

# Hastings Borough Council

## Corporate Plan

2016/17 – 2018/19

### Introduction

#### What is the corporate plan?

The corporate plan sets out what the council plans to do on behalf of the citizens of the borough and our budget details how we will pay for it.

The plan serves as a map of key council activities showing where we want to go, what we plan to do and how we intend to get there.

#### Who is it for?

What we do and the content of the corporate plan is informed by what local people, our staff and partners tell us. These views shape the direction set for council activity and the activities themselves outlined in this corporate plan.

The main audience of the corporate plan has traditionally been local councillors, whom together with council officers use this document to monitor performance against activities set out.

Guided by the corporate plan, councillors on behalf of local people make sure that local services are delivered on time, within budget and to the required quality.

#### How is it set out?

The plan begins by introducing our corporate strategy setting out our vision, mission, values and overarching priorities that inform those activities we plan to do.

The activities we plan to do then follow. These activities are arranged under 11 work programmes. Within each of these work programmes we have:

- Set out how associated activities align with overarching priorities
- Outlined what success looks like by 2019
- Listed the key activities we'll be working on during 2016/17

## **a. Corporate Strategy**

### ***Our vision for Hastings...***

The skills, dedication and commitment of Hastings Borough Council's staff and members are all working together as one team to achieve our longer term vision:

This is what we want Hastings to become; it's what all our strategies and policies should aim to achieve:

*Hastings will be recognised as an international centre of excellence for cultural and scientific creativity, supported by the highest quality educational establishments to provide first-class career opportunities to its citizens. Rewarding jobs with a decent wage, good standards of healthcare and warm, comfortable, affordable homes will be available to all. It will be a town that welcomes visitors and new residents wherever they are from, where diversity, individuality and eccentricity are celebrated, and the individual needs of all are recognised and met. The best of our historic built and natural environment will be preserved, while embracing new developments that excite and enrich our town's appearance. It will be a 'green' town, where industries, structures and practices that help to reduce our carbon footprint are strongly promoted, creating the best possible quality of life for all our workers and citizens, who are enabled and encouraged to accept opportunity as their birth-right. Hastings will be famous not just for its history, but for its vision and achievements, a place to be admired throughout the world, to which every visitor would seek to return.*

### **The Council's Mission**

Hastings Borough Council is committed to improving the quality of life and well-being of all of its residents. We recognise our duty to be responsive to the needs of all who live and work in our borough and to do so in a way which respects cultural identity, providing equality of opportunity and equality of access to the means to live a healthy, fulfilling life. We will work in partnership with other bodies, whether statutory, public, private, voluntary or community to achieve this, whilst promoting our borough in an active and positive manner.

### **The Council's Values**

- a) We believe that equality of opportunity is paramount, and that services to local people should be provided in a way that addresses their needs and reasonable expectations, regardless of their gender, social class, race, disability, age, culture, sexuality or philosophical beliefs, in as far as such beliefs do not oppress others.

- b) We believe that the council should uphold a culture of co-operation, openness, fairness and transparency in all it does, enabling local people to hold us to account and other agencies to work with us.
- c) We believe that all local people (including employees of the council) should be entitled to a high standard of education and decent jobs that pay a living wage, where they are treated with dignity, respect and fairness.
- d) We believe that all local people have a right to a safe, secure, affordable home in an environment that enhances their health, quality of life and access to lifelong learning.
- e) We believe that the economic regeneration of Hastings should narrow the gap between the most deprived communities and those of the rest of the town, as well as between Hastings and the rest of the South East, and that poorer people should not be excluded from the new opportunities that arise.

## **b. Turning our vision into reality**

Over the next period the Council's efforts will be focussed on achieving the following priorities:

- **Economic and physical regeneration:** To secure economic and physical regeneration that produces high quality new developments while preserving the best of our heritage, high standards of education and training, road and rail improvements and high-speed broadband, thereby creating economic growth and rewarding jobs, particularly in tourism, creative industries, and high-tech manufacturing and research.
- **Cultural regeneration:** To contribute to the regeneration of the borough through a rich cultural programme that appeals both to local people and visitors, extending, broadening and promoting the borough's cultural activities to establish Hastings as a nationally and internationally recognised centre for arts and culture.
- **Intervention where it's needed:** To make full use of our available powers and sanctions to tackle anti-social behaviour or practices, including poor housing, eyesore properties, unauthorised development, derelict land, fly-tipping and dog fouling.
- **Creating decent homes:** To facilitate the supply of secure, affordable and well-designed homes, through strategic planning policies, planning conditions, regulation of the private rented sector, tackling and eliminating bad landlords, and by working with social housing providers.
- **An attractive town:** To maintain visually interesting, well-maintained, uncluttered, clean and functional urban public spaces, especially along the seafront and in our town centres, integrated with high quality protected green spaces accessible to all.
- **A greener town:** To promote practices that minimise our carbon footprint through our policies and our own operations, protect and enhance biodiversity, and limit damaging consequences of human intervention on the natural environment.
- **Transforming the way we work** – To maximise the benefits provided by new technology, to take opportunities for smarter 'One Team' working and continue our drive to be more Customer First focused and efficient in the design and delivery of services.

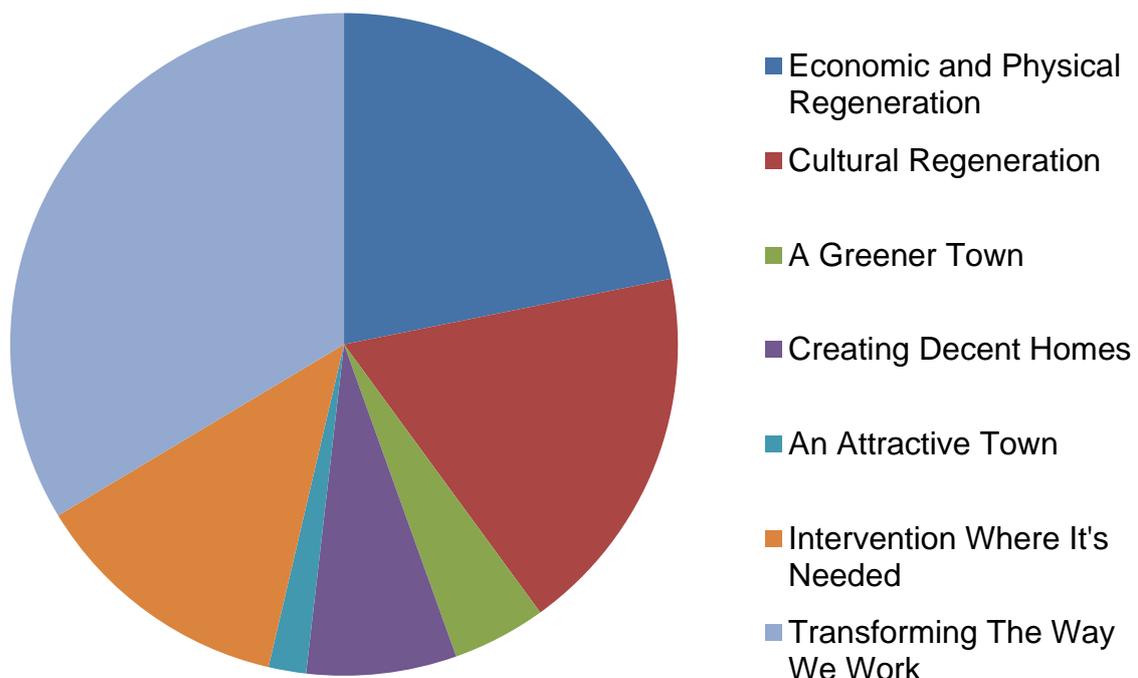
By working to achieving our ambitious priorities we will make a significant contribution to achieving the vision for the town. It is important that we are clear what we are working towards so our community, staff and partners know what we are aiming to achieve and how they can support us.

While our focus remains the renaissance of our town and the delivery of quality services for local people, we recognise that this needs to happen against a backdrop of the most challenging financial position the council has ever faced. Over the next few years financial constraints will force us to become a smaller council, prioritising a smaller number of key activities in the future. Whilst we will continue to review our ways of working to be as efficient as possible and will be innovative in our approaches to service delivery and income generation, we are also mindful that the reductions in our other public sector partners budgets will also impact on local people and demand for our services.

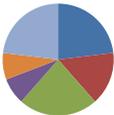
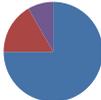
The following planned activities have been drawn up recognising this environment.

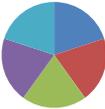
### Dashboard of Corporate Priorities

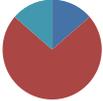
Each of the 11 work programmes detailed below contributes to achieving the council's overarching priorities. The coloured segments are indicative of which overarching priorities they are contributing to. A smaller pie chart next to each work programme in the table below shows the specific contributions each is making to addressing the overarching priorities.

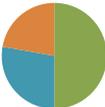


## What we will do (2016/17 – 2018/19)

Work programme	By 2019 success looks like...	Key Activities 2016/17
<p>1. Strategic business planning</p> 	<ul style="list-style-type: none"> <li>a) Sustainable operating model and associated budget in place to achieve corporate priorities.</li> <li>b) Opportunities to enhance how the council (and partners) plans, delivers and reviews associated activities are identified, refined and embedded.</li> <li>c) Staff use appropriate and consistent project management discipline to design and deliver projects.</li> <li>d) Local service delivery partners working collaboratively and effectively to meet the challenge of reduced capacity and resources.</li> </ul>	<ul style="list-style-type: none"> <li>i. Fundamental review of service levels and activities informed by available resources (from 2017/18) onwards.</li> <li>ii. Manage the production of the council's corporate plan and budget.</li> <li>iii. Embedding of corporate project planning framework and tools to support decision-making, identifying and deploying resources efficiently and effective delivery.</li> <li>iv. New approaches to enhance performance management arrangements further tested and refined.</li> <li>v. Ongoing work with local partners (via the Local Strategic Partnership) to map, impact assess and plan a coordinated response to local budget and service reductions.</li> </ul>
<p>2. Income Generation</p> 	<ul style="list-style-type: none"> <li>a) The Council has a firm strategy to increase its income and encourage entrepreneurial activity and has begun to implement its first priorities to deliver this.</li> <li>b) Programme is reviewed yearly to ensure its continuing relevance</li> </ul>	<p>An agreed approach and appropriate structures set up for:-</p> <ul style="list-style-type: none"> <li>i. Delivery of housing and income from housing, including company structures if appropriate.</li> <li>ii. Maximisation of income from activity and trading on the seafront and elsewhere.</li> <li>iii. Investment in property.</li> <li>iv. Inclusion of car parking provision in the development of White Rock Area Action Plan.</li> <li>v. Power generation by other green income sources.</li> <li>vi. Income generation from parks and open spaces.</li> <li>vii. Yearly review and regular oversight through joint member/officer committees.</li> </ul>
<p>3. Economic growth</p> 	<ul style="list-style-type: none"> <li>a) Business growth and employment opportunities for local people supported by HBC.</li> <li>b) HBC successfully leads the Hastings-Rother Task Force's 6-point plan for</li> </ul>	<ul style="list-style-type: none"> <li>i. Oversight of Locate East Sussex service delivery in Hastings.</li> <li>ii. Delivery of Business support and mentoring for new and existing tourism/creative businesses as part of Seascapes programme.</li> <li>iii. Work with partners to take advantage of our Assisted Area Status and its role in supporting business.</li> </ul>

	<p>growth, developing and maintaining partnership structures that support the procurement and management of new and existing funding streams for area-wide regeneration and major projects aligned to corporate regeneration objectives delivered.</p> <p>c) A successful broad based programme of regeneration activity in Central St Leonards in partnership with Amicus Horizon, the local community, Town Team and other partners supported.</p>	<p>iv. Link employability bids across town e.g. CLLD and other mainstream external funding to ensure maximum impact for all beneficiaries.</p> <p>v. Active participation in current and emerging economic development structures</p> <ul style="list-style-type: none"> <li>• Team East Sussex and Hastings &amp; Rother Task Force</li> <li>• South East Local Enterprise Partnership and new devolved structures.</li> </ul> <p>vi. A21/A27/A259 improvements raised on the political agenda and continued active role in HS1 to Hastings campaign.</p> <p>vii. Costed draft masterplan for White Rock Area developed.</p> <p>viii. Key development and investment options identified and included in draft Town Centre and White Rock Area action plan.</p> <p>ix. Through the Coastal Space programme with AmicusHorizon up to 30 units of privately let or vacant dwelling over the period 2015-18 funded, acquired and improved.</p> <p>x. New area based investment and intervention in deprived coastal neighbourhoods pursued and secured, for example through the SE Local Enterprise Partnership Growth Plan and European funding streams.</p> <p>xi. Community based regeneration plans, community safety, marketing, business support and community development activities for St Leonards developed and implemented through support to the town team and other partners.</p>
<p>4. Organisational Transformation and Development</p> 	<p>a) We have the right people, with the right skills to deliver on behalf of our citizens.</p> <p>b) High quality, flexible staff are recruited, retained, equipped and motivated to meet needs of a transitioning organisation</p> <p>c) Accommodation, Information Technology and logistical support needs are met to assist the</p>	<p>i. Workforce development action plan 2016/17 actions delivered.</p> <p>ii. Actual and potential staff skills and resource gaps continue to be identified and action plans developed to address shortcomings.</p> <p>iii. Aquila House accommodation renovations and new Civic Centre arrangements implemented and reviewed.</p> <p>iv. Core work packages of the transformation programme completed.</p> <p>v. Continuous improvement work plan developed to effectively embed and sustain key aspects of the council's transformation intentions to include an assessment of resource implications.</p>

	<p>organisation work smarter and facilitate the smooth running of council business.</p>	
<p>5. Heritage, culture and community</p> 	<p>a) 950th anniversary of the Battle of Hastings celebrated, ROOT 1066 festival delivered, the profile of Hastings as a desirable destination for business, residential investment and tourism raised further embedding Hasting's legacy for future generations.</p> <p>b) Operations and development of key cultural attractions and destinations effectively managed.</p> <p>c) Cultural regeneration activity is a key driver for the broader regeneration of the town.</p> <p>d) Pelham Arcade conserved and improved via grants programme.</p>	<p>i. Marketing plan completed and agreed by December 2016 and subsequently delivered.</p> <p>ii. Wider use of 'Famously Hastings' branding where possible/appropriate, and further content added to the 'Famously Hastings' website, ensuring it is the 'go to' website for those living in, visiting, or wanting to study or invest in Hastings. Continued engagement with partners to raise awareness of the branding.</p> <p>iii. Delivery of events, both community-based and council-funded/organised, raising the profile of the town supported.</p> <p>iv. White Rock Theatre operations achieving agreed targets.</p> <p>v. Museum visitor targets achieved.</p> <p>vi. Museum resilience strategy and action plan agreed and implemented.</p> <p>vii. Repairs programme agreed and delivered.</p> <p>viii. Long term strategy for significant improvements to Hastings castle developed and agreed.</p> <p>ix. Hastings heritage story agreed, serving as the basis for HLF and other relevant funding bids.</p> <p>x. HLF funding bid developed and submitted.</p> <p>xi. Planned Bottle Alley improvements implemented.</p> <p>xii. White Rock promenade area improvements agreed and implemented.</p> <p>xiii. Cultural Strategy launched and disseminated and year 1 Action Plan agreed and delivered.</p> <p>xiv. Successful delivery of the ROOT1066 International Festival marking the 950<sup>th</sup> anniversary of the Battle of Hastings.</p> <p>xv. Successful delivery of cultural programme of events on the Stade and the St Leonards Festival.</p> <p>xvi. Regular meetings of the Cultural Leaders steering group.</p> <p>xvii. Existing grant programmes completed by March 2016.</p> <p>xviii. Explore with English Heritage opportunities to secure additional funding to continue the programme.</p>

		xix. Progress the improvements roof/road above the arcade.
<p>6. Customer First and Digital by Design</p> 	<p>a) Self-service is the norm for a significant majority (60%) of residents where information, advice and guidance and core council transactions (applying, reporting and paying etc.) are done online.</p> <p>b) Customer-led processes are regularly reviewed using customer data and feedback.</p> <p>c) Local people are supported by Contact Centre staff to access on-line services.</p> <p>d) Customer contact is seamlessly transferred to our partners (when necessary) regardless of access point.</p> <p>e) Good internal and external communications supports effective One Team Working and a positive public image of the organisation.</p> <p>f) A culture of creativity and innovation operates, where permission to try is encouraged.</p>	<p>i. Remaining priority HBC customer transaction processes are mapped, re-designed, tested, and launched on Firmstep for self-service use by customers.</p> <p>ii. New Hastings Borough Council website launched and the percentage of customers registered for a self-service account and self-serving online doubles to 40%.</p> <p>iii. Customer insight data generated from the new self-service system is used to review and redesign processes and back office functions.</p> <p>iv. Digital inclusion work-package implemented.</p> <p>v. Remaining customer 1<sup>st</sup> contacts incorporated into the Community Contact Centre, providing one access point for all Council services.</p> <p>vi. Ongoing programme of customer service reviews undertaken and changes made (where necessary) to improve the customer journey and get it 'right first time'.</p> <p>vii. Proactive communications/media activity, quick to highlight HBC achievements and deal positively and effectively with negative public/media stories.</p> <p>viii. Review and implementation of Customer First Strategy.</p>
<p>7. A safer cleaner town</p> 	<p>a) Flood and coastal erosion protection measures successfully implemented in partnership.</p> <p>b) Public safety and quality of life across the borough protected through fair, consistent and</p>	<p>i. Hastings Flood Plan is implemented.</p> <p>ii. Surface water management plan revised.</p> <p>iii. DEFRA funded major capital works for 16-17 to Harbour Arm and Carlisle Parade implemented.</p> <p>iv. Enforcement Notices served, fixed penalty notices issued and prosecutions taken in accordance with the Council's enforcement</p>

	<p>proportionate use of environmental health &amp; anti-social behaviour enforcement powers.</p> <p>c) Through the Council's shared waste contract, the number of missed waste and recycling collections is reduced; recycle household waste increases and our streets are kept clean.</p> <p>d) EU quality standard for bathing water retained.</p>	<p>policies;</p> <p>v. Low proportion of successful appeals against enforcement action measured (less than 10%);</p> <p>vi. Good broadly compliant ratio maintained for food premises across the borough (no lower than 92%);</p> <p>vii. Good food safety rating scores profile maintained across the borough (the number of premises with an improving score will not be less than the number with a worsening score);</p> <p>viii. Effective out of hours emergency environmental health service maintained;</p> <p>ix. Effective multi-agency partnership working on community safety enforcement issues led by the Safer Hastings Partnership and facilitated through the Hastings Community Safety Hub.</p> <p>x. Average annual missed waste and recycling collections rate reduced from 2015/16 levels.</p> <p>xi. No less than .....% of household waste recycled in .....(tbc)</p> <p>xii. No more than 5% fail rate for average adapted street and cleanliness score.</p> <p>xiii. Complete phase 2 of the Sustainable Urban Drainage Systems (SUDS) in the Alexandra Park stream and pond system</p> <p>xiv. Continue to press and coordinate partnership activities towards maintaining and possibly improving compliance with bathing water quality standards.</p>
<p>8. Funding</p> 	<p>a) Council's annual budgets balanced and successive unqualified audit opinions achieved on the annual statement of accounts.</p> <p>b) Council assets and procurement arrangements maximised to the benefit of the town.</p> <p>c) External funding secured and managed to the benefit of the town in line with Council strategic priorities</p>	<p>i. Financial systems upgraded to enhance financial planning and management information</p> <p>ii. High occupancy of industrial units maintained against a background of an uncertain economic environment.</p> <p>iii. Benefits from the Council's procurement arrangements maximised, working in collaboration with other local authorities, the East Sussex Procurement Hub and other partners.</p> <p>iv. New partnerships developed to support CLLD, FLAG 2 and other EU programmes.</p> <p>v. CLLD bid submitted.</p> <p>vi. Joint projects with SELEP coastal authorities explored and bids made if possible.</p>

		<ul style="list-style-type: none"> <li>vii. Bidding and delivery (if appropriate) of Interreg funded programmes and CLLD.</li> </ul>
<p>9. A good place to live (tbc)</p> 	<ul style="list-style-type: none"> <li>a) Carefully considered land use and appropriate developments to enhance the town as a place, to live, work, study invest in and visit.</li> <li>b) Eyesores removed and empty homes and buildings brought back to use through our zero tolerance approach to neglected and derelict buildings.</li> <li>c) Our housing licencing schemes successfully drive up standards in the private rented sector.</li> <li>d) A cost neutral leasing scheme (Letstart) for improving access to, and management of, privately rented accommodation successfully delivered (subject to the results of the pilot scheme in 2015/16).</li> </ul>	<ul style="list-style-type: none"> <li>i. Local Development Scheme updated and implemented.</li> <li>ii. Draft Town Centre and White Rock Area Action Plan document prepared for public consultation.</li> <li>iii. Guidance on design and heritage policies developed.</li> <li>iv. Local list of Heritage Assets agreed.</li> <li>v. Delivery of agreed Seafront Strategy Action Plan targets.</li> <li>vi. Delivery of Coastal Communities Fund targets.</li> <li>vii. Decision process on planning applications back to target level by Q3.</li> <li>viii. Return a minimum of 70 long term empty (over 2 years) dwellings returned to use and improve 50 neglected/derelict buildings.</li> <li>ix. Implement programme for the compulsory purchase of long term empty properties in support of targets 2 and 21.</li> <li>x. Review of the existing additional licencing arrangements covering Houses in Multiple Occupation in the four wards of Gensing, Central St Leonards, Braybrooke and Castle undertaken.</li> <li>xi. Selective licencing of homes within the 10 wards covered by the scheme successfully implemented. Licence xxxxx (tbc) homes during 2016/17)</li> <li>xii. A stock condition survey of private sector housing completed.</li> <li>xiii. Secure leases for a minimum of 50 units of accommodation by March 2017.</li> </ul>
<p>10. Leisure, health and wellbeing</p> 	<ul style="list-style-type: none"> <li>a) Developed and sustainable leisure, play, sport and physical activity opportunities for all.</li> <li>b) Standards of quality, cleanliness and safety in our parks, playgrounds and open space maintained and enhanced.</li> <li>c) Hastings Country Park managed and developed with partners and</li> </ul>	<ul style="list-style-type: none"> <li>i. Subject to external funding, implement 2016-17 programmes including Active Hastings and Street Games.</li> <li>ii. Targets for sport and physical activity, play development, and play space strategies delivered.</li> <li>iii. Leisure Centre operations delivered in line with contractual obligations.</li> <li>iv. Playing pitch strategy 2016-17 action plan targets delivered.</li> <li>v. Playground facilities refurbishments (capital programme) arising from new play facilities strategy and action plan delivered.</li> </ul>

	<p>stakeholders.</p> <p>d) Health improvement initiatives successfully delivered in partnership with Hastings &amp; Rother CCG contributing towards narrowing the gap between Hastings and the rest of East Sussex.</p>	<p>vi. Relevant targets in grounds maintenance targets achieved.</p> <p>vii. New interpretive centre at Hastings Country Park developed, built and opened within budget.</p> <p>viii. Deliver the agreed programme of projects set out in the Section 256 agreement with the Clinical Commissioning Group. Explore possibility of successor programme.</p>
<p>11. Governance, democracy and resilience</p> 	<p>a) Council activities continue to be underpinned by rigorous governance arrangements and adherence to appropriate legislation in line with good practice.</p> <p>b) All elections and electoral registration processes are successfully delivered to maximise civic engagement.</p> <p>c) Efficient delivery of council meetings and facilitation of councillor roles making best use of the new civic centre and paper light IT arrangements.</p> <p>d) Boundary review implications effectively implemented in advance of all-Council elections in 2018.</p> <p>e) Collection of revenues and provision of benefits optimised.</p> <p>f) The Council's ongoing commitment to equalities underpins everything we do.</p>	<p>i. Ensure the Council's constitution and associated governance arrangements are upheld and remain fit for purpose.</p> <p>ii. Achieve HBC prosecutions, enforcement, property sales and leases, planning and contractual obligations.</p> <p>iii. Statutory timetables and performance standards met for the Police and Crime Commissioner and Borough Elections and potential EU referendum.</p> <p>iv. Smooth running of the council's democratic function and decision making process through meetings facilitation, member support and training.</p> <p>v. Coordinated response to Boundary Commission proposals submitted and electoral roll/polling places review undertaken.</p> <p>vi. Freedom of Information and other data requests responded to within legislative timescales.</p> <p>vii. Exceptional hardship policy introduced for benefit claimants, landlord and bailiff housing benefit portal launched, commitments as a result of benefits cap implemented, collection and recovery targets met.</p> <p>viii. Annual Audit Plan completed and outcomes reported to the Audit Committee.</p> <p>ix. Equalities impact assessments completed, compliance with public sector equalities duty and 2010 Equalities Act demonstrated, associated training delivered to staff and Members.</p>