

Hastings Borough Council

Corporate Plan and Service Priorities

2015/16 – 2017/18

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 based on 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 targets set.

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 are then set out, beginning with the transformation programme and associated activities. These will support new ways of working within the council, require the input of all sections of the council and include longer term work packages.

Next are those service based activities we specifically plan to do during 2015/16. These are divided into two sections. The first outlines key activities required to support the running of the council. The second outlines those outward facing activities the council will do to continue to improve the town. Together the activities listed help meet our overarching priorities.

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 3 years the Council's efforts will be focussed on achieving the following priorities:

- a) **Economic & physical regeneration:** To secure economic & physical regeneration that produces high quality new developments while preserving the best of our heritage, high standards of education and training, road & rail improvements and high-speed broadband, thereby creating economic growth and rewarding jobs, particularly in tourism, creative industries, and high-tech manufacturing & research.
- b) **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.
- c) **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.
- d) **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.
- e) **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
- f) **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.
- g) ***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.

Our corporate plan priorities and targets have been drawn up recognising this new environment.

What we will do (2015/16 – 2017/18)

Programmes and Projects

The following sections set out some of the programmes and related projects that all parts of the council will work together to deliver over the next three years. These are longer term work packages, the impacts of which will not be fully realised in the next financial year, however progress points and milestones for 2015/16 are identified.

1. Transformation and Efficiency Programme

We need to transform the way we work and become a different kind of council over the next 2 – 3 years. We will continue to become as efficient as possible, breaking down any barriers to smarter and cost effective working – ensuring we work together as one team; that we improve our planning of project delivery and aligning our skills and resources; we need to capture customer data to better understand, and predict current and future needs; we will need to explore potential for providing services with others.

Transformation requires the creative input and energies of all council staff whilst also balancing the day job and sustaining the levels of service local residents demand.

The related projects and work packages include:

- **Digital by Design:** Transforming our service processes to enable them to be accessed 'on-line'
- **Customer and Efficiency Service Reviews** – undertaking further reviews and implementing agreed service improvements by a combination of process re-design, ICT solutions and improved customer focus
- **Smarter Working Project** – improving our working environment, processes and practices by exploiting opportunities provided by new technologies.
- **Customer First Project** – Improved capture and analysis of customer intelligence and data to enable ongoing service design and improvement
- **Workforce Development Project** - To include succession planning, career development, training, flexibility to work across team boundaries and skills audits
- **Culture Change Project** – To enhance One Team working across all teams

2. External Funding Programme

External Funding Programme – To draw in external funds to support the delivery of the council's overarching priorities

Further information and the 2015/16 milestones are set out in the table below

NB In addition to these projects, our staff teams will be working hard on continuing to deliver the services that local people need. The milestones and performance

measures associated with all these operational aspects are included in later sections.

Transformation and Efficiency Programme - Sponsor - TBC Lead Officer: Head of Corporate Services

Projects	By 2019 success looks like...	Key Milestones 2015/16
1. Digital by Design	<ul style="list-style-type: none"> • Self-service is the norm for a significant majority of residents where information, advice and guidance and core council transactions (applying, reporting and paying etc.) are done online • Citizens track their contacts with us and receive e-mail updates on progress with their query/service request. • Customer-led processes are regularly reviewed using customer data and feedback • Local people are supported by Contact Centre staff to access on-line services • Customer contact is seamlessly transferred to our partners (when necessary) regardless of access point 	<ul style="list-style-type: none"> a) All priority HBC customer transaction processes are mapped, re-designed, tested, and launched for self-service use by customers - timetable to be agreed with services based on volumes/ complexity/ capacity. Target for transactions available online to be agreed in quarter 2. (All services) b) Delivery of a 'It's better on-line' sign-up campaign to encourage customers to register for an HBC self-serve account (Lead: Communications & Marketing) (Subsequent development of a 'channel shift' target to be determined). c) Existing Customer Relationship Management system replaced with one solution for residents and staff facilitating: online transactions, self-service via My Account and development of a customer database (Lead: Customer Services) 2015/16 Firmstep Project work packages delivered (Corporate Services) d) £235K of potential efficiency savings identified for 2016/17 (All services) e) Opportunities for aligning our business process mapping with our partners are explored and scope for improving customer service across our key partners are developed. (All services)
2. Efficient & Customer Focussed Services	<p>A range of evidence and customer feedback tells our services what our customers need and are cost efficient.</p>	<ul style="list-style-type: none"> a) Further programme of reviews to explore service design and delivery in detail and consider future options (All services) b) Efficiencies identified to contribute to budget savings (Directors)
3. Smarter Working	<ul style="list-style-type: none"> • HBC staff are equipped and skilled to work smart and are fully exploiting ICT technology • A paper-lite organisation with slick, 	<ul style="list-style-type: none"> a) Aquila house accommodation renovations complete b) New smarter working practices are implemented e.g. home working, paper-lite, and management by output c) Phase 1 of Electronic Document Management and Storage work package is completed – i.e. all post into HBC is scanned and stored

	<p>efficient back-office processes</p> <ul style="list-style-type: none"> • Staff use appropriate project management discipline to design and deliver projects 	<p>electronically (All services)</p> <p>d) ICT strategy 2015/16 work packages implemented (IT)</p> <p>e) Phase 2 of Mod Gov roll out completed - report writing and publishing (Corporate Services/All)</p>
4. Customer First Project	<ul style="list-style-type: none"> • HBC uses customer insight and robust business intelligence about customer preferences, behaviours and feedback to inform decision making, on-going service design and delivery • Deliver a process to report and track service requests on request regardless of whether it is their area of responsibility. 	<p>a) Customer First framework launched – meeting customer needs, being accessible, improving experience and providing value - awareness is raised amongst HBC staff (Corporate Services)</p> <p>b) Customer Service training programme delivered (POD)</p> <p>c) Data collected from the developing HBC customer database (following implementation of Firmstep software) analysed, together with customer feedback (possible from each interaction) and used to inform service reviews, on-going developments and HBC priorities (Customer Services)</p> <p>d) Process implemented so that irrespective of entry point, any issue reported to an HBC officer is resolved or a path to resolution is identified (receipt). (Corporate Services)</p>
5. Workforce Development Project	<ul style="list-style-type: none"> • We have the right people, with the right skills to deliver on behalf of our citizens. 	<p>a) Updated workforce development and action plan drafted and approved, and 2015/16 actions delivered...</p> <p>b) Actual and potential skills and resource gaps identified and closed</p> <p>c) Ensure Council can compete in a competitive labour market to recruit and retain talented staff</p>
6. Culture Change Project	<ul style="list-style-type: none"> • HBC staff operate as One Team with good communications, team working and internal resilience • A culture of creativity and innovation operates, where permission to try is encouraged 	<p>a) One Council business transformation project fully developed and submitted for approval</p> <p>b) Council decision making structure process mapped and enhanced, so that there is a clear and consistent direction of travel from idea creation (by staff or members) through to corporate approval.</p> <p>c) Staff engagement and communication methods reviewed to ensure they are fit for purpose in a rapidly changing environment.</p>

External Funding Programme Sponsor - TBC Lead Officer: Head of Regeneration and Planning Policy

Programme	By 2019 success looks like...	Key Milestones 2015/16
External funding development	<ul style="list-style-type: none">• Funding identified, secured and projects delivered to benefit of local residents.• Strong partnerships and European contacts sustained building on the successes of Future Cities, ACE and Safe Ice.	<ul style="list-style-type: none">a) External funding strategy developed in line with business transformation objectives.b) EU funding strategy developed, partnerships sustained and appropriate funding applications made.

Cross cutting and service based activity (2015/16)

The following cross cutting and service based operational activities for 2015/16 will enable the council to deliver those things it must or has chosen to do as the council contracts and changes.

These activities are set out under two themes - 'Governance, resilience and sustainability' and 'Place Shaping.' These themes are indicative of the types of activity being undertaken in 2015/16 across the Council to meet the strategic priorities set.

Under each of these themes the service lead, activity and measure(s) are listed with those cross cutting activities appearing first. Delivery of cross cutting activities involves teams of staff from across the Council working together with councillors and our partners.

Numeric service based targets called performance indicators complement understanding of council activities set out below. These will be set in June 2015 when we'll know how we've done against the existing set of performance indicators.

It is anticipated that by June 2015 the Council will be further along its transformation journey and will use the opportunity in June to not only review and set new performance indicators but work with the council's overview and scrutiny councillors to refine the performance information made available to them quarterly.

Governance, resilience and sustainability

The following activities support the effective and proper running of the council.

No.	Service Lead	Activity	Measure (s)
1	Legal	Contribute to successful delivery of HBC Projects	Legal work packages completed on schedule (to be planned/agreed with service departments)
2	Legal	Undertake legal work to achieve HBC prosecutions, enforcement, property sales and leases, planning and contractual obligations	Levels of activity related to client department led demand reported to Overview and Scrutiny Committee quarterly.
3	Legal	Contribution to effective HBC Governance	Levels of demand-led activity reported quarterly e.g. Advice to Members; support of decision making processes, design and review of HBC policies and practices to achieve compliance with legislation and good practice.
4	Customer Services (CCC)	Complete Digital by Design Project year 1 work packages	<ul style="list-style-type: none"> a) Promotion of new self-service portal to encourage customer channel shift b) Staff trained in coaching skills to help customers self-serve c) Contribute to service process mapping from initial points of contact d) Customer surgeries for Firmstep training held e) Assisted digital support mechanisms for those unable to access services on-line identified
5	Customer Services	Continue to improve customer experience	<ul style="list-style-type: none"> (a) Continue to improve the quality and timeliness of personal and telephone caller's experience of using our service, with a focus on 'right first time'. (b) Act customer champions work with colleagues

			<p>to continually refine and improve the customer journey, from first point of contact to resolution, based on intelligence gained from monitoring customer enquiries and feedback opportunities.</p> <p>Arrive at indicators of performance and customer satisfaction (measurable by the Firmstep software) as part of the Digital by Design project during 2015/16.</p>
6	Corporate & Democratic Services	Contribute to evidence based decision-making by provision of accurate management information and data analysis services for projects and services	<ul style="list-style-type: none"> a) Efficiency and Customer First Service Reviews with data analysis and review supported – (programme TBA) b) Seek customer insight via surveys on behalf of services and undertake bespoke analysis when required c) Analysis of statistics provided as required e.g. next Index of Multiple Deprivation is due to be published in summer 2015.
7	Corporate & Democratic Services	Support and equip Members to effectively undertake their roles and responsibilities in a changing environment	<ul style="list-style-type: none"> a) Scrutiny annual work programme developed, agreed and completed to time, cost and specification. b) Corporate plan commitments effectively monitored through the council's overview and scrutiny function. c) Member support, training and development facilitated to ensure members are equipped to fulfil their duties effectively.
8	Corporate & Democratic Services	Continue to support local democracy by the effective delivery of electoral services activities.	<ul style="list-style-type: none"> a) Statutory timetables and performance standards met in line with Electoral Commission requirements for management of the 2015 General Election. b) Transition to Individual Electoral Registration

			<p>completed and new 'normal' arrangements to be embedded.</p> <p>c) Contribute to the Boundary Review for electoral wards in Hastings and East Sussex</p>
9	Corporate & Democratic Services	<p>Lead the redesign of the council's business processes, corporate planning and performance management arrangements in line with the council's Efficiency and Transformation programme.</p>	<p>a) Manage the council's Transformation programme to time, cost and specification</p> <p>b) Associated corporate work packages delivered</p> <p>c) Corporate planning and associated performance management arrangements refreshed</p>
10	Corporate and Democratic Services	<p>We recognise that our residents come from diverse backgrounds.</p> <p>Our 2015/16 equality objectives are to:</p> <ol style="list-style-type: none"> 1. Develop a workforce that feels valued, respected and is reflective of the diverse communities we serves. 2. Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have. 3. Celebrate the diversity of Hastings so the Borough is an increasingly cohesive place where people from all communities get on well together. 	<p>a) Via Equalities Impact Assessments demonstrate that our policies and practices are not inherently discriminatory and do not disadvantage any particular group on unjustifiable grounds in their application. (All services)</p> <p>b) Provide a training package to ensure all staff and Councillors have a clear understanding of equalities legislation based on the Equalities Act 2010. (POD)</p> <p>c) Use technology and creative techniques best suited to different population groups in line with the digital inclusion work package in the council's transformation and efficiency programme (Corporate and Democratic)</p> <p>d) Demonstrate compliance with the Public Sector Equality Duty which requires public bodies to publish information relating to employees who share protected characteristics annually. (Corporate and Democratic)</p>

11	POD	Ensure the recruitment of a permanent complement of high calibre managers and staff	<ul style="list-style-type: none"> a) Recruitment and Selection policy and procedure and processes reviewed. b) Induction arrangements reviewed and subsequent activities implemented.
12	POD	Support the Council to compete in a competitive labour market to recruit and retain talented staff	<ul style="list-style-type: none"> a) Workforce development action plan drafted and consultation with Trade Unions completed. b) Publicise and roll out workforce development action plan.
13	POD	Provide HR support in line with the Council's transformation and efficiency programme.	<ul style="list-style-type: none"> a) E-appraisal scheme designed and introduced to ensure performance is in line with strategic targets b) Staff survey conducted (June 2015), results and associated action plan disseminated (Sept 2015) c) Proactive support and guidance on the implementation of restructuring delivered including identifying training needs in response to change.
14	All Corporate Services	Promote a culture of transparency in everything the Council does.	<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 – levels reported to O & S quarterly c) Complaints analysis and learning opportunities reported quarterly, facilitated by the new complaints recording process.
15	Financial Services	Achieve an unqualified audit opinion for the annual statement of accounts.	Unqualified audit opinion gained by 30 th September

16	Financial Services	Maintain the high occupancy of industrial units against a background of an uncertain economic environment.	Percentage of void industrial units and actual income versus the budget.
17	Financial Services	Monitor developments in the rollout of the Government's new 'Universal Credit' scheme and take appropriate action as necessary.	Submit updates to Cabinet and Overview and Scrutiny Committees when further steps are clarified, identify the implications for the Council and the community, and implement revised working arrangements as appropriate.
18	Financial Services	Review the current Council Tax Support Scheme and consider implications for 2016/17 onwards.	Current Council Tax Support System reviewed
19	Financial Services	Implement the outcomes of the Benefits 'Customer First and Efficiency' Service Review	The review to be undertaken by Shelter to completed in the early part of 2015/16 and subsequent actions implemented as timetabled
20	Financial Services	Continue to deliver the annual Audit Plan and report outcomes to the Audit Committee	Comparison of audits completed against those on the published audit plan reported in the annual audit report.
21	Financial Services	Continue to maximise the benefits from the Council's procurement arrangements, working in collaboration with other local authorities, the East Sussex Procurement Hub and other partners.	Value for money contracts secured, savings achieved and procurement arrangements completed.
22	Marketing and Communications	Provide a comprehensive communications service for the Council (internal and external)	Web visits and page views increased by 5% year on year, increase number of twitter and Facebook followers by 10% over year.
23	Marketing and Communications	Continue the implementation of the ICT review, ensuring that it delivers the planned outcomes (including additional work generated by other service reviews, etc.). Work with colleagues and other partners to develop and introduce a more user-friendly, and transactional, website, continue to maintain the Council's IT network,	ICT review recommendations implemented on time and on budget, website content streamlined, 95% of all Helpdesk calls within target time resolved and a network availability of 99% achieved.

		and provide IT support to enable the smooth running of the Council.	
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Place shaping

The following outward facing activities are enhancing Hastings as a place for people to live, work, study, invest in and visit.

No.	Service Lead	Activity	Measure (s)
1	Director: TBC Cllr Forward	To co-ordinate the work of the council and its partnership activity in relation to poverty and welfare reform.	The council's anti-poverty strategy and action plan reviewed and associated targets achieved.
2	Director: TBC Cllr Forward	Continue to support the delivery of a broad based programme of regeneration activity in Central St Leonards in partnership with Amicus Horizon, the local community, Town Team and other partners.	<ul style="list-style-type: none"> a) Fund, acquire and improve a minimum of 68 units of privately let or vacant dwelling over the period 2015-18 through the Coastal Space programme with AmicusHorizon. b) Continue to pursue and lobby for new area based investment and intervention in deprived coastal neighbourhoods, for example through the SE Local Enterprise Partnership Growth Plan and European funding streams c) Provide support to the town team and other partners to further develop and implement community based regeneration plans for St Leonards d) Continue to support a wide range of community safety, marketing, business support and community development activities in the St. Leonards area.
3	Director: TBC Cllr Chowney	Improve facilities at Hastings castle for 2016, and develop a funded long-term strategy for the castle recognising its local, regional, national and international significance	Short-term improvements to Hastings castle agreed and refurbishments delivered; events programme for Hastings castle for 2016 season agreed in principle; long term strategy for significant improvements to Hastings castle agreed.
4	Director: TBC Lead Member: TBC	To build on current cultural and seafront regeneration by investigating how physical assets in the town centre and seafront might be used to stimulate new	A strategic framework laying out the council's plans for White Rock, Town Hall, Museum and other assets with the engagement of community, business and statutory partners as well as potential funders

		investment in the cultural and wider economy.	
5	Marketing and Communications	In conjunction with colleagues, particularly in respect of the 950 th Battle anniversary, produce a tourism marketing plan for Hastings & 1066 Country for implementation for the 2016 season, and deliver the associated work programme.	Plan completed by September 2015 and subsequently delivered.
6	Marketing and Communications	Support Hastings' different festivals and events, and organise the Seafood & Wine Festival and Herring Fair, and the MidSummer FishFest on behalf of the Fisheries Local Action Group, to attract visitors and make the town a better and more inclusive place to live	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 2015 Seafood and Wine Festival, and fish festivals, delivered successfully.
7	Marketing and Communications	Continue to develop, and use, the new 'Famously Hastings' brand and website	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
8	Marketing and Communications	Contribute to a number of partnerships to further the town's infrastructure regeneration efforts by lobbying for improvements to road transport links in light of link road build and campaigning to retain, improve and develop rail links to serve the town.	A21/A27/A259 improvements raised on the political agenda, continue to play an active role in the 'HS1 to Hastings' work, and Hastings' interests served as far as practicable during the disruption caused by major rail infrastructure works e.g. Thameslink/London Bridge
9	Corporate Resources	Facilitate the Hastings and St. Leonards Local Strategic Partnership which brings together representatives from the local statutory, voluntary, community and	a) LSP Board supported to work effectively; work 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

		private sectors to take a town-wide perspective in addressing local problems, strategies and initiatives by encouraging joint working and community involvement to develop consensus in the best interests of the town as a whole.	town. b) Place Survey (TBC)
10	Environmental Services	Protect public safety & quality of life across the borough through fair, consistent & proportionate use of environmental health & anti-social behaviour enforcement powers	a) Enforcement Notices served, fixed penalty notices issued and prosecutions taken in accordance with the Council's enforcement policies; b) Low proportion of successful appeals against enforcement action measured (less than 10%); c) Good broadly compliant ratio maintained for food premises across the borough (no lower than 92%); d) 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); e) Effective out of hours emergency environmental health service maintained; f) Effective multi-agency partnership working on community safety enforcement issues led by the Safer Hastings Partnership and facilitated through the Hastings Community Safety Hub.
11	Environmental Services	Work through the Council's shared waste contract arrangements to reduce the number of missed waste and recycling collections, recycle household waste and keep our streets clean.	a) Average annual missed waste and recycling collections rate reduced from 2014/15 levels. b) No less than 30% of household waste recycled. c) No more than 5% fail rate for average adapted street and environmental cleanliness score (NI 195).
12	Amenities, Resorts and Leisure	Maintain and enhance standards of quality, cleanliness and safety in our parks, playgrounds and open spaces.	a) Playground facilities refurbishments (capital programme) arising from new play facilities strategy and action plan delivered. b) Lower park water treatment (floating islands, in-

			stream planting) to improve bathing water completed c) The Landscape Group enhancements programme (new flowerbeds) delivered.
13	Amenities, Resorts and Leisure	Manage and develop Hastings Country Park and Combe Valley Countryside Park with partners and stakeholders	a) New interpretive centre at Hastings Country Park opened. b) Combe Valley Community Interest Company fully established. c) Continue to press and coordinate partnership activities towards achieving adherence to bathing water quality standards.
14	Amenities, Resorts and Leisure	Work with partners to ensure that our bathing waters meet and maintain the new EU quality standard for bathing water.	a) Planning for long term solution (outfall extension) b) Partnership activities continued – monitoring, meetings, pooling funds
15	Amenities, Resorts and Leisure	Work with partners to implement flood and coastal erosion protection measures.	a) Bulverhythe flood plan refreshed. b) Review and revise surface water management plan c) Submit business case to DEFRA for 16-17 capital works to Harbour Arm and groynes
16	Amenities, Resorts and Leisure	Maintain standards of safety and cleanliness on the seafront and pursue opportunities for refurbishment and enhancement.	a) Planned Bottle Alley improvements implemented b) FLAG projects (Big Beach) completed. c) New kiosks opened d) Access improvements to the beach implemented
17	Amenities, Resorts and Leisure	Maintain the quality of the Museum service	a) Visitor target achieved b) Collections assessed with Arts Council advice c) Collections coordinated with County archive for cleaning, digitising and storage d) Local history redisplayed
18	Amenities, Resorts and Leisure	Work with partners to develop sustainable play, sport and physical activity opportunities for all	a) Targets for Active Hastings and Street Games programmes met. b) Ore Valley adventure playground sustained. c) Year 2 Play Hastings Strategy targets for play opportunities and events met.

19	Amenities, Resorts and Leisure	Develop plans for sustaining and enhancing leisure facilities, seeking opportunities for partnership and external funding.	a) Actions from the refreshed leisure facilities assessment completed b) Playing pitch audit and strategy produced to support funding bids
20	Amenities, Resorts and Leisure	Deliver refurbishment of public realm assets with particular attention to energy efficiency	a) Annual repairs and renewals programme delivered b) Car parks LED lighting installed c) Cliff works emerging from 2015 intensive investigations delivered
21	Housing and Planning	Continue to promote and support plans for the redevelopment of the former Millennium Community land at Ore Valley	Partners supported to bring forward proposals for residential development of the Fredrick Road site.
22	Housing and Planning	Through our zero tolerance approach to neglected and derelict buildings and land, take tough measures, to remove eyesores and bring back empty homes or buildings to use	a) A minimum of 70 long term empty (over 2 years) dwellings returned to use and 50 neglected/derelict buildings improved.
23	Housing and Planning	Bring back empty homes or buildings to use using Compulsory Purchase if necessary	a) A further programme of compulsory purchase orders in respect of long term empty homes brought forward in the second half of the municipal year.
24	Housing and Planning	Build on the success of the existing HMO licensing schemes by potentially introducing the Selective Licensing of all privately rented homes in designated parts of the town.	a) A further 250 Houses in Multiple Occupation in the four wards of Gensing, Central St Leonards, Braybrooke and Castle licensed through the existing HMO licensing schemes. b) Subject to the results of licensing research and consultation exercise undertaken in 2014/15 implement a selective licensing scheme in up to 10 wards within the borough.
25	Housing and Planning	Complete the Townscape Heritage programme for Pelham Arcade and the conservation and repair grant programme in the Central St. Leonards Renewal	Existing grant programmes completed by March 2016.

		Area.	
26	Housing and Planning	Build upon the success of the existing Letstart scheme by establishing a Social Lettings Agency for the town to improve access and management of privately rented accommodation (subject to Cabinet approval)	A minimum of 60 units of accommodation leased by March 2016
27	Regeneration & Planning Policy	Promote and support high quality physical and economic development initiatives that stimulate economic growth and jobs opportunities for local people.	<ul style="list-style-type: none"> a) Complete funded plans to repair and refurbish the White Rock Baths as a BMX/skateboard venue. b) Provide direct support and referral services to cultural and advanced manufacturing businesses that support job creation and retention within these sectors. c) Support further development of employability services within the town that provide skills development, apprenticeships and job opportunities for unemployed people. d) Develop and implement a rolling annual action plan to deliver the refreshed Seafront Strategy objectives. Priority actions will be subject to available funding. e) Continue to progress the Development Management Plan through to adoption and develop supplementary planning documents that provide detailed guidance on Local Plan policies. Complete essential repairs and refurbishment works and a subsequent lease with The Source for the establishment of a BMX/skateboard venue within the White Rock Baths.
28	Regeneration & Planning Policy	To contribute to the regeneration of the borough through a rich cultural	a) Secure new funding streams and develop a cultural programme to mark the 950 th anniversary of the

		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.	<p>Battle of Hastings in 2016.</p> <p>b) Continue to deliver a programme of cultural events on the Stade in 2015-16 that appeal to a wide audience and attracts cultural visitors to the town.</p> <p>c) Facilitate the Cultural Leaders steering group and support the work of cultural partners across the Hastings-Rother area.</p> <p>d) Undertake initial feasibility work into cultural-led development opportunities in the White Rock area.</p>
29	Regeneration & Planning Policy	Promote environmentally sustainable regeneration and economic activity.	<p>a) Pursue funding sources for carbon reduction and energy efficiency initiatives.</p> <p>b) Subject to successful funding bids, implement low carbon project in residential area of the town.</p>
30	Regeneration & Planning Policy	Promote community cohesion and support vulnerable and excluded communities to engage in the economic and social life of the town.	<p>a) Dedicated officer support to BME communities, the Youth Council, and the Access For All group.</p> <p>b) Implement a programme that promotes and celebrates cultural diversity.</p> <p>c) Support the work of the St Leonards Town Team in the delivery of activities that enhance the retail and leisure environment in St Leonards.</p>
31	Regeneration & Planning Policy	Continue to support retail and leisure development in Hastings and St Leonards, and the continued sustainability and diversification of the Hastings fishing industry.	<p>a) Dedicated support for Town Team programme of activity and St Leonards Festival.</p> <p>b) Support the Town Centre Partnership's development of a BID proposal in Hastings Town Centre.</p> <p>c) Complete current FLAG programme and develop new bid for future EU FLAG programme.</p> <p>d) Support the ongoing work of the FLAG partners.</p>