

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 and sets out proposed performance indicators for 2014/15.

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 as 'met' or 'not met.'

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. 	<p>A</p>	<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>	<p>G</p>	<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.</p> <p>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>	<p>R</p>	<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. 	<p>G</p>	<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 	<p>G</p>	<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. 	<p>G</p>	<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>	<p>G</p>	<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

		<p>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 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>	<ul style="list-style-type: none"> 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. 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. 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>9. Develop plans for sustaining and enhancing leisure facilities across the town in cooperation with other providers and users.</p>	<p>G</p>	<ul style="list-style-type: none"> a) Skate Park extension opened on time and to budget. Proven to be well used and popular with users. b) Extended refurbishment of Summerfields achieved.

<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 changing rooms, refurbishments implemented as funding is identified. 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>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>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 Hornty 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>	<ul style="list-style-type: none"> 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>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> <ul style="list-style-type: none"> b) Refurbishment of finger posts is a continuing programme. Extension of fingerposts has been absorbed into the pedestrian signage schemes for

		<p>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 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 style="text-align: center;">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.</p> <p>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 	<p style="text-align: center;">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>

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		Refurbishment projects at Castleham Business Centre West and White Rock Baths completed and premises occupied.
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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
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>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

		<p>works have been commissioned for 12 – 14 Theaklen Drive while it is vacant.</p> <p>e) The Evening Economy Partnership now meets quarterly and during the last two meetings the following progress was noted: Fat Tuesday 2014 (February), Eat Global Festival (March), and Up Market Designers Fair (March) reflects extension of the events season to earlier in the year with supporting night time and early evening programmes. The Fat Tuesday event reported approximately 25% of visitors were from outside of Hastings and there was an increase in younger people attending the events including local students. The Students Union office is now staffed 2 days a week and has a medium term ambition to open a student bar and café.</p> <p>f) 22 projects have been approved by the MMO totaling £814k of FLAG funding. This supports projects with a total value of £1.14m contributing to the sustainability of the fishing industry and community in Hastings.</p>
<p>2. Support the further development of Hastings' cultural assets and creative activity, and deliver a cultural programme that engages with local residents and attracts visitors to the town.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Deliver second year of Stade Saturdays cultural programme. b) Cultural Strategy and action plan refreshed and implemented. c) Continued support for Black History month, Refugee week and Eat Global events. d) Investigate future funding opportunities to support delivery of a cultural programme 	<p>G</p>	<ul style="list-style-type: none"> a) A successful second season of Stade Saturdays was delivered b) Following the substantial and constructive partnership work undertaken earlier in the year to submit the City of Culture bid, it was agreed that a more far reaching approach to the Strategy and Action Plan refresh was needed to reflect the ambitions of the Council and cultural leaders in Hastings and Rother. This approach has involved budget negotiations to support the recruitment of a senior Cultural Strategic Development specialist (May 2014), funding for programming and the formation of a new Cultural Strategic Advisory Group to oversee this major refresh and expansion of the Cultural Regeneration Strategy. A particular focus

<p>beyond 2013-14.</p>		<p>of this work will be to maximize the potential of celebrations of the 950th anniversary of the Battle of Hastings. This action will therefore be completed in 2014/15.</p> <p>c) A busy and successful year with highlights including Refugee Week in June with 400 people attending; Black History Month; a high profile Youth Awards and You Got Culture combined event at Sussex Coast College; the 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 	<p style="text-align: center;">G</p>	<ul style="list-style-type: none"> 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. b) The Local Plan: Development Management Plan (DMP) original timetable could not be met due to the additional 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

<p>work prior to Examination in Public currently programmed for Q3 (subject to outcome of Planning Inspector's report on Planning Strategy and public consultation).</p> <ul style="list-style-type: none"> 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>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> <ul style="list-style-type: none"> 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. 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 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 	<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

<p>experience project targets.</p> <p>d) Continue to promote apprenticeships and work placements.</p> <p>e) Subject to Interreg funding approval, deliver In2Work project targets.</p>		<p>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.</p> <p>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)</p> <p>(e) An In2Work application was made for Interreg funding but was unsuccessful.</p>
<p>5. Tackle social exclusion and improve community cohesion through dedicated support for marginalised and vulnerable communities.</p> <p>Measures:</p> <p>a) Lead the Community Cohesion Steering Group and the development and adoption of a revised Community Cohesion plan.</p> <p>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.</p> <p>c) Provide officer support to the Seniors Forum and Disability Forum.</p> <p>d) Manage the delivery of the Youth and Seniors</p>	<p>G</p>	<p>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.</p> <p>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</p>

<p>small grants scheme.</p> <p>e) Continue to support the development and adoption of a Big Local business plan and governance structure for North East Hastings.</p>		<p>People.</p> <p>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.</p> <p>d) Evaluations and reviews of current projects are underway at the end of what has been a successful grants scheme.</p> <p>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>
<p>6. Continue to work in partnership with key stakeholders and pursue funding opportunities to achieve regeneration priorities.</p> <p>Measures:</p> <p>a) Develop and submit an application to the 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</p>	<p>G</p>	<p>a) The Reaching Communities Fund Application for 'Community Based Business Advice Service' was rejected by the Big Lottery in January 2014.</p> <p>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 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</p>

<p>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>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

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)

Performance Indicator description	Improvement Direction	Previous 12 months	Latest position	Data Source and date
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

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Subject to the results of site feasibility 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>	A	<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. 	G	<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</p>

		are on site and are programmed to complete in late 2014.
<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	The Homelessness Strategy and Action Plan was adopted at Cabinet on 7 th October 2013 following an extensive 12 week consultation period
<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	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>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.</p> <p>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 community to consider significant planning developments in advance of planning applications being submitted.</p> <p>Measure: TBD.</p>	<p>G</p>	<p>Pre-application forums have been held for larger sites where applications are to be submitted. The Council has no power to compel developers to take part and occasionally they decline.</p> <p>5 pre - application forums have been convened in respect of 7 qualifying applications to include:</p> <p><u>Forum</u></p> <p>Gambier House</p> <p>Aldi</p> <p>Station Plaza</p> <p>Hastings Pier</p> <p>Holmhurst St Mary</p> <p><u>No Forum</u></p> <p>Cheviots</p> <p>Victoria Avenue.</p>
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Corporate Plan Performance Indicators

4.03 Number of dwellings brought in line with statutory standard varies considerably between years - the number of dwellings in 2013/14 line is lower than for 2012/13, and did not reach the target. Last year's figure was exceptionally high and included figures from one very large House in Multiple Occupation. Delivery for the previous year (2011/12) was only 96. It is proposed that a target of 175 is set for 2014/15 which is considered challenging but attainable.

4.04 Number of affordable homes delivered - a combination of factors helped to increase the number of affordable homes delivered in 2013/14. There were a number of cases where Housing Associations were able to acquire whole sites or completed units from

developers whilst we were in recession and there was little competition from the private sale market. With the market recovering and fewer likely to be delivered through the planning system at present, we will struggle to deliver the same number in future years, which is reflected in the revised target.

4.05 Long term empty properties returned to use - Target achieved and exceeded. The figure is exceptionally high due to the work with the YMCA project, which sees long term empties brought back into use and the work with council tax, which has seen a number of properties showing as empty brought back into use. The target for 2014/15 has been increased to 70, however, achieving this will be dependant upon receipt of funding from the Homes and Communities Agency, but a decision on this will not be known until July.

4.06 Major planning applications determined - This is a near miss. There are a small number of applications in this category and a few cases make a big percentage change. The figures for this year included some very old cases which were over a year old when the decisions were issued which impacted on the figures. We now seek to agree an extension of time with the applicant, who will improve performance in this category, but this has not yet fed through to the figures. The Government's minimum figure below which there would be a risk of being put into special measures is 40%

4.07 Minor planning applications determined - This is a challenging target that was raised from 65% in 2012/13. We have only exceeded 85% in this category twice in the last 10 years. It is therefore proposed that the target is amended to 85%.

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
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>175</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%

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
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>85.0%</u>
4.08 % householder planning applications determined within 6 weeks	Bigger is better	67.6%	Worse	66.3%	Met	65.0%	65.0%
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

2013/14 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.</p> <p>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> <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>G</p>	<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 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>	<p>G</p>	<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> <ul 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. 	<p>G</p>	<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 strong business case for electrification of the 'Marshlink', and the extension of HS1 'Javelin' services to Hastings.</p> <p>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.</p>
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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

Corporate Resources Directorate

Financial Services

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Achieve an unqualified audit opinion for the annual statement of accounts. Measure: Unqualified audit opinion gained by 30th Sept (Quarter 2).</p>	<p>G</p>	<p>Achieved - Unqualified audit opinions were received in September 2013 on the Council's accounts and also those of the Foreshore Trust</p>
<p>2. Maintain the occupancy of industrial units against a background of an uncertain economic environment. Measures: Percentage of void industrial units and actual income versus the budget.</p>	<p>G</p>	<p>Occupancy figures at the end of Q4 are shown below (the figure in brackets is the comparative position at end of Q4 12/13):</p> <p>Factory Units – 60 units let. 2 units vacant. 3.2% void (0% void) Both of the empty units have been or are being improved as part of the ACE project.</p> <p>Castleham Business Centre West – 15 units let. 5 units vacant. 25% void (85% void) The increase in the number of lettings is as a result of the building and units being refurbished.</p> <p>Castleham Business Centre East – 14 units let. 3 units vacant. 17.6% void (23.5% void)</p>
<p>3. Prepare for the phased introduction of the Government's new 'Universal Credit' commencing in 2013/14 and take appropriate action as necessary. Measure: Regular reports and updates to Cabinet and Overview and Scrutiny Committees where there are</p>	<p>G</p>	<p>Universal Credit implementation across the country delayed. No plans for national migration before June 2015.</p> <p>The Council is maintaining a watching brief and will report</p>

<p>implications for the Council and the community and action taken as appropriate.</p>		<p>to committee and Council as and when appropriate.</p>
<p>4. Review existing Council Tax Support Scheme (introduced April 2013) and implement new scheme for 2014/15 as necessary. Measure: Scheme agreed by 31st January 2014.</p>	<p>G</p>	<p>Adopted 2013/14 scheme for 2014/15 (year 2)</p>
<p>5. Give priority within the shared Fraud Investigation Service to more serious cases, working within the Single Fraud Investigation Service requirements (commencing April 2013) Measure: Number of serious cases investigated.</p>	<p>G</p>	<p>In July 2013/14, 41 serious cases totalling £594,156 have been completed that have resulted in sanctions being imposed. This compares with 46 cases worth £413,267 for the same period last year. This represents a good performance given that the number of staff employed in 2013/14 was reduced by 1 FTE (to 4 FTEs).</p> <p>Additionally, the Investigations team played a key role in Operation Grenville, a multi-agency investigation into organised crime. The team produced research and intelligence into 131 addresses. Other parts of the operation led by other agencies are leading to good referrals on benefit fraud for Hastings BC</p>
<p>6. Continue to deliver the annual Audit Plan and report outcomes to the Audit Committee. Measure: Comparison of audits completed against those on the published audit plan reported in the annual audit report.</p>	<p>A</p>	<p>There were difficulties completing the Housing Benefit Grant Subsidy Claim which led to delays and the change in cash collections provider resulted in significant additional work. All the work on International Auditing Standards was completed on time.</p>
<p>7. Continue to improve the Council's procurement arrangements, working in collaboration with other local authorities, the East Sussex Procurement Hub and other partners.</p>	<p>G</p>	<p>All tasks set out in the internally published Procurement Work programme 2013/14 achieved.</p> <p>Examples include:</p>

<p>Measures: Value for money contracts secured, savings achieved and procurement arrangements completed.</p>		<p>i) Single Person Discount review leading to an additional £93,000 of income in 2014/15</p> <p>ii) Empty Property Review leading to 154 properties being identified in use generating £1,071,000 over six years</p> <p>iii) Joint procurement on insurance, banking, annual council tax billing and election canvass has taken place across all East Sussex authorities</p>
<p>8. Deliver a second phase of the Local Authority Mortgage Scheme within Hastings and St Leonards. The Council acting as guarantor on deposits for eligible first time buyers to help stimulate the local housing market. Measures: Numbers of eligible first times buyers supported onto the housing ladder. Percentage of the £1m indemnity committed.</p>	<p>G</p>	<p>Achieved - The second phase of the scheme was launched in late March 2013. The scheme was fully subscribed by October 2013. In addition to the 37 completions in phase One there have been 30 completions and 2 awaiting completion.</p> <p>The third phase of the scheme which was to be funded by East Sussex County Council is not proceeding following the temporary hold put on the scheme by Lloyds Bank and the government's introduction of the Help to Buy scheme.</p>
<p>9. Support the new operator to fulfil the potential of St Mary In the Castle (SMIC) Measure: SMIC fully reopened and restoration works undertaken.</p>	<p>A</p>	<p>St Mary in the Castle is being successfully operated as a venue and the number and variety of events has increased.</p> <p>On 6, 7 & 8 Pelham Arcade the part English Heritage grant funded restoration works are nearly completed. Further internal refurbishment works are being undertaken by HBC to enable the tenant to fit out the premises as a café. This is expected to be operational for the summer.</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
6.1 % Council Tax collected in year	Bigger is better	96.7%	Worse	96.3%	Met	96.0%	96.0%
6.2 % Non domestic rates collected in year	Bigger is better	97.2%	Better	97.8%	Met	97.0%	<u>97.5%</u>
6.3 Average number of days to process new housing benefit claims	Smaller is better	13.3	Better	12.8	Met	15.0	15.0
6.4 Average number of days to process changes to housing benefit claims	Smaller is better	3.0	Worse	3.8	Met	5.0	5.0
6.5 Average number of days to process new Council Tax Reduction claims	Smaller is better			12.6	Met	15.0	15.0
6.6 Average number of days to process changes to Council Tax Reduction claims	Smaller is better			3.4	Met	5.0	5.0

Corporate Services

2013/14 Targets/Milestones	Status (R/A/G)	Comments
<p>1. Support local democracy by the effective delivery of electoral services activities. Measures:</p> <ul style="list-style-type: none"> a) Successful management of the 2013 East Sussex County Council election. b) Preparation for the transition to Individual Elector Registration currently proposed for full introduction in 2014. c) Polling Places Review undertaken as a result of changes to Parliamentary terms (Parliamentary Voting System and Constituencies Act 2011). d) All statutory timetables met in line with Electoral Commission requirements. 	<p>G</p>	<ul style="list-style-type: none"> a) 2013 ESCC elections successfully completed in Q1. b) Final preparations underway for transition to IER; 'go live' date has been confirmed by the Minister for June 2014. Core staff attended all relevant training events through Cabinet Office, Association of Electoral Administrators and Election Management System suppliers c) Polling Places Review completed to timescale in Q3, with input from the cross party review team. Full Council agreed the review on 19 February d) All statutory timetables currently being met in line with Electoral Commission requirements
<p>2. Facilitate the Local Strategic Partnership (LSP), to act as the principal strategic forum for collaboration between service providers, community representatives, the voluntary and private sectors. Measures:</p> <ul style="list-style-type: none"> a) LSP Board is supported to work effectively; in partnership with key stakeholders to deliver services which respond to locally identified need and act as a collective voice with a shared vision for shaping the town. b) With partners, undertake the biennial local 'Place Survey' and feed findings into the Council and partners decision-making processes to inform priorities and service developments. 	<p>G</p>	<ul style="list-style-type: none"> a) During 2013/14 the LSP tackled subjects such as: the academisation of local schools, the issue of seawater bathing quality and the changing landscape in the health sector. It has been particularly useful for organisations (both public/private and community) to understand the impact of such changes on residents and partner agencies. More recently, LSP partners have been particularly supportive of regeneration initiatives, coordinated by HBC, which benefit the town such as Community Led Local Development and Assisted Area Status. b) The Place Survey was completed to time, cost and quality in September 2013. The results were in line with findings from the 2011 survey

		suggesting satisfaction levels generally remain consistent.
<p>3. Support the Council's transformation to a leaner, more resilient organisation which remains focussed on delivering outcomes for local people as well as supporting and valuing its staff.</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Managers supported to implement actions in the refreshed Workforce Development Plan thereby ensuring the Council's workforce is equipped to meet new challenges and ways of working. b) Deliver an agreed 'organisational and cultural change' programme during 2013/14, building on commitments made at the end of 2012. c) Teams assisted to undertake service process re-design and to identify opportunities for efficiency, maintaining service quality and improving customer services. d) Engage and support staff throughout the change process by use of regular staff focus groups and a feedback survey. 	<p>G</p>	<ul style="list-style-type: none"> a) Work was undertaken with services to deliver the workforce development plan (WDP), and underpinning initiatives such as practical management skills, agile working and change management. Managerial skills sets to meet the challenges facing the organisation longer term have been identified, and by working in partnership with other councils via the Sussex Training Consortium we have delivered accredited training programmes to a wider pool of staff at reduced cost. This work has enabled the organisation to meet challenges and start to bridge the gaps in skills between current and future requirements b) In support of the Council's 'One Council, One Team' programme, work was undertaken to: improve communications between service teams and the Community Contact Centre; provide guidance and advice on implementing change; review processes and giving support to managers and staff to adapt to new structures/ways of working, thereby enabling them to maximize efficiency and effectiveness of available resources. c) Customer First and Efficiency reviews have been undertaken with customer first, improved efficiency and staff engagement as fundamental components. The review of the Revenues service has been completed and an action plan is being prepared for implementation in 2014/15. Operational level reviews have been completed for Waste and Environmental Health. A detailed

		<p>review of the Homelessness and Housing Options service has commenced and will complete in summer 2014.</p> <p>d) A Staff Commission was established and has met three times since November 2013. A number of the issues raised have been addressed and a draft action plan has been agreed and is currently being updated to include timelines and will be monitored by the Group. A SharePoint site has been set up and all documents are uploaded and available to all staff.</p>
<p>4. Support Members to effectively undertake their roles and responsibilities. Measures:</p> <p>a) Annual work programme of Scrutiny Reviews completed to time, cost and specification.</p> <p>b) Progress against Corporate Plan targets reviewed quarterly by Overview and Scrutiny Committees to aid transparency about Council performance.</p> <p>c) Comprehensive programme of Member training and briefings delivered according to priorities set by the Training and Development Group.</p>	<p style="text-align: center;">G</p>	<p>a) The scrutiny reviews on bathing water quality and the O&S Charter were reported to the February 2014 Committees. The scrutiny review of the impacts of welfare reform will be submitted to the June meeting.</p> <p>b) Both scrutiny committees successfully reviewed Council performance at their quarterly meetings. The Scrutiny Steering Group also met quarterly to plan and monitor progress against the scrutiny work programme.</p> <p>c) A comprehensive programme of training was delivered based on the priorities of the Members Training and Development Group. In addition, this group have overseen a successful iPad trial which will lead to the roll out of these devices to newly elected Members in May, the subsequent roll out to all other members will lead to significant savings. This group has also overseen the launch of online training for Members, facilitated through the Council's Learning Pool facility.</p>

<p>5. Review the Council's committee structures and Constitution with Elected Members, so these remain fit for purpose as the Council contracts</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Systematic review of committee structures undertaken and findings reported to Cabinet by December 2013. b) Working Arrangements Group (WAG) convened and recommendations made for appropriate changes to the Council's Constitution arising from the review, legislative requirements, and to make it more user friendly. 	<p>G</p>	<ul style="list-style-type: none"> a) The Working Arrangements Group decided that now is not the appropriate time to review the committee structure and that this activity would be more helpful at a later point when the future scale and shape of the council is clearer. b) The rolling programme of addressing constitutional issues is on-going with items being researched, reviewed and discussed at WAG prior to being brought forward for Council approval. Items included the Member-Officer protocol and protocol for a minutes silence.
<p>6. Project manage the European-funded 'Future Cities' project to support climate change adaptation activities (extended in time until December 2013)</p> <p>Measures:</p> <ul style="list-style-type: none"> a) Submit the final funding claim by October 2013 (claiming for activity up until 30th September 2013) b) Accept delivery of the Map Table and develop a staff and member training programme to maximise the application of the map table 	<p>G</p>	<ul style="list-style-type: none"> a) Following a successful bid for an extension last autumn, the Future Cities project was extended until December 2014. Ongoing activity has/will focus on the implementation of the Adaptation Compass - a tool that allows the impacts of climate change on an area to be explored and taken into account in project and planning decisions, work is underway on this with other East Sussex authorities. The final paperwork for the Future Cities project will be submitted to the lead partner in October 2014, with final payment expected in spring 2015. b) The Map Table was delivered in April 2013, and staff and member training took place in May 2013. The table has been used for a number of workshops e.g. BIG Local and FLAG (Fisheries Local Action Group) during 2013/14, and plans are underway for its use in 2014/15 e.g. by housing services

		<p>c) Additionally, the Council ran a successful 'Switched on Hastings' campaign which promoted energy switching as part of the Big Community Switch. Locally, just over a 1000 local people registered their interest of which 15% switched (153) following receipt of their offer. Average savings locally for a dual fuel (gas & electricity) household were £209.</p>
<p>7. Provide an efficient, customer-focussed contact and information service through the Community Contact Centre. Measures:</p> <p>a) Build on the establishment of the contact centre and continue to improve the experience of personal and telephone callers using our services.</p> <p>b) Use intelligence gained from monitoring of customer enquiries and feedback to assist service improvements across HBC.</p>	<p>G</p>	<p>a) Significant work has been undertaken since the completion of the Community Contact Centre (CCC) review to implement the recommendations overseen by the Contact Centre Improvement Board. Focus has been on delivering a comprehensive training programme to give all staff the confidence and skills to respond to a wider range of queries efficiently and accurately. A key factor in the success of this training has been that it has been developed and delivered in consultation with service departments. Comprehensive planning and work with Revenues team enabled the teams to successfully cope with the huge increase in customer contact which occurs at the time of annual Council Tax billing. The CCC also worked closely with colleagues in Waste Services to successfully manage the customer contact for the switch-over to new waste and recycling arrangements in autumn 2013.</p> <p>b) Detailed feedback and data from front line experience is being used to inform the service reviews.</p>
<p>8. Promote a culture of transparency in everything the Council does. Measures:</p>	<p>G</p>	<p>a) The council is fully complying with transparency legislation and guidance, e.g. we publish annually our pay policy and senior management salaries,</p>

<ul style="list-style-type: none"> a) Details of Council assets, pay policy, senior management salaries, resources, decision making, contracts and spending published to aid transparency. b) Freedom of Information and other data requests responded to within legislative timescales. 		<p>our workforce profile and equality data as well as monthly details of financial transactions over £250.00.</p> <ul style="list-style-type: none"> b) The Council is continuing to meet its legislative timescales for FOI and other data requests except in a small minority of cases (34/605 in 2013). The number of FOI requests has almost doubled over the last 5 years from 375 per year in 2009 to 605 in 2013.
<p>9. Deliver an effective Legal Service that plays a key role in delivery of Council priorities. Measures:</p> <ul style="list-style-type: none"> a) Provision of strategic legal advice for key projects, policies and procedures (including standards, Freedom of Information, Data Protection etc). b) Activity to support enforcement and secure prosecutions; robustly defend the Council against actions brought against it. c) Activity to ensure the Council is appropriately protected in terms of contracts and property transactions, and is effective at collection of debts and charges against property. d) Ensure effective Corporate Governance – appropriate legal advice given to all to support decision making, including quasi-judicial committees and boards. 	<p>G</p>	<ul style="list-style-type: none"> a) Strategic legal advice has been given across a wide range of projects and activity, new Policies developed and approved by Cabinet have included the Enviro-Crime and Data Protection policy and the Corporate Complaints policy. The Chief Legal Officer continues to provide support in respect to FOI and Data Protection requests. b) 44 prosecutions have been conducted and 9 cautions have been formally administered for a variety of offences. We robustly defended all the appeals made against our decisions in Licensing and Housing Renewal matters and have been extremely successful. c) Over 60 contracts were drafted as well as 21 leases and 9 licences during this period. We achieved 67 final charging orders in respect of Council tax securing £210,000, we also issued 24 summonses and obtained 16 attachment of earnings orders in respect of overpayment of housing benefit. In regard to planning we have completed 9 Section106 agreements and various other planning matters which brought in over £19,000 in legal costs.

		<p>d) To ensure effective Corporate Governance advise has been given at Cabinet, Charity and Council meetings, Planning, Licensing, Museum and Environment and Safety. Two up-dates of the Council's constitution have been agreed by Council. In regard to the Charity Committee, 3 new members of the Grants Advisory Panel have been appointed and the Protector has been re-appointed for a period of three years. Legal services staff have trained over 50 wardens and police on issuing Fixed Penalty Notices and continue to provide Members with training on induction and throughout the year.</p>
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Corporate Plan Performance Indicators

Note

7.1 Sickness absence - the average number of days absence was 7.01, which was higher than last year's figure and did not reach the target of 6.25. Although levels are not as good as we had hoped for, compared with a few years ago they are still low, with over 12 days average for 2005/06, and levels did not fall to under 8 days until 2011/12.

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Target Mar 2014	Status Mar 2014	Yearend Target Mar 2015
7.1 The proportion of working days/shifts lost due to sickness absence	Smaller is better	6.00	Worse	7.01	Not Met	6.25	6.25

Cross Cutting Targets

1. Delivering Services into the Future: Prepare for further significant reductions in Council spending in the future whilst prioritising the activities and projects the Council has capacity to deliver.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) Deliver a programme of consultation to test local priorities with local people and staff.	G	A total of over 2,200 people participated in the Place Survey that the Council and partners organised in Summer 2013.
b) Undertake a programme of service and efficiency reviews, prioritising those with the potential for biggest gains in efficiency, cost savings, and/or resilience.	G	The Minister for Local Government at the DCLG was extremely impressed with the programme of efficiencies and savings presented as part of our Efficiency Support Grant bid. The bid was successful, as was the further submission for an additional 25% (i.e. £243,000) reward grant.
c) Seek out and explore opportunities for new service delivery models, including shared services where this will provide efficiencies or resilience.	G	Discussions with potential partners in respect of shared services took place and it is hoped to bring forward some firm proposals in the near future.
d) Complete a Priority Income Efficiency Review process to inform the 2014/15 budget.	G	Completed.
e) Produce and publish a Medium Term Financial Strategy.	G	Approved by Cabinet in November 2013
f) Agree a Corporate Plan and Budget for 2014/15 onwards in February 2014.	G	Approved by Council in February 2014.

2. Corporate Risk Assessment: To maintain an environment where risk management is an integral part of planning and performance management processes and the general culture of the Authority.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) To maintain an overview of Corporate and Operational risks to the Council.	G	The Corporate Risk Management Group meets quarterly and reviews the Corporate and Operational risk registers, monitors insurance claims and procedures for mitigating risk.
b) To formally review the Corporate Risk Register and report to Audit Committee during 2013/14.	G	The Corporate Risk Register is reviewed quarterly and was reported to Audit Committee on 27 June 2013.
c) To formally review the Operational Risk Register and report to Audit Committee during 2013/14.	G	The Operational Risk Register is reviewed quarterly and was reported to Audit Committee on 27 June 2013.
d) To maintain an overview of the Council's Health and Safety Risk Management Policy and procedures.	G	The Health and Safety and Risk Management Policy and procedures are routinely reviewed throughout the year. The Fire risk management and Alert Scheme were reviewed during the year.

3. Environment and Sustainability: To provide strategic coordination and advice to the Council's policy and forward planning processes, ensuring the Council is maximizing opportunities to tackle climate change and make Hastings more environmentally sustainable.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) Oversee implementation of the 2013/14 actions in the HBC Environmental Policy Action Plan.	G	<p>During 2013/14 – the strategic environmental projects board has met regularly to oversee the implementation of the action plan. Key achievements in the year include:</p> <ul style="list-style-type: none"> • The launch of 'Switch on Hastings' campaign a collective energy scheme which saw over

		<p>1000 local residents sign up to a cheaper energy deal. Further switches are planned for 2014/15</p> <ul style="list-style-type: none">• CO2 emissions – Work has continued to reduce our CO2 emissions by using LED lighting and implementing office energy efficiency measures.• The Future Cities project successfully secured an additional years funding until December 2014. The Council took delivery of the Map Table and it has begun to be used in workshops and at events. Key areas of work for 2014 include the implementation of the Adaptation Compass and links have been made with other local authorities run summertime workshops.• The Council Corporate Risk Register has been reviewed and updated to take account of climate change especially extreme weather events.• Green Flags were retained for Alexandra Park, Hastings County Park and St Leonards Gardens and Ponswood was established as a Local Nature Reserve.• Successfully secured Environmental Stewardship for Hastings Country park and nature reserve• The Quality Coast Award was successfully achieved for Pelham and Marina beaches and
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		<p>applications for 2014 have been made.</p> <ul style="list-style-type: none"> • The Cleaner Seas Please campaign was launched in 2013 and will continue to run during 2014. • A new office recycling scheme was established during the year – desk bins have been removed and small wheelie bins have been installed in communal areas and kitchens for dry recyclate (cardboard, cans, plastic and glass) Paper is collected separately and shredded prior to being recycled. • As part of the EU funded Answers to the Carbon Economy Project (ACE) – the eco-retrofit of an industrial unit on Theaklen Drive has been completed and funding has been secured for an additional building.
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4. Corporate Equalities: Support the Corporate Equalities Steering Group to embed equality and diversity and take actions that contribute to the achievement of the Council's Equality Objective i.e.

“To provide high quality services that meet the needs and improve the quality of life of all our citizens, promoting equality of opportunity through a culture of openness, fairness and transparency, enabling local people to hold us to account”

In working to achieve this objective we will:

- Eliminate unlawful discrimination.
- Advance equality of opportunity between people in our town.
- Foster good relations.
- Identify priority actions for each year.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) Continue to work with partners in accordance with Hastings & St Leonards Equalities and Human Rights Charter and produce an Annual Equality Charter report to the LSP.	G	a) Annual Equality Charter Report 2013/14 was presented to the Local Strategic Partnership Board on 28th April 2014. The report lists key achievements from a range of partners (including HBC), grouped under the themes of the Community Strategy (2010 -2026). It provides a useful evidence base of case studies and good practice demonstrating how equalities underpins the work of all partners and their collective vision for shaping the town.
b) Ensure all key Council decisions are informed by consideration of equalities impacts and are 'Poverty Proofed'.	G	b) A programme of Equality Impact Assessments was completed during 2013/14 including the Hastings Play Strategy and Phase II of the Regeneration Plan for St. Leonards.
c) Collate and publish our equality data by the deadlines set by the Equality Act 2010 (i.e. by 31st January each year) ensuring the data we record is as accurate as possible, and is used appropriately to inform service improvements.	G	c) Information was collated as at 31st December 2013 and published on HBC website. Comparative data provided to identify any trends with previous years.
d) Ensure Hastings Borough Council is an attractive employer to all sections of the community.	G	d) Examples of our offer includes: <ul style="list-style-type: none"> • Family friendly working policies, equalities based policies and procedures accredited by liP, Stonewall, and two ticks disability rating. • An employee assistance programme – the new provider will also shortly be offering Cognitive Behavioural Therapy. • Work with local schools to offer work placements for pupils in year 10 and attendance at local employment fairs.

e) Work with Stonewall and our staff, residents and local support groups to continuously improve lesbian, gay, bisexual and trans equality.	G	e) We participated in the workplace equalities index 2014. This year there were more participants and despite our best endeavours we achieved the same scoring as the previous year. However, we did receive recognition of the good practices we have developed.
f) Continue to work with Disabled-Go to provide accurate information about accessibility in our town on the on-line accessibility guide. Enhance the guide with updates and include details of a further 100 premises following audit.	G	f) Work with 'Disabled Go' is ongoing to increase annually the number of premises included in the on-line guide, setting out clear access information for residents and visitors to make the most of our town.
g) Seek accreditation as a 'Living Wage Employer' and following an assessment of our contractor's performance develop an action plan to assist them to work towards achieving the status over appropriate time periods.	A	g) All permanent HBC employees are paid above the recommended level by the Living Wage campaign. Work is underway with contractors to understand the gap between their current pay levels and the living wage level and identify what steps we can take to bridge the gap over time.

5. Accommodation and Smarter Working: To deliver continuous improvement to the quality and value of our interaction and communications with customers and the community at large. To rationalise and consolidate Council services in fewer larger buildings, maximise the efficient use of floor space and develop fit for purpose, efficient, flexible and resilient administrative support processes. To maximise opportunities for flexible, mobile and home-working in support of these objectives.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) Consolidate all operational staff into Aquila House.	A	Most operational staff were located in Aquila House but due to the flooding and imminent refurbishment the top floor has been vacated and other staff will need to move out temporarily.

b) Maximise the efficient use of floor space in Aquila House through the introduction of additional hot desking facilities, rationalisation of team locations and the promotion of flexible, home and mobile working.	G	Fourth floor accommodation reviewed and rearranged to accommodate partner agencies in Community Safety Hub
c) Release floor space in Aquila House for sub letting to partner organisations to further reduce accommodation costs and develop efficiencies through partnership working.	G	Part of the Upper Ground floor of Aquila House has been sublet to SEAP.
d) Complete improvement to accommodation in the Town Hall to provide additional meeting and democratic facilities.	G	Members room and new committee room completed. Alterations to Contact centre completed Further work planned for Front office.
e) Implement new building support services arrangements for Council buildings and introduce more efficient and cost effective administrative processes.	G	The new Business Support Model has bedded in and is proving effective. The existing resources were refocused and the new structure now provides flexibility and a more appropriate balance between Business Support and service areas. The new structure has realised efficiencies due to the streamlining of the Support Services Team through a reduction in administrative posts and Town Hall Attendants
f) Extend electronic document and records management systems to all services to provide cost effective	G	The existing document and records management software (Idox) has been upgraded and has gone live in Planning. Work has begun on introducing the system into Environmental Health Services.
g) Maximise the level of electronic transactions, payments and communications through the Contact Centre, website, text messaging etc.	G	Paye.net has now been rolled out through the council. An implementation team has been drawn together

		and the products finalised. Three new payment methods are being introduced. Paying bills from the Council by internet and paying for goods and services ordered from the Council over the internet and internet direct debits.
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6. Anti Poverty and Welfare Reform: To Coordinate HBC and partnership activity in response to the impact of welfare reform on our local residents.

2013/14 Targets/Milestones	Status (R/A/G)	Comments
a) Building on research undertaken in 2012, agree and implement 2013/14 actions in the Hastings and St Leonards Anti Poverty Strategy Action Plan.	G	Multi Agency Anti Poverty Group established and meeting quarterly. Anti Poverty Strategy Action Plan agreed by Cabinet in Jan 2014. Dedicated Officer now in place to take forward the Action Plan with partners.

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	6 properties acquired Let: <ul style="list-style-type: none"> • 24/25 Stockleigh Road (7 units: 3 x 1 bed; 3 x 2 bed; 1 x 3 bed) Acquired and improvements ongoing: <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

		<ul style="list-style-type: none"> • 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
<p>(b) Work with the HCA and YMCA to acquire and improve empty properties in the area and wider Borough.</p>	<p style="text-align: center;">G</p>	<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 May 13 – lease commencement 28 Jan 14 • (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
<p>(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.</p>	<p style="text-align: center;">G</p>	<p>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.</p>

<p>(d) To support a wide range of community safety, marketing, business support and community development activities in the St. Leonards area.</p>	<p>G</p>	<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>
<p>(e) To review the existing renewal area status and extend its life subject to consultation and Cabinet approval.</p>	<p>G</p>	<p>The Central St Leonards Housing Renewal Area was extended for a further 5 years.</p>
<p>(f) To work with other coastal authorities and partners to develop and lobby for action that will encourage improvement to the private rented sector.</p>	<p>G</p>	<p>The Council has played a leading role in further coastal towns investment through SELEP, this has culminated in a 75 Million pound proposal for tackling dysfunctional and poor quality privately rented housing in the coastal LEP areas in conjunction 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</p>

		London Boroughs regarding the need to better understand the impact of changes on areas such as Hastings
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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	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

	G	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.
f) Complete the CPO of the Pier and support its regeneration subject to funding.	G	Successfully achieved (see target 8).

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

4.03 Number of dwellings brought in line with statutory standard various considerably between years - the number of dwellings in 2013/14 line is lower than for 2012/13, and did not reach the target. Last year's figure was exceptionally high and included figures from one very large House in Multiple Occupation. Delivery for the previous year (2011/12) was only 96. It is proposed that a target of 175 is set for 2014/15 which is considered challenging but attainable.

4.04 Number of affordable homes delivered - a combination of factors helped to increase the number of affordable homes delivered in 2013/14. There were a number of cases where Housing Associations were able to acquire whole sites or completed units from developers whilst we were in recession and there was little competition from the private sale market. With the market recovering and fewer likely to be delivered through the planning system at present, we will struggle to deliver the same number in future years, which is reflected in the revised target.

4.05 Long term empty properties returned to use - Target achieved and exceeded. The figure is exceptionally high due to the work with the YMCA project, which sees long term empties brought back into use and the work with council tax, which has seen a number of properties showing as empty brought back into use. The target for 2014/15 has been increased to 70, however, achieving this will be dependant upon receipt of funding from the Homes and Communities Agency, but a decision on this will not be known until July.

4.06 Major planning applications determined - This is a near miss. There are a small number of applications in this category and a few cases make a big percentage change. The figures for this year included some very old cases which were over a year old when the decisions were issued which impacted on the figures. We now seek to agree an extension of time with the applicant, who will improve performance in this category, but this has not yet fed through to the figures. The Government's minimum figure below which there would be a risk of being put into special measures is 40%

4.07 Minor planning applications determined - This is a challenging target that was raised from 65% in 2012/13. We have only exceeded 85% in this category twice in the last 10 years. It is therefore proposed that the target is amended to 85%.

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
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>175</u>

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
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>85.0%</u>
4.08 % householder planning applications determined within 6 weeks	Bigger is better	67.6%	Worse	66.3%	Met	65.0%	65.0%
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

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
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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

Financial Services

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Status Mar 2014	Target Mar 2014	Yearend Target Mar 2015
6.1 % Council Tax collected in year	Bigger is better	96.7%	Worse	96.3%	Met	96.0%	96.0%
6.2 % Non domestic rates collected in year	Bigger is better	97.2%	Better	97.8%	Met	97.0%	<u>97.5%</u>
6.3 Average number of days to process new housing benefit claims	Smaller is better	13.3	Better	12.8	Met	15.0	15.0
6.4 Average number of days to process changes to housing benefit claims	Smaller is better	3.0	Worse	3.8	Met	5.0	5.0
6.5 Average number of days to process new Council Tax Reduction claims	Smaller is better			12.6	Met	15.0	15.0
6.6 Average number of days to process changes to Council Tax Reduction claims	Smaller is better			3.4	Met	5.0	5.0

Corporate Services

7.1 Sickness absence - the average number of days absence was 7.01, which was higher than last year's figure and did not reach the target of 6.25. Although levels are not as good as we had hoped for, compared with a few years ago they are still low, with over 12 days average for 2005/06, and levels did not fall to under 8 days until 2011/12.

Name	Improvement Direction	Actual Mar 2013	Direction of Travel	Actual Mar 2014	Target Mar 2014	Status Mar 2014	Yearend Target Mar 2015
7.1 The proportion of working days/shifts lost due to sickness absence	Smaller is better	6.00	Worse	7.01	Not Met	6.25	6.25