesbury       | 1. Firmstep Customer Relationship Management (CRM) system installed. 2. Kier Waste & Recycling processes Live. 3. My Account (part 1 - Council tax look up and personal log in) Live 4. Community and Voluntary sector partners informed and promoting soft-launch of My Hastings online 5. Messages implemented advising customers to report Waste & Recycling issues online. 6. Soft launch of My Hastings with 'Report It' feature enabled and soft testers recruited. 7. Successful integration of 'Self' (Customer Forms) 8. Process Mapping workshops began on Environmental Health Services | G | 1. Observation of customers setting up MyAccounts on MyHastings to identify issues while in Contact Centre. 2. Process Mapping and form building complete for Environmental Health, Housing Renewal, Electoral Services and Parking. 3. Process mapping complete for revised Housing Options Service | 1. Arrange and provide customer surgeries for Firmstep.2. Form building complete and training undertaken with Contact Centre staff on revised Housing Options service. 3.Environmental Health, Housing Renewal, Electoral Services, Parking and Housing Options processes Live on Firmstep 4. Identify and start process mapping additional service areas for Firmstep integration. 5. Provision of additional computers in the Contact Centre for customer use. | 1. Continue to provide customer surgeries for Firmstep. 2. Implement additional service areas for Firmstep integration. 3. Provide drop in sessions and support for Customers including floor walkers. 4. Link with other sectors and organisations to provide services and training for digital access for customers |
| Continue to improve customer experience   | 5 | <p>(a) Continue to improve the quality and timeliness of personal and telephone caller's experience of using our service, with a focus on 'right first time'.</p> <p>(b) Work with colleagues to continually refine and improve the customer journey, from first point of contact to resolution, based on intelligence gained from monitoring customer enquiries and feedback opportunities. Arrive at indicators of performance and customer satisfaction (measurable by the Firmstep software) as part of the Digital by Design project during 2015/16.</p> | Natasha Tewkesbury       | 1. Recruitment and initial training of 6 Customer Service Officers. 2. Call volume and quality monitoring taking place. 3. Regular training programme in place for Customer Service Officers 4. Regular analysis and improvements based on complaints and customer feedback implemented.   | G | 1. New CSOs trained on Revenues and Benefits. 2. Implement Performance management system for Contact Centre staff. 3. Develop service relationships and ways of joint working with service areas.  | 1. New CSOs fully trained in all service areas in the Contact Centre. 2. Develop customer intelligence and data to inform service delivery. 3.Undertake customer satisfaction surveys 4. Undertake review of reception function and layout in the Contact Centre. 5. Work with services to improve communication to customers  | 1. Analyse impact of Firmstep and self service in call volumes and customer satisfaction. 2. Review of Council Tax annual billing and end of year processes in light of Firmstep and identify improvements to customer journey at the busiest time of year.   |
| Contribute to evidence based decision-making by provision of accurate management information and data analysis services for projects and services | 6 | <p>a) Efficiency and Customer First Service Reviews with data analysis and review supported – (programme TBA)</p> <p>b) Seek customer insight via surveys on behalf of services and undertake bespoke analysis when required</p> <p>c) Analysis of statistics provided as required e.g. next Index of Multiple Deprivation is due to be published in summer 2015.</p>   | Jane Hartnell/Mark Horan | <p>a) Benefits review has been on-going,</p> <p>b) Customer insight will be gained through the new My Hastings platform. Work is underway to design the database and associated analysis tools through which customer insight will be gained as the number of customers using My Hastings increases.</p> <p>c) Index of Multiple Deprivation postponed until October.</p>  | A | b) Corporate database queries developed and tested in consultation with staff and members.   | b) Database goes live.   | b) Database and analysis to date reviewed and processes amended if/where appropriate.   |

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|---|---|--|---|--|---|---|--|--|
| Support and equip Members to effectively undertake their roles and responsibilities in a changing environment   | 7 | <p>a) Scrutiny annual work programme developed, agreed and completed to time, cost and specification.</p> <p>b) Corporate plan commitments effectively monitored through the council's overview and scrutiny function.</p> <p>c) Member support, training and development facilitated to ensure members are equipped to fulfil their duties effectively.</p>           | Mark Horan                              | <p>a) Annual Programme developed and agreed at joint meeting.</p> <p>b) New performance template designed and to be tested at Q1 Scrutiny meetings. Scrutiny Steering Group scheduled to plan quarter one scrutiny arrangements.</p> <p>c) Member training and Dev. Group met to monitor training and support needs during Q1.</p>   | G | <p>a) Scrutiny reviews and Task and Finish Group and other Q2 commitments underway as agreed in the joint programme.</p> <p>b) Q1 Performance arrangements analysed and refined. Template for planning 2016/17 targets launched.</p> <p>c) Member training and Dev. Group met to monitor training and support needs during Q2.</p>  | <p>a) Scrutiny reviews and Task and Finish Group and other Q3 commitments underway as agreed in the joint programme.</p> <p>b) Q2 Performance arrangements analysed and refined. Template for planning 2016/17 targets completed.</p> <p>c) Member training and Dev. Group met to monitor training during Q3.</p>                            | <p>a) Outstanding scrutiny reviews or scheduled task and finish groups completed in line with the work programme. b) 2016/17 Corporate Plan agreed and new approaches to planning and monitoring implemented. c) Annual training reviewed and arrangement for new member inductions drafted.</p> |
| Continue to support local democracy by the effective delivery of electoral services activities.   | 8 | <p>a) Statutory timetables and performance standards met in line with Electoral Commission requirements for management of the 2015 General Election.</p> <p>b) Transition to Individual Electoral Registration completed and new 'normal' arrangements to be embedded.</p> <p>c) Contribute to the Boundary Review for electoral wards in Hastings and East Sussex</p> | Katrina Silvrson (a/b) Chantal Lass (c) | <p>a) All statutory timetables and performance standards have been satisfactorily met in line with Electoral Commission requirements in relation to the 2015 UK Parliamentary election. b) The transition period is still ongoing currently and we are continuing to adapt best practice methods in order to embed the 'business as usual' processes as efficiently as possible within the framework of IER. (c) First stage of the Boundary Review is complete - ie proposals for Council Size will be reported to Cabinet and Full Council in July - final submission to the Boundary Commission to be submitted by the 7th August 2015, proposals to be agreed &amp; published by the Commission by the 15th September 2015. Stage 2 of the review will consider ward boundary patterns. Final proposals will need to be submitted to the Commission by the 30th November 2015.</p> | G | <p>1. Successful completion of three by-elections (two borough and one county seat) by mid-July. 2. Complete preparation for household canvass beginning at end of August 2015, including recruitment of temporary canvassers. 3. Submission of expenses claim to Cabinet Office for the UK Parliamentary election. 4. Act in an expert advisory capacity for the potential BID ballot process.</p> | <p>1. Attendance at various events to promote voter registration amongst students and attainers. 2. Successful completion of household and personal canvass, resulting in publication of the revised electoral register on 1 December 2015. 3. Successfully complete all processes required to end transition of IER by 1 December 2015.</p> | <p>1. Pre-planning events to concentrate on delivery of successful local elections and Police and Crime Commissioner elections in May 2016. 2. Conduct personal identifier refresh for postal voter with postal votes that are over 5 years old.</p>   |
| Lead the redesign of the council's business processes, corporate planning and performance management arrangements in line with the council's Efficiency and Transformation programme. | 9 | <p>a) Manage the council's Transformation programme to time, cost and specification</p> <p>b) Associated corporate work packages delivered</p> <p>c) Corporate planning and associated performance management arrangements refreshed</p>   | Stephen Dodson                          | See transformation programme.  |   |   |  |  |

|  |    |  |                              |  |   |   |  |  |
|--|----|--|------------------------------|--|---|---|--|--|
| <p>We recognise that our residents come from diverse backgrounds.</p> <p>Our 2015/16 equality objectives are to:</p> <p>1. Develop a workforce that feels valued, respected and is reflective of the diverse communities we serves.</p> <p>2. Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have.</p> <p>3. Celebrate the diversity of Hastings so the Borough is an increasingly cohesive place where people from all communities get on well together.</p> | 10 | <p>a) Via Equalities Impact Assessments demonstrate that our policies and practices are not inherently discriminatory and do not disadvantage any particular group on unjustifiable grounds in their application. ( All services)</p> <p>b) Provide a training package to ensure all staff and Councillors have a clear understanding of equalities legislation based on the Equalities Act 2010. (POD)</p> <p>c) Use technology and creative techniques best suited to different population groups in line with the digital inclusion work package in the council's transformation and efficiency programme (Corporate and Democratic)</p> <p>d) Demonstrate compliance with the Public Sector Equality Duty which requires public bodies to publish information relating to employees who share protected characteristics annually. (Corporate and Democratic)</p> | Jane Hartnell/Shabana Bayjou | <p>a) EIAs continue to be completed. Officers currently identifying any new areas of work which will need an EIA during 2015/16.</p>   | G | <p>(c) Digital Inclusion work package progressed informed by the Digital Inclusion scrutiny review.</p>   | <p>b) Members Equalities training scheduled for the 8th of October. d) Completed annually (deadline is Jan 2016)</p>     | <p>c) Digital Inclusion scrutiny review completed (d) Public Sector Equality Duty information published.</p> |
| <p>Ensure the recruitment of a permanent complement of high calibre managers and staff</p>   | 11 | <p>a) Recruitment and Selection policy and procedure and processes reviewed.</p> <p>b) Induction arrangements reviewed and subsequent activities implemented.</p>  | Verna Connolly               | <p>Recruitment and selection processes reviewed. Recruitment documentation revised. Piloting different recruitment solutions to address problem with 'hard to recruit' posts. Reviewed induction package and new e- learning package being developed.</p>  | G | <p>Discussions with STC colleagues re e-learning providers. New provider identified being piloted by HBC. Presentation of courses through a variety of media including video presentations by our own internal specialists. Succession planning report drafted.</p> | <p>E-learning modules uploaded and available. Additional modules being developed.</p>                                    | <p>Review and development of e-learning modules ongoing.</p>   |
| <p>Support the Council to compete in a competitive labour market to recruit and retain talented staff</p>  | 12 | <p>a) Workforce development action plan drafted and consultation with Trade Unions completed.</p> <p>b) Publicise and roll out workforce development action plan.</p>  | Verna Connolly               | <p>a) Review and redraft of People strategy ongoing. Advice and guidance relating to the use of agency workers ongoing. All vacant posts JD's reviewed to identify those suited to career grade opportunities eg planning etc. Succession planning proposals drafted</p>   | G | <p>Skills Audit - staff asked to update their training / skills record by end of July, 2015. Information to be used to review workforce dev. plan</p>   | <p>Workforce development plan draft action plan prepared.</p>  |  |
| <p>Provide HR support in line with the Council's transformation and efficiency programme.</p>  | 13 | <p>a) E-appraisal scheme designed and introduced to ensure performance is in line with strategic targets</p> <p>b) Staff survey conducted (June 2015 ), results and associated action plan disseminated (Sept 2015)</p> <p>c) Proactive support and guidance on the implementation of restructuring delivered including identifying training needs in response to change.</p>  | Verna Connolly               | <p>E-appraisal based on best practice set up and available for managers. Staff survey deferred date to be confirmed following accommodation moves. Support to managers ongoing to achieveve high performing teams and respond to instances of poor performance, attendance and behaviour, strengthening the management of employee relations casework. Skills Audit - all staff reminded to complete their personal traning record to include courses/qualifications that may not be within their specialist area.</p> | G |   | <p>Six monthly review of e-appraisal sample to check quality levels (up/down linking of objectives) reports to DMT's</p> |  |

| Performance Indicators  |      | Targets  |                | Actual Q1   | R/G - unmet/met | Projected Q2   | Projected Q3  | Projected Q4   |
|---|------|--|----------------|---|-----------------|--|---|--|
| The proportion of working days/shifts lost due to sickness absence (Smaller is better)            | 7.1  | Q1 - 1.55<br>Q2 - 3.15<br>Q3 - 4.70<br>Q4 - 6.25   | Verna Connolly | 1.98  | Not Met         | Continue to review and monitor implementation of the sickness absence process. Reviewing sickness absence policy to streamline process build in flexibility for management interventions which will avoid challenge by ET should we be in the position where we have to defend any action taken as part of our sickness absence process. |   |  |
| The proportion of working days/shifts lost due to short term sickness absence (Smaller is better) | 7.1a | (7.1a&b No targets have been set for these indicators, they are simply provided for additional information and context.)   | Verna Connolly | 1.12  |                 |  |   |  |
| The proportion of working days/shifts lost due to long term sickness absence (Smaller is better)  | 7.1b | (7.1a&b No targets have been set for these indicators, they are simply provided for additional information and context.)   | Verna Connolly | 0.86  |                 |  |   |  |
| Promote a culture of transparency in everything the Council does.                                 | 14   | a) Details of Council assets, pay policy, senior management salaries, resources, decision making, contracts and spending published to aid transparency.<br>b) Freedom of Information and other data requests responded to within legislative timescales – levels reported to O & S quarterly<br>c) Complaints analysis and learning opportunities reported quarterly, facilitated by the new complaints recording process. | Jane Hartnell  | a) The council is meeting its transparency commitments and requirements. b) 171 FOI requests recieved this quarter - 7 remain unanswered, 14 were late in responding 150 ansvere within 20 working days. c) There has been a delay in the roll out of the new complaints recording process on the new My Hastings platform due to difficulties in transferring existing processes. However corporate complaints continue to be addressed in a timely manner. This quarter out of 82 complaints recieved 81 have been resolved with 1 outstanding. | G               | b) Test new FOI sytem internally. c) Test new complaints system internally.  | b) Roll out FOIs on My Hastings c) Roll out complaints on My Hastings | b) Review FOI roll out. c) Review complaints roll out. |
| Achieve an unqualified audit opinion for the annual statement of accounts.                        | 15   | Unqualified audit opinion gained by 30 <sup>th</sup> September   | Peter Grace    | Draft Financial Reports were produced and submitted to the external auditors (BDO) by the statutory deadline (30th June 2015)   | G               | External audit is completed without qualification and Final Accounts approved by Audit Committee   |   |  |

|   |     |  |            |   |                        |  |   |  |
|---|-----|--|------------|---|------------------------|--|---|--|
| Maintain the high occupancy of industrial units against a background of an uncertain economic environment.  | 16  | Percentage of void industrial units and actual income versus the budget.   | Amy Terry  | Occupancy figures are shown below (the figure in brackets is the comparative position at end of Q4 14/15):<br>Factory Units – 61 units let. 1 units vacant. 1.6% void (0% void)<br>Castleham Business Centre West – 16 units let. 4 units vacant. 20% void (10% void)<br>Castleham Business Centre East – 16 units let. 1 unit vacant. 5.9% void (5.9% void)  | G                      |  |   |  |
| Monitor developments in the rollout of the Government's new 'Universal Credit' scheme and take appropriate action as necessary.   | 17  | Submit updates to Cabinet and Overview and Scrutiny Committees when further steps are clarified, identify the implications for the Council and the community, and implement revised working arrangements as appropriate. | Jean Saxby | Slow progress with the rollout. Between 20 April 2015 and 30 June 2015 only 3 Housing Benefit customers were affected by Universal Credit.  | G                      | Continue to process information from the Department for Work and Pensions as and when received.  |   |  |
| Review the current Council Tax Support Scheme and consider implications for 2016/17 onwards.  | 18  | Current Council Tax Support System reviewed  | Jean Saxby | Current scheme has been reviewed. Currently out to consultation with options for 2016/17 scheme.  | G                      | Consultation due to end 21 September 2015.   | Members to be asked to adopt new Council Tax Reduction Scheme by December 2015.                                 |  |
| Implement the outcomes of the Benefits 'Customer First and Efficiency' Service Review   | 19  | The review to be undertaken by Shelter to be completed in the early part of 2015/16 and subsequent actions implemented as timetabled   | Jean Saxby | Review still ongoing - should be completed by end of September at which time a plan regarding potential improvements will be produced which will be subsequently actioned.  | A                      |  |   |  |
| Continue to deliver the annual Audit Plan and report outcomes to the Audit Committee  | 20  | Comparison of audits completed against those on the published audit plan reported in the annual audit report.  | Tom Davies | On profile.   | G                      | Not applicable   | To have made a successful appointment and managed completion of the Council tax and Treasury Management audits. | To have completed the annual audit plan.           |
| Continue to maximise the benefits from the Council's procurement arrangements, working in collaboration with other local authorities, the East Sussex Procurement Hub and other partners. | 21  | Value for money contracts secured, savings achieved and procurement arrangements completed.  | Tom Davies | Hastings Country Park, tenders received end of June. Contract not awarded due to tenders received substantially exceeding the budget. Minor Works and Responsive Repairs contract awarded 1 April. Mobilisation process completed and key performance indicators established. Additional work in progress: <i>Tenders for Castleham Estate - Works</i> , PQQ's were received from 4 bidders. Issuing of tenders has been delayed whilst waiting for the outcome of an ecological survey - new proposed issue date Autumn 2015. <i>Public Wi-Fi</i> soft market test has been issued. <i>Health and Wellbeing Centres</i> - soft market test proposed. | G                      | Seafront Wayfinding Signage - quotation issued June - Outcome and award will be in Quarter 2. Promenade Improvement Works - PQQ's issued - return date 03/08/15. | Preparation for Public Convenience and Building Cleaning Services to commence autumn 2015.                      | To have discharged the Procurement Work Programme. |
| <b>Performance Indicators</b>   |     | <b>Targets</b>   |            | <b>Actual Q1</b>  | <b>R/G - unmet/met</b> | Projected Q2   | Projected Q3  | Projected Q4                                       |
| % Council Tax collected in year (Bigger is better)  | 6.1 | Q1 - 35.4%<br>Q2 - 63.1%<br>Q3 - 90.2%<br>Q4 - 96.3%   | Jean Saxby | 34.6% at end of quarter 1 (34.5% collected at this time last year)  | Not Met                |  |   |  |

|   |     |  |               |  |                        |   |                     |                     |
|---|-----|--|---------------|--|------------------------|---|---------------------|---------------------|
| % Non domestic rates collected in year (Bigger is better)   | 6.2 | Q1 - 35.0%<br>Q2 - 59.5%<br>Q3 - 84.1%<br>Q4 - 98.0%   | Jean Saxby    | 32.4% at end of quarter 1 (33.8% collected at this time last year)   | Not Met                |   |                     |                     |
| Average number of days to process new housing benefit claims (Smaller is better)  | 6.3 | Q1 - 15<br>Q2 - 15<br>Q3 - 15<br>Q4 - 15   | Jean Saxby    | 15.2   | Not Met                |   |                     |                     |
| Average number of days to process changes to housing benefit claims (Smaller is better)   | 6.4 | Q1 - 5<br>Q2 - 5<br>Q3 - 5<br>Q4 - 5   | Jean Saxby    | 9.2  | Not Met                |   |                     |                     |
| Average number of days to process new Council Tax Reduction claims (Smaller is better)  | 6.5 | Q1 - 15<br>Q2 - 15<br>Q3 - 15<br>Q4 - 15   | Jean Saxby    | 16.6   | Not Met                |   |                     |                     |
| Average number of days to process changes to Council Tax Reduction claims (Smaller is better)   | 6.6 | Q1 - 5<br>Q2 - 5<br>Q3 - 5<br>Q4 - 5   | Jean Saxby    | 7.0  | Not Met                |   |                     |                     |
| Provide a comprehensive communications service for the Council (internal and external)  | 22  | Web visits and page views increased by 5% year on year, increase number of twitter and Facebook followers by 10% over year.  | Kevin Boorman | Facebook likes up from 3378 to 3559, Twitter followers up from 3397 to 3474  | G                      |   |                     |                     |
| <b>Performance Indicators</b>   |     | <b>Targets</b>   |               |  | <b>R/G - unmet/met</b> | <b>Projected Q2</b>   | <b>Projected Q3</b> | <b>Projected Q4</b> |
| Visits to the Borough website (Bigger is better)  | 5.1 | Q1 - 400,000<br>Q2 - 800,000<br>Q3 - 1,200,000<br>Q4 - 1,600,000   | Kevin Boorman | 492 146  | Met                    |   |                     |                     |
| Continue the implementation of the ICT review, ensuring that it delivers the planned outcomes (including additional work generated by other service reviews, etc.). Work with colleagues and other partners to develop and introduce a more user-friendly, and transactional, website, continue to maintain the Council's IT network, and provide IT support to enable the smooth running of the Council. | 23  | ICT review recommendations implemented on time and on budget, website content streamlined, 95% of all Helpdesk calls within target time resolved and a network availability of 99% achieved. | Mark Bourne   | Continued progress on the priority projects within the ICT review, with particular focus on the requirements of the accommodation changes and the FirmStep soft-launch. 95.62% of 1210 Helpdesk calls closed in target. Network Availability 99.98%. | G                      | Main targets contained within the transformation programme. |                     |                     |

NB: TRANSFORMATION PROGRAMME REPORTED ON SEPERATE WORKSHEET.

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| TRANSFORMATION PROGRAMME                            |            |   |                    |                         |  |   |     |   |  |   |   |  | Action s & Progr | Date: 13/07/15 |  | Version: 05 |  |
|---|------------|---|--------------------|-------------------------|--|---|-----|---|--|---|---|--|------------------|----------------|--|-------------|--|
| Project   | Ref Number | Description   | Project Start Date | Project Completion Date | Project Lead/Project Manager                       | Current Status This Quarter (Q1 1st April - 30th June 2015)   | RAG | Targets/Milestones for Quarter 2 - 1st July -30th September 2015)   | Targets/Milestones for Quarter 3 - 1st October- 31st December 2015)  | Targets/Milestones for Quarter 4 -1st January 31st March 2016   | Risks/ Issues   | Mitigation   |                  |                |  |             |  |
| Process Review & Design                             | WP01       | Provide clear guidelines on how to analyse existing service delivery and identify better ways of working through business process mapping (BPM). Rollout BPM across all service areas.  | 01/10/14           | 26/11/15                | Stephen Dodson                                     | 1. Corporate Business Process Mapping (BPM) guidelines produced Service Managers briefed. 2. Customer Journey mapping for CCC process 90 % complete 3. BPM's completed for Waste (Kier); Housing Renewal; Housing Options; Environmental Services (90%) 4.  | G   | 1. Identify services and roll-out Service Reviews across Building Control, Planning; Finance, Legal. 2. Parks & Gardens to be BPM'd and transferred to Firmsstep.   | 1. Complete BPM with identified services areas. 2. Identify and start next service areas for BPM   | 1. Complete BPM roll out 2. Impact assessment carried out.  | 1. Not all service areas use standard guidelines. 2. It was not picked up that not all waste processes are covered by Kier way contract (Parks and Gardens)   | 1. Transformation Team to identify service areas for review and agree implementation 2. Parks and Gardens are now to be BPM'd separately   |                  |                |  |             |  |
| Customer First Strategy                             | WP02       | Define and communicate the Customer First strategy. Focussed on meeting customer needs  | 10/02/15           | 27/10/15                | Sue Large  | 1. Draft Strategy Produced  | G   | Strategy to be completed  | Strategy rolled out across organisation  | Impact of strategy to be reviewed.  | 1. Strategy not clearly focussed and corporately adopted  | 1. Ensure strategy has meaning and relevance for organisation and customers see difference   |                  |                |  |             |  |
| Communications and Organisational Change            | WP03       | Improved internal and external communications to provide clear, uncluttered, and relevant messages  | 24/04/15           | 02/02/16                | Stephen Dodson (Until Comms Officer is in post Q2) | 1. Draft communications strategy produced   | A   | 1. Recruit specialist Customer First Communications Officer. 2. Sign off and start roll-out of communications plan. 3. Start on internal change programme-staff training, awareness raising.  | 1. Evaluate Internal messaging and consider what more needs to be done. 2. Start on external change programme - e.g. CCC role in shifting customer behaviour. 'Time & Attention', work to increase take up of On-Line 'My Hastings'. | 1. Continuation of Customer First communications for wider roll-out and increase uptake of online services to 60% of all interactions via My Hastings.  | 1. Complexity of messages to be communicated to internal and external stakeholders and customers  | 1. Clear comms plan showing the right message to the right person in the right way.  |                  |                |  |             |  |
| Agreed Design principles for communication channels | WP04       | A new look and feel to the website and other communication channels to provide a modern and relevant interface for all customers.   | 08/05/15           | 26/08/15                | Mark Bourne (Until Comms Officer is in Post Q2)    | 1. Assessment of current HBC website offering - 'fit for purpose' checks underway. 2. Assessment of current Content Management System (CMS) completed.  | G   | 1. Recruit specialist Customer First Communications Officer. 2. Refreshed web content for Hastings online. 3. Implementation of CMS 4. Undertake review of Intranet and all internal comms. 5. Undertake review of HBC's use of social media.   | 1. Soft Launch new look website. 2. Roll-out of CMS to trained service content providers. 3. Soft-launch new look Intranet 4. Soft launch of social media platforms (if applicable)  | 1. Gain feedback and review of new look website. 2. Gain feedback and review of new look Intranet 3. Gain feedback on use of social media. 4. Plan next steps for improvements and wider launch and promotions. | 1. Service Areas may be reluctant to have certain information removed from existing web site. 2. Current CMS may not be fit for purpose 3. Not making the best use of social media  | 1. Clearly communicate to service areas the need for relevant and where possible transactional content only. 2. Review of alternative CMS products to be undertaken or re-training in use of existing CMS 3. Undertake review of Social Media platforms by new Comms Officer in Q2 |                  |                |  |             |  |
| Implementation of Firmstep (CRM) (phase 1)          | WP05       | My Hastings Online. The new purpose built customer relationship management (CRM) system that will improve the interactions and transactions between customers and the council   | 20/10/04           | 27/10/15                | Mark Bourne/Sue Large                              | 1. Firmstep Customer Relationship Management (CRM) system installed. 2. Kier Waste management services process completed and uploaded. 3. My Account (part 1 - Council tax look up and personal log in) Live 4. FOI's and 3 C's being developed 5. Soft launch of My Hastings with 'Report It' feature enabled and soft testers recruited. 6. Successful integration of 'Self' (Customer Forms) | G   | 1. Prioritising of Firmstep Integrations: a) Complete Zeacom integration b) Address technical glitches c) Agree protocol for Kier way 'Completed' tasks d) Form building for Housing Options e) Commence internal testing of FOI's & 3C's. f) Continue integration of Housing Licensing g) Start moving existing CRM processes onto | 1. Go live with Housing Options 2. Go live with Housing Licensing 3 Complete transfer of all remaining processes on CRM to Firmstep 4. Confirm Phase 2 requirements.   | 1. Full launch of My Hastings. 2. Implement Phase 2   | 1. Waste Management process only applicable to Kier waste services and doesn't cover parks and gardens. 2. Delay on FOI's and 3C's due to incompatibility with our internal processes. 3. Various glitches/bugs discovered during soft launch. 4. Existing CRM support ends August.                                 | 1. Review of non Kier waste process to be undertaken and temporary fix in place. 2. FOI & 3C's issues escalated. 3. Glitches/Bugs being logged/assessed/prioritised and fixed. 4. Existing CRM to be phased out and support requirements minimal.                                  |                  |                |  |             |  |
| Addressing digital exclusion 'Digital by Design'    | WP06       | Transforming our service processes to enable them to be accessed on-line by all. This will include: Identifying current levels of digital access and barriers; Identifying EU funding opportunities; working in partnership; creating a Digital by Choice Plan. | 01/04/15           | 10/05/16                | TBD  | 1. Community and Voluntary sector partners informed and promoting soft-launch of My Hastings online 2. Information on national and local digital inclusion gathered and ready to be utilised when project starts  | A   | 1. Initial identification of who are the 'digitally excluded' within the borough and commission research 2. Undertake internal audit of how services are currently being accessed and where possible by whom and how.   | 1. Research brief drawn up. 2. Research commissioned. 3. Research completed. 4. Identify potential EU/Government funds for digital inclusion projects.   | 1. Research analysed. 2. Digital by Choice (Channel Shift) plan drawn up. 3. Implement Digital by Choice (Impact to be reviewed Q2 2016) plus include date from O&S review.                                     | 1. Project delayed due to lack of resources and to coincide with scrutiny review of digital inclusion scheduled for the Autumn  | 1. Resources identified as available from Q2. This is not seen as High risk as other aspects need to be in place before targeting.   |                  |                |  |             |  |
| Efficiency savings                                  | WP07       | Undertaking further reviews of costs and implementing agreed service improvements by a combination of process re-design, ICT solutions and improved customer focus.   | 08/12/14           | 02/02/16                | Stephen Dodson                                     | 1. Implementation and monitoring of Uniflow to identify levels of internal printing cost (£250k per annum). 2. Initial review of service area costs: IT systems; Energy; External printing; Postage; Internal waste. 3. Business Process Mapping of Building Control Started.   | G   | 1. Complete Efficiency Savings Report and make recommendation to RIER. 2. Produce Efficiency implementation plan.   | 1. Implement Efficiency Savings Plan   | 1. £235K Efficiency savings made.   | 1. Printing culture in certain service areas and or non e systems in place especially within Housing Renewal; Legal, Planning Policy, and Development Control. 2. Service areas reluctant to move from existing IT systems 3. Not all efficiency savings will be identified until My Hastings has had wider take up | 1. Need to enable WP11 EDRMS as soon as possible and start BPM with these areas to identify issues. 2. Clearly demonstrate efficiency gains to be made from move/upgrade to alternative IT systems. 3. Closely monitor switch from face to face/ calls to on line transactions     |                  |                |  |             |  |

|  |      |  |          |          |                         |  |   |   |   |  |   |   |
|--|------|--|----------|----------|-------------------------|--|---|---|---|--|---|---|
| <b>Financial system interfaces</b>   | WP08 | Need to ensure that where financial systems are required to integrate with other council transactions (via Firmstep) these are working correctly.  | 26/02/15 | 30/07/15 | Kit Wheeler             | 1. Testing of systems being undertaken.  | A | 1. To have backoffice systems in place (technical detail: AIM v9 / paye.net v9 and ACR v9) replicating the functionality of the old v7 system.  |   | 1. If AIM v9 goes live exports from our AIM system to feeder systems (Northgate, parking, Agresso etc.) will not reconcile with what we'd expect to see from the live system.<br><br>2. Unable to run a full EOD (end of day) report and reconcile all export transactions back to the live system.<br><br>3. There are many individual processes run as part of the EOD process and if one of these tasks is failing it will cause a knock on effect to all areas. Therefore, it is crucial that this process is fully tested and staff happy with the results. The external systems consultant has flagged up several new issues that the new system may experience when we go live, which had not previously been anticipated. As a result it has meant that the project as a whole has been delayed until the Autumn / Winter 2015 to allow for further more stringent system development and testing working alongside dedicated specialists. | 1. Need to create an Escalation Route to address these issues asap and delay project until issues are resolved. A benefit to the delay in project go live date is that other minor issues raised by individual teams can be resolved and we will have a much more user friendly system in the back office allowing a better experience for finance staff and systems users as well, rather than having minor changes made after go live. Further feedback from teams has been requested and detailed testing will be in place prior to go live. Unfortunately some issues cannot be tested till after the system is live and this is something which external consultants on site on the day will deal with first hand with system users, running two systems simultaneously. The risk is therefore considered minimal at this stage. |   |
| <b>Housing – Additional, Mandatory and Selective Licensing</b>                       | WP09 | To implement an on-line housing licensing scheme for the existing additional and mandatory licensing schemes and prepare the on-line version of the proposed Selective Licensing scheme. These areas will be fully integrated into the Firmstep CRM system.  | 23/02/15 | 01/10/15 | Mark Preston/Bill Frost | 1. Business Process Mapping completed. Firmstep building form. 2. Testing commenced  | G | 1. Form build to be completed<br>2. Testing and refining form<br>3. Landlords to test form<br>4. Further refining of form<br>5. integration completed   | Housing Licencing goes live on Firmstep (My Hastings)   | Review of take up of Housing Licensing applications on line  | 1. Testing of process maps shows difficulties for users   | 1. Testing and refining continuing  |
| <b>Implementation of an Electronic Record and Document Management System (ERDMS)</b> | WP11 | To reduce wastage and improve e-documentation.   | 27/01/15 | 16/10/15 | Mark Bourne             | Initial investigations into post handling, legal team and estates team requirements revealed a poor business case for the further largescale IDOX investment that would be required. Work will now concentrate on optimising IDOX for planning and implementing a new version of SharePoint.                 |   | Implement new version of Share point. 1. Create a test SharePoint Foundation 2013 instance. 2. Create a data framework in which documents can reside. 3. Commence a pilot for evaluation  | Implement Planning IDOX upgrades: 1. DMS upgrade to 4.2 (£3,800) 2. LLPG module implementation (£950) 3. Photo Loader (£3000). 4. Scanning workstation upgrades (£950) . 5. IDOX PA Upgrade (£5000)                                     |  | 1. IDOX costs for use as corporate DMS may be prohibitive. 2. Service areas unwilling to adopt SharePoint 3. 3. Data volumes require SharePoint Farm. 4. 4. Access to IDOX consultancy for upgrades   | 1. Scale back IDOX implementation to Planning and implement SharePoint instead. 2. Hearts and minds exercise to show benefits of more recent versions. Greater user involvement in site design. 3. Actively monitor usage and performance. Upgrade if issues found. 4. Work with IDOX to ensure good scheduling and project planning. |
| <b>Housing Options</b>   | WP12 | Housing Options to improve in the following two areas:<br>• Restructure of the front-end of Housing Options Service<br>• Develop a more effective phone handling service.<br>Both areas will be fully integrated into the Firmstep CRM system.   | 10/11/15 | 09/10/15 | Joe Powell              | 1. All Business Process mapping completed. 2. Consultation with Transformation Team and CCC. 3. Project completion date slipped due to decision to move from Locata to 'Local Pad' design and integration in to Firmstep and CCC more complex.   | A | 1. A functioning version of Local Pad software is complete and has been tested<br><br>2. Integration of Local Pad software into Firmstep is complete<br><br>3. CCC staff have been trained in the use of Firmstep for Housing Options purposes.   | 1. Go live  | 1. Review and revisions  | 1. Transfer from Locata to Local Pad  | 1. Regular meetings with Local Pad software designers. HEC Legal Team are supporting with contract negotiations . Resources required to transfer data being calculated.   |
| <b>Mod.Gov implementation</b>  | WP13 | This will include the second and third phase of the Mod.Gov implementation process and will consist of<br>• Developing a Library<br>• Creating internal forms and templates for members and officers.<br>Providing communications and training in the new forms and templates  | 17/11/14 | 15/12/15 | Mark Horan              | A Mod.Gov library has been developed containing key information for Members previously hosted on the Council's intranet. Internal forms and templates have been drafted and are being tested and refined this and next quarter. Online video based training materials are in development to assist training. | G | 1. Add Emergency Planning procedures to Mod.Gov Library and continue to refine library according to use. 2. Report back to Directors on sign off and quality assurance options with regard to the report writing template. 3. Schedule and begin face to face training with key stakeholders. | 1. Refine library as appropriate. 2. Complete any outstanding training and any final amendments to templates and associated documentation. 3. Launch and refine templates and complete any follow up requirements.                      |  | 1. That key users do not make time to learn submitting reports in a new way. 2. That changes to the meetings structure necessitates further revision of templates which requires further learning and familiarisation for key stakeholders using the report writing templates. 3. Consensus not met on sign off procedures and checks and balances  | 1. A variety of training methods are to be employed using YouTube videos for 'walk throughs'. 2. Views of Assistant Directors sought on template development to retain their buy in. 3. Progress updates and suggested options for approvals drafted for Director consideration.  |
| <b>Future corporate planning process</b>   | WP14 | This will include:<br>Working to ensure there is a golden thread between corporate priorities, targets and service based activities.<br>Publishing a timetable and to do list reflecting the council's plan, review business cycle. Testing the use of project based approaches to the design, development and implementation of corporate targets and performance management and consider how risk analysis is integrated.<br>Enhance the performance review process to streamline demands on officers and tailor information provided to scrutiny in line with their requirements. | 01/04/15 | 31/03/16 | Mark Horan              | 1. New templates have been drafted and are being piloted to assist with (a) quarterly progress reporting & (b) target drafting for 2016/17. A timetable has been drafted but not yet published as the views of key stakeholders have yet to be sought.   | G | 1. Evaluate Q1 performance management arrangements and refined for Q2 reporting. 2. Roll out templates to assist with 2016/17 target drafting working with lead members and senior management to complete.  | 1. Evaluate Q2 performance arrangements and refine for the duration of the year. 2. Refined target drafts and associated work plans ready for public consultation and to support development of team targets and individual work plans. | 1. Agree new Corporate Plan. Work with Scrutiny to assist any further recommendations made relative to their roles in the performance management process. Draft 2017/18 corporate planning and performance monitoring timetable.   | 1. While there is appetite for refreshing corporate planning and performance management, there is not consensus on what refreshed arrangements look like and a fear that new approaches will impinge upon time starved senior management. New approaches will require changing existing arrangements and there are associated time and cost implications.   | 1. Engage Leaders and Senior managers in testing new approaches and setting out a clear timetable with associated expectations for planning, doing and reviewing. Work with leaders to ensure they remain champions and ambassadors for new approaches.   |