

# Joint Budget Overview and Scrutiny Committees Agenda

**Thursday, 28 January 2016 at 6.00 pm**

**Birch Suite, 5<sup>th</sup> Floor, Aquila House, Breeds Place, Hastings, East Sussex, TN34 3UY**

For further information, please contact Michael Courts on 01424 451764 or email [mcourts@hastings.gov.uk](mailto:mcourts@hastings.gov.uk)

	Page No.
1. Appointment of Chair	
2. Apologies for Absence	
3. Draft Corporate Plan 2016/17 to 2018/19 (Jane Hartnell, Director of Corporate Services and Governance)	1 - 16
4. Consultation on the Revenue Budget 2015/16 (Revised) and 2016/17, plus Capital Programme 2016/17 to 2017/18 (Peter Grace, Assistant Director for Financial Services and Revenues)	17 - 88

This page is intentionally left blank

# Agenda Item 3



**Report to:** Joint Budget Overview and Scrutiny Committees

**Date of Meeting:** 28 January 2016

**Report Title:** Draft corporate plan 2016/17-2018/19

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

---

## **Purpose of Report**

To invite the joint Overview and Scrutiny Committee to comment on the draft corporate plan for 2015/16 - 2017/18

---

## **Recommendation(s)**

That the comments of the Joint Overview and Scrutiny Committee on the Council's draft corporate plan for 2016/17 – 2018/19 be referred to the Budget Cabinet for consideration

---

## **Reasons for Recommendations**

To ensure the joint Overview and Scrutiny Committee comments can be considered by the Budget Cabinet, prior to final recommendations being made to the Full Council.

---

## Introduction

1. The outcome of the Council's annual strategic and financial planning processes is the attached draft corporate plan for 2016/17 – 2018/19. This confirms the strategic direction for the Council, the associated corporate priorities and service activities to be undertaken during this period.
2. This draft corporate plan marks a departure from the traditional layout of the corporate plan of recent years. It is anticipated that the style, format and associated performance management arrangements will continue to change in subsequent years, in line with the transformation and continuous improvement intentions outlined in this draft corporate plan.
3. The Budget Council on 24th February will be asked to approve the attached draft of the corporate plan at the same time as the budget which supports these plans. These documents together with the draft budget papers formed the basis of consultation outlined below.
4. The views and comments of the joint Overview and Scrutiny committee is sought on the attached draft corporate plan for 2016/17 – 2018/19 as part of the consultation.

### Consultation on the draft corporate plan

5. The draft corporate plan and the associated budget are the subject of consultation with local people, stakeholders and staff until 12th February.
6. Specific comments have also been sought from: residents via the Council's website, all Council staff, the Council's Staff and Management Forum, the Chamber of Commerce, the Young Persons' Council, Hastings Intercultural Organisation, Hastings Community Network, the Seniors Forum, the Disability Forum, Lesbian, Gay, Bisexual and Transgender community representatives, and partnership organisations on the Hastings and St Leonards Local Strategic Partnership.

### Next Steps

7. Comments from the consultation and proposed amendments to the draft corporate plan will be submitted to the Budget Cabinet Meeting on 15th February 2016.
8. The Budget Council meeting on 24th February 2016 will be asked to approve the corporate plan and the associated budget. At this time the Council will also be made aware of the need to approve a retrospective report-back of performance in 2015/16 and proposed performance indicator targets for 2016/17 - 2017/18 at the 4th of July Cabinet meeting.
9. The Overview and Scrutiny committees will in June be invited to comment on retrospective performance in 2015/16 and proposed performance indicator targets for 2016/17 - 2017/18.
10. As in previous years the Budget Council will be asked to delegate authority to the Cabinet to approve this final document.

## Policy Implications

11. The corporate plan and the associated budget together form the Council's overarching strategic policy and financial direction for the period up to 2018/19. The plan sets out the Council's priorities and key areas of activity and the budget identifies the resources available to achieve these.
12. These are probably the Council's most important documents. Future policy developments, financial commitments, activities and performance management will be geared towards achieving this plan.
13. The draft corporate plan and budget are the subject of an Equality Impact Assessments in line with the Council's equalities commitments. A draft Equalities Impact Assessment (EIA) is included with the Budget documentation.

---

## Wards Affected

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

---

## Policy Implications

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

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

---

## Additional Information

[http://www.hastings.gov.uk/decisions\\_democracy/voting\\_petitioning\\_having\\_your\\_say/consultation/current\\_consultations/draft\\_corpplan/](http://www.hastings.gov.uk/decisions_democracy/voting_petitioning_having_your_say/consultation/current_consultations/draft_corpplan/)

---

## Officer to Contact

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

---

This page is intentionally left blank

# **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.

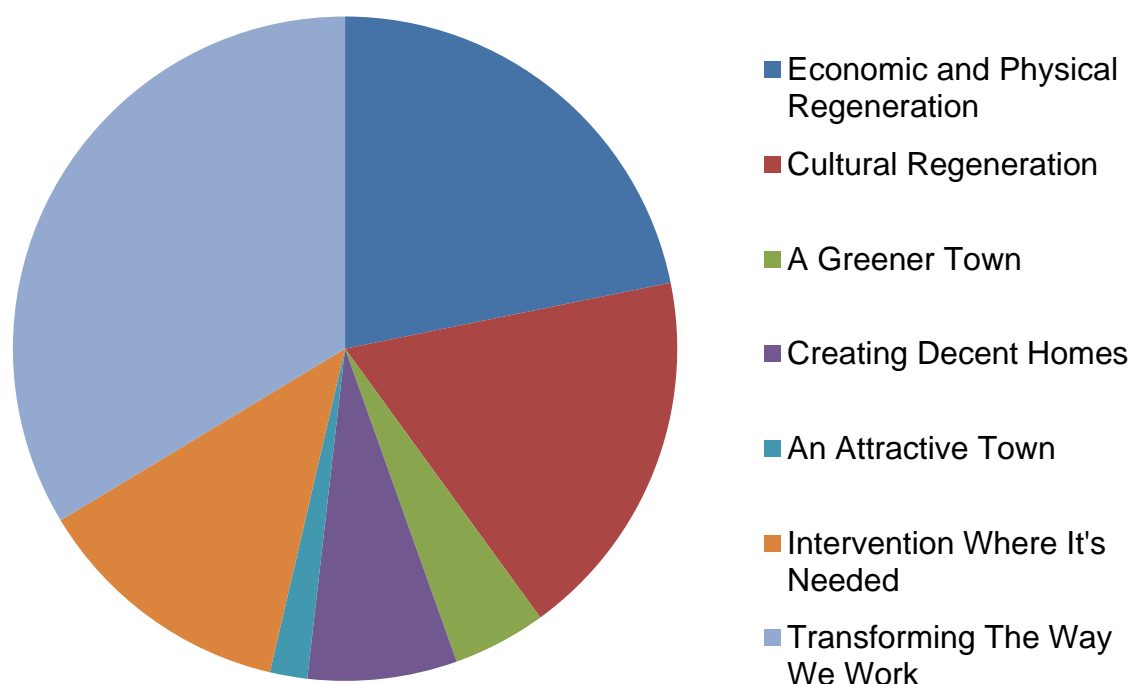
By working to achieving our ambitious priorities we will make a significant contribution to achieving the vision for the town. It is important that we are clear what we are working towards so our community, staff and partners know what we are aiming to achieve and how they can support us.

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.


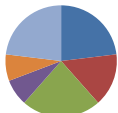

The following planned activities have been drawn up recognising this environment.


## 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
1. Strategic business planning 	a) Sustainable operating model and associated budget in place to achieve corporate priorities. b) Opportunities to enhance how the council (and partners) plans, delivers and reviews associated activities are identified, refined and embedded. c) Staff use appropriate and consistent project management discipline to design and deliver projects. d) Local service delivery partners working collaboratively and effectively to meet the challenge of reduced capacity and resources.	i. Fundamental review of service levels and activities informed by available resources (from 2017/18) onwards. ii. Manage the production of the council's corporate plan and budget. iii. Embedding of corporate project planning framework and tools to support decision-making, identifying and deploying resources efficiently and effective delivery. iv. New approaches to enhance performance management arrangements further tested and refined. 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.
2. Income Generation 	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. b) Programme is reviewed yearly to ensure its continuing relevance	An agreed approach and appropriate structures set up for:- i. Delivery of housing and income from housing, including company structures if appropriate. ii. Maximisation of income from activity and trading on the seafront and elsewhere. iii. Investment in property. iv. Inclusion of car parking provision in the development of White Rock Area Action Plan. v. Power generation by other green income sources. vi. Income generation from parks and open spaces. vii. Yearly review and regular oversight through joint member/officer committees.
3. Economic growth 	a) Business growth and employment opportunities for local people supported by HBC. b) HBC successfully leads the Hastings-Rother Task Force's 6-point plan for	i. Oversight of Locate East Sussex service delivery in Hastings. ii. Delivery of Business support and mentoring for new and existing tourism/creative businesses as part of Seascapes programme. iii. Work with partners to take advantage of our Assisted Area Status and its role in supporting business.



	<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>


	organisation work smarter and facilitate the smooth running of council business.	
<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>



		vii. Bidding and delivery (if appropriate) of Interreg funded programmes and CLLD.
<p>9. A good place to live (tbc)</p> 	<p>a) Carefully considered land use and appropriate developments to enhance the town as a place, to live, work, study invest in and visit.</p> <p>b) Eyesores removed and empty homes and buildings brought back to use through our zero tolerance approach to neglected and derelict buildings.</p> <p>c) Our housing licencing schemes successfully drive up standards in the private rented sector.</p> <p>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).</p>	<p>i. Local Development Scheme updated and implemented.</p> <p>ii. Draft Town Centre and White Rock Area Action Plan document prepared for public consultation.</p> <p>iii. Guidance on design and heritage policies developed.</p> <p>iv. Local list of Heritage Assets agreed.</p> <p>v. Delivery of agreed Seafront Strategy Action Plan targets.</p> <p>vi. Delivery of Coastal Communities Fund targets.</p> <p>vii. Decision process on planning applications back to target level by Q3.</p> <p>viii. Return a minimum of 70 long term empty (over 2 years) dwellings returned to use and improve 50 neglected/derelict buildings.</p> <p>ix. Implement programme for the compulsory purchase of long term empty properties in support of targets 2 and 21.</p> <p>x. Review of the existing additional licensing arrangements covering Houses in Multiple Occupation in the four wards of Gensing, Central St Leonards, Braybrooke and Castle undertaken.</p> <p>xi. Selective licencing of homes within the 10 wards covered by the scheme successfully implemented. Licence xxxxx (tbc) homes during 2016/17)</p> <p>xii. A stock condition survey of private sector housing completed.</p> <p>xiii. Secure leases for a minimum of 50 units of accommodation by March 2017.</p>
<p>10. Leisure, health and wellbeing</p> 	<p>a) Developed and sustainable leisure, play, sport and physical activity opportunities for all.</p> <p>b) Standards of quality, cleanliness and safety in our parks, playgrounds and open space maintained and enhanced.</p> <p>c) Hastings Country Park managed and developed with partners and</p>	<p>i. Subject to external funding, implement 2016-17 programmes including Active Hastings and Street Games.</p> <p>ii. Targets for sport and physical activity, play development, and play space strategies delivered.</p> <p>iii. Leisure Centre operations delivered in line with contractual obligations.</p> <p>iv. Playing pitch strategy 2016-17 action plan targets delivered.</p> <p>v. Playground facilities refurbishments (capital programme) arising from new play facilities strategy and action plan delivered.</p>

	<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>

# Agenda Item 4



**Report to:** Joint Budget Overview and Scrutiny Committee

**Date of Meeting:** 28 January 2016

**Report Title:** Consultation on the Revenue 2015/16 (Revised) and 2016/17, plus Capital Programme

**Report By:** Peter Grace  
Assistant Director for Financial Services and Revenues

---

## **Purpose of Report**

To consult members of the Joint Budget Overview & Scrutiny Committee on the Revenue Budget and Capital Programme as part of the public consultation process.

---

## **Recommendation(s)**

- 1. Members comments are sought and will be reported back to the Budget Cabinet on 15 February 2016**

---

## **Reasons for Recommendations**

Members views are sought as part of the consultation process.

---

## Introduction

1. The Revenue Budget 2015-16 (Revised) & 2016-17, plus the Capital Programme, were published for public consultation on 18 January 2016 with comments due back by 12 February 2016.
2. The comments and observations of the Joint Overview & Scrutiny Committee are sought as part of the public consultation process. These will be reported back to the Budget Cabinet meeting on 15 February 2016.

---

## Wards Affected

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

---

## Policy Implications

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

Equalities and Community Cohesiveness	No
Crime and Fear of Crime (Section 17)	No
Risk Management	Yes
Environmental Issues	No
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	Yes
Local People's Views	Yes
Anti-Poverty	No

---

## Additional Information

Supporting Documents  
Revenue Budget 2015-16 (Revised) & 2016-17, plus the Capital Programme 2015-16 to 2018-19 consultation papers.

---

## Officer to Contact

Peter Grace  
pgrace@hastings.gov.uk  
01424 451503

---

**Report to:** Cabinet - DRAFT

**Date of Meeting:** 15 February 2016

**Report Title:** Revenue Budgets 2015/16 (Revised) and 2016/17, plus Capital Programme 2015/16 to 2018/19

**Report By:** Peter Grace  
Assistant Director - Financial Services & Revenues

---

### **Purpose of Report**

1. This report presents the revised revenue budget for 2015/16 and a budget for 2016/17. The revised budget for 2015/16 takes account of the known variations to expenditure and income streams that have occurred since setting the budget in February 2015.
2. In setting the budget for 2016/17, recognition has been taken of the very significant ongoing reductions in external funding for 2016/17 and beyond. The report identifies that a balanced budget can be achieved in 2016/17 although this involves using £945,000 of reserves built up for this purpose. The forecast deficit for 2017/18 is some £1.45m and in 2018/19 is £2.43m. The alignment of the Council's available resources to its priorities requires the continuing review of services during the next 12 months in order to achieve balanced budgets in the years beyond.
3. Your meeting is a key part of the budget setting process. Full Council on the 24 February 2016 will be responsible for setting a balanced budget and determining the Council Tax. If the recommendations in the report are approved by Council there will be an increase in the Borough's part of the Council Tax in 2016/17 of 1.99%.

---

### **Recommendation(s)**

Cabinet is recommended to:-

- (i) Approve the revised revenue budget for 2015-16 (Appendix A).
- (ii) Approve the draft 2016/17 revenue budget (Appendix A)
- (iii) Approve a 1.99% increase in the Borough Council's part of the Council Tax.
- (iv) Approve a new Capital project for an industrial unit in Brunel Road (Appendix P)
- (v) Approve the Capital Programme 2015/16 (revised) to 2018/19 (Appendix R).

- (vi) Approve the proposed expenditure from the Renewal and Repairs Reserve, and Information Technology Reserve (Appendices J and I respectively) and those items from other reserves shown in Appendix H that can proceed without further reference to Cabinet or Council.
- (vii) Approve that the use of the monies identified in the budget for "Invest to Save" schemes be determined by the Assistant Director - Financial Services & Revenues in consultation with the Leader of the Council.
- (viii) Approve the revised Land and Property Disposal Programme (Appendix L), and agree that disposals can be brought forward if market conditions make it sensible to do so.
- (ix) Agree that schemes marked with an asterisk in the Capital Programme can proceed without further reference to Cabinet or Council.
- (x) Agree work on Priority Income and Efficiency Reviews (PIER) should continue, and where possible identify a sustainable budget for a period in excess of 1 year. A mid-year review, for members and officers, to be undertaken in the light of the continuing severe government grant reductions.
- (xi) Agree the establishment of a Hardship Fund in respect of Council Tax Support
- (xii) Approve the detailed recommendations in Appendix N, which relate to the setting of Council Tax in accordance with Sections 31 to 36 of the Local Government Act 1992.

---

### **Reasons for Recommendations**

1. Major reductions in funding in 2016/17 are set to continue to 2019/20 and possibly beyond and this will impact heavily upon the Council's ability to provide services and grants across all areas of existing activity.
2. Since 2010-11 funding has been reduced by more than 54% in cash terms on a like for like basis. To ensure key corporate priorities are achieved it remains imperative that the limited resources available are properly targeted.
3. The Council needs to be in a position to match its available resources to its priorities across the medium term and to maintain sufficient reserves and capacity to deal with potentially large and unexpected events in addition to fluctuations in income and expenditure levels.
4. The Council is exposed to a much greater degree of volatility in the level of funding it receives through Non Domestic Rates. In addition it is also exposed to a much higher degree of volatility in terms of Council Tax Support claims – the Council now receiving an upfront sum as part of the annual grant settlement rather than reimbursement of actual costs.
5. Further reductions in grant funding have major implications for the Council and as such work needs to continue to identify and make savings in order to produce balanced budgets in 2017/18 and beyond.

## Introduction

1. The Chancellor's November 2015 autumn statement identified that the real term reductions in local government funding would be some 24% over the next four years. This is on top of the reductions, following the Comprehensive Spending Review in 2010 which will have exceeded 50% for the period ending March 2016.
2. On a national basis significant public spending cuts continue to be made, which along with reduced levels of benefit payments flowing from the welfare reforms will impact heavily on individual households. Lower levels of disposable income may result in even more pressure on Council services such as Housing and Revenue Services
3. The Council when setting the budget in February 2015 forecast that there would be a deficit in 2015/16 of some £522,000, and £480,000 in 2016/17. A balanced budget for the two years being achieved by using limited amounts of the Council's reserves.
4. From information supplied with the government grant settlement, the reduction in the Settlement Funding Assessment for Hastings BC in 2016/17 is 12% or £863,000. With the level of government grant continuing to decrease at such significant levels in the years ahead, and the limited ability to increase Council Tax or increase charges, the Council will need to make further substantial savings in order to produce sustainable balanced budgets in the years ahead.
5. The Council's external auditors have commended the Council on its approach to financial management over the last few years and its approach to maintaining and enhancing reserves whenever possible. This approach has helped the Council in its transition to date and the continuation of this approach is proposed.

## Strategic Priorities

6. The Council's strategic priorities were refreshed for 2015/16 in the light of consultation and the continuing challenges that the Council and the community face and they continue to remain valid for 2016/17. They are:-
  - (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.

### **Financial Planning - Medium Term Financial Strategy**

7. The Medium Term Financial Strategy, approved in November 2015, provided indicative budget forecasts for the 3 year period 2016/17 to 2018/19.
8. Given the need to plan for future years, the Medium Term Financial Strategy, identified key principles to be followed when compiling the budget as well as identifying the financial risks and opportunities more closely. The Financial Strategy is robust in that it integrates the financial and policy planning procedures of the Council.
9. That robustness is built upon a foundation of key principles:
  - (i) Ensure the continued alignment of the council's available resources to its priorities.
  - (ii) Maintain a sustainable revenue budget.

This means meeting recurring expenditure from recurring resources. Conversely non recurring resources such as reserves and balances can generally be used to meet non recurring expenditure providing sufficient reserves and balances exist.

Whilst the principle remains sound the council has consciously been strengthening its reserves in the last few years, knowing that these will be required to ease the transition to a lower spending council and to meet key corporate priorities. The council now requires the use of these reserves to achieve balanced budgets over the next few years.

(iii) Adequate Provisions are made to meet all outstanding liabilities.



(iv) Continue to identify and make efficiency savings

Each year there is a thorough examination of the council's existing budgets to identify efficiency savings and to ensure existing spend is still a council priority (Priority Income and Efficiency Reviews – PIER)

(v) Review relevant fees and charges comprehensively and identify Income generating areas as a means of generating additional funding for re-investment in priority services.

(vi) Capital receipts and reserves will primarily be available for new investment of a non-recurring nature thereby minimising the overall financial risk.

Resources will be allocated to invest in the council's assets to ensure they support the delivery of corporate and service priorities.

Resources will be made available to finance invest to save schemes to help modernise and improve services and generate efficiencies in the medium term.

(vii) Ensure sufficient reserves are maintained.

Some reserves, having been built up in the last few years, are specifically identified to ease the transition to a lower spending council and to meet key corporate priorities.

(viii) Ensure value for money is achieved in the delivery of all services and that the council seeks continuous improvement of all services.

It should be noted that the annual governance report produced by the council's external auditors in September 2015 gives a very positive opinion on the council's provision of value for money services.

(ix) Maintain affordable increases in Council Tax whilst accepting that such an objective is linked to the amount of annual Government grant, inflation and new legislative requirements.

(x) Recognise the importance of partners in delivering cost effective solutions for services.

## **The Key Factors Impacting on the Budget**

### **Funding from Business Rates**

10. The government launched the Business Rates Retention (BRR) scheme on 1 April 2013 as one of the main forms of local government funding. Instead of a single grant settlement for 2016/17 the Council receives details of Revenue Support Grant (RSG) and the Business Rate Baseline Funding level (expressed as Baseline Need). The two figures effectively make up the Settlement Funding Assessment (SFA). Whilst the government calculate a notional business rate figure they believe each Council should collect, ultimately it is the actual level of business rates collected that will determine the total funding received for this element of the settlement i.e. the level of RSG is guaranteed throughout the year whilst the business rate element is not.

11. To fund the Baseline Need element, the Council has an expected level of business rates (or National Non Domestic Rates (NNDR)) that is to be collected. Due to differences between Baseline Need and the level of business rates actually collected there is a further budget adjustment required.
12. The estimated rateable value of businesses in Hastings amounts to some £57.9m. Multiplying this figure by the rate poundage and after charity and other reliefs the Council will collect some £21.3m of which the Council share is some 40% (£8.5m in 2016/17). For Hastings however with a Baseline Need that is lower than the Business Rate Baseline a Tariff is paid to central government – this amounts to £5,370,609 in 2016/17.
13. The Council is required to make an annual assessment of the income it expects to collect from business rates, and to provide these figures to government, East Sussex County Council and the Fire and Rescue Authority who each receive a share of the actual rates collected. The estimate of the business rate income collected that will be retained by the Council in 2016/17 amounts to £3,059,000.
14. The picture for 2016/17 and beyond is further complicated by elements of business rates being reimbursed separately by central government e.g. extension of 100% relief for small businesses. The grant of up to £1,500 for shops and cafes towards business rate costs has not been extended beyond March 2016 – the total costs of which are also reimbursed by Section 31 grant. For 2016/17 a sum of £605,868 (estimate of HBC's share) has been allowed for these various elements - payable under Section 31 of the 2003 Local Government Act.
15. The rateable value (RV) of business properties at the start of the 2016/17 year is forecast to be some £57.9m. However given the level of appeals, forecasting income levels for 2016/17 and beyond remains challenging. Business rates and the levels of appeals/ growth/ decline has been highlighted as a real risk and will continue to impact significantly on the Council's level of funding. It is one of the key risks that the Council faces in terms of income volatility.
16. The application to government to establish a Business Rates Pool was successful for 2015/16 and the arrangement is continuing in 2016/17. This results in monies that would otherwise be paid to the government in terms of a levy being retained within East Sussex. Hastings BC's share is estimated to be £58,000 in 2016/17.

### **External Funding – Annual Grant Settlement (and 4 year indicative forecast)**

17. The 2016/17 provisional finance settlement was announced on the 17 December 2015. The settlement provides details of the Revenue Support Grant and the levels of Business rates that the government expects councils to retain – the two figures combined make up the Settlement Funding Assessment.

Year	Settlement Funding Assessment (£ 000's)	Decrease (£ 000's)	Percentage Change (Annual)	Percentage Change (Cumulative)
2015/16	£7,194			
2016/17 (Est)	£6,330	-£863	-12.0%	-12.0%
2017/18 (Est)	£5,602	-£728	-11.5%	-22.1%
2018/19(Est)	£5,212	-£390	-7.0%	-27.6%
2019/20 (Est)	£4,775	-£437	-8.4%	-33.6%

18. In terms of the cash grant that the Council receives from the government (Revenue Support Grant) the government have provided indicative figures of the grants receivable for the next 4 years. The Council will lose £891,000 in Revenue Support Grant in 2016/17, and by 2019/10 will have lost £2,739,000 (73.5%), leaving a grant allocation of some £988,000.

Year	Revenue Support Grant (£ 000's)	Decrease (£ 000's)	Percentage Change (Annual)	Decrease (Cumulative)	Percentage Change (Cumulative)
2015/16	£3,727				
2016/17	£2,835	-£891	-23.9%	-£891	-23.9%
2017/18 (Est)	£2,038	-£797	-28.1%	-£1,689	-45.3%
2018/19 (Est)	£1,542	-£496	-24.3%	-£2,185	-58.6%
2019/20 (Est)	£988	-£554	-35.9%	-£2,739	-73.5%

19. The final settlement figures are expected to have been confirmed at the start of February 2016.

20. A major change in funding in 2015/16 related to Discretionary Housing Payments (DHP's) - this is advised separately to the grant settlement. A funding reduction saw the national pot reduced from £165m to £125m and represented a single year cut of 24%. The Council's own allocation was reduced from £327,607 to £230,368 a reduction of £97,239 - representing an even greater cut of 30%. In setting the 2015/16 budget the Council added £50,000 to its DHP budget (for one year) and this will be fully utilised. The provisional figure included for the 2016/17 budget is £230,000 and this will be adjusted to reflect the actual DHP funding received – once known.
21. In brief the annual grant settlement figures for 2016/17 were in line with overall expectations in the Medium Term Financial Strategy.

### **Summarised Grant Position**

22. The level of grants received from the government between 2010/11 (the year before the previous Comprehensive Spending Review) and 2016/17 have decreased by some 54%. For the period 2010/11 to 2019/20 the reduction in cash grant funding is estimated at 70% on a like for like basis (i.e. excluding Council Tax Freeze Grant, Homelessness Grant and Council Tax Support Grant in order to provide a clear comparison). These figures are all based on cash and exclude the effects of inflation (the inclusion of which would increase the % reductions even more).
23. The cash that the Council will lose in 2016/17 i.e. £891,000 is partially offset by the additional funding the Council will receive from New Homes Bonus. However New Homes Bonus is set to decrease in the years ahead and the loss of £2.739m of Revenue Support Grant over the next 4 years represents a reduction of 73.5% from 2015/16 levels.

### **Core Spending Power**

24. The government have come up with the new term, which is similar to the previous Revenue Spending Power. Efficiency Support grant is no longer mentioned in the settlement and nor is there any mention of a safety net.
25. Core Spending Power sets out the expected available revenue for local government spending through to 2019/20 using Office of Budget Responsibility (OBR) estimates.
26. The Core Spending Power figures for Hastings from 2016-17 through to 2019-20 are derived from the sum of the following core components:

(i) The Modified Settlement Funding Assessment amounts,

(ii) The council tax requirement (excluding parish precepts). The figures have been estimated by:

– applying the average annual growth in the council tax base between 2013-14 and 2015-16 throughout the period to 2019-20

– assuming that local authorities increase their Band D council tax in line with the OBR's forecast for CPI for each year (which is an annual average of 1.75%) throughout the period to 2019-20, rather than the 2% allowed before triggering a referendum.

(iii) New Homes Bonus

The Spending Review set out the overall envelope for New Homes Bonus payments over the period to 2019-20 as being £1.485 billion for 2016-17, reducing to £900 million by 2019-20.

- For 2016-17, the funding line includes both New Homes Bonus allocations and returned funding. The government are consulting on options for changes to the New Homes Bonus in order to sharpen the incentive for delivery of new housing.
- For 2016-17 the distribution figures are actual allocations.
- For 2017-18 onwards, the national totals set at the Spending Review in order to release at least £800 million for the improved Better Care Fund. These are apportioned between authorities according to local authority shares in 2016-17.

27. The table below shows the government's projections of how much funding the Council will retain after 4 years. It assumes current income levels are maintained.

Core Spending Power							
		2015-16 (adjusted)	2016-17	2017-18	2018-19	2019-20	Percentage Change over the Spending Review Period
Core Spending Power	£ millions	14.1	13.8	13.3	12.6	12.4	-12.3%
Dwellings As At September 2015		43,008					
Core Spending Power per Dwelling	£	329	320	309	293	288	-12.3%

It can be seen from the above table that under this new measure, the Core Spending Power of the Council reduces by 12.3% over the next 4 years.

### Income Generation

28. The Council generates significant income, but is seeking to generate more in future years. This will form an increasingly important aspect of the Council's activities in order to support key services and some of the key areas are identified in the Corporate Plan. There is expected to be a call on the remaining Invest to Save Reserve in order to set up some of the initiatives.
29. The Council depends upon income streams and investment returns to balance the budget. Given that income streams remain a risk, fees and charges have been kept under careful review and are considered annually against the background of Council priorities and people's ability to pay.

30. Off Street car parking charges were increased in April 2015 and set for a 24 month period i.e. no further increases to these charges until April 2017.
31. In respect of most other fees and charges, with some exceptions (higher and lower), these have been increased by inflation or are set by statute. The majority of planning fees are determined nationally by government. The government have yet to announce whether these are increasing for 2016/17.

### **Investment Interest**

32. The low levels of interest received on balances looks set to continue for the next 12 months or so. Base rates are not expected to be increased in 2015/16, but may do so late in 2016/17. Current assumptions, given the restricted counterparties list and short investment periods, are for investment returns of around 0.7% in 2015/16 and 2016/17. The Treasury Management Strategy will continue to advocate a policy of keeping the respective levels of debt and investment under review.

### **Inflation**

33. This has not been such a major issue in the last few years. Inflation in November 2015 was 1.1% (Retail Price Index) whilst the government's preferred measure CPI (Consumer Price Index) was 0.1%. Comparable rates for November 2014 being 2% (RPI) and 1% (CPI).
34. The Council allowed 2% for inflation in 2015/16 (1.2% where contract linked to CPI), but only increased budgets where contracts with inflation clauses were present. The same approach is being taken for 2016/17 – effectively a freeze on most supplies and services budgets.
35. Inflation, according to the Bank of England August 2015 inflation report is expected to start increasing again and be at or around the 2% target in the next two years. Based upon these projections, general inflation is being estimated at 1% in 2016/17 and 2% beyond for the purposes of this budget.

### **Public Sector Pay Settlement and National living wage**

36. The salaries budget together with national insurance and pension costs is some £11m - each 1% therefore equating to around £110,000 (around £100,000 on the General Fund).
37. A pay offer of 1% in each of the next two years was made by employers in December 2015 (plus higher percentages for those on lower salaries in order to meet National living Wage requirements). This offer is in line with the estimates included in the Medium Term Financial Strategy. In addition there are contractual increments (equivalent of around ½%).
38. The Council remains committed to paying the living wage (£8.25 per hour), which is significantly higher than the national minimum wage of £6.70 per hour, and the new minimum wage premium for over 25s of £7.20 per hour that will come into force across the UK in April 2016. As a result of the latter the Council can expect the costs of external service provision to rise e.g. cleaning contracts. The Council will need to ensure it reviews specifications closely in order to ensure overall costs do not rise and this may also result in service reductions.

## **Demand for Public Services & Universal Credit**

39. There continues to be a high demand for public services especially housing benefits, homelessness. In Hastings, new working age claimants without children started claiming Universal Credit as from April 2015.
40. Recent announcements advise that the implementation of the full Universal Credit service is expected to commence roll out, in stages, from May 2016. Testing the new service is occurring in Sutton, Croydon and Southwark. Further tests in five other jobcentres are scheduled from November 2015 to May 2016. The government announced that the actual roll out will begin with five job centres a month, accelerating to 50 jobcentres a month from the end of 2016 - with full implementation completed by the middle of 2018.
41. Details of the roll out plan, including the locations for 2016/17 offices, will be provided in the New Year. In view of the degree of uncertainty this brings to planning for Housing Benefit services Ministers have agreed not to make the planned reductions to the Housing Benefit Administration subsidy for Local Authorities, consequent on Universal Credit, for the 2016/17 year.
42. The Transition phase is expected to be completed by the middle of 2018 and the government will then start the final stage of converting the stock of existing Housing Benefit claims onto Universal Credit – to be completed by early 2021.
43. Over the next three to five years there will therefore be a run-down of Housing Benefit delivery for people of working age by Local Authorities. There are no plans, as yet, to make changes to the delivery of Housing Benefit for pensioners in this period. As such, there is an on-going requirement to deliver Housing Benefit for the foreseeable future. A number of staff would be affected by the proposals over this period within the Revenues team and the contact centre.
44. The government have clarified their position on staff transfers under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended) more commonly known as TUPE. The Government have reached a firm conclusion that because of the nature of Universal Credit as a new benefit, delivered in a new and fundamentally different way, there would be no “relevant transfer” of staff working on Housing Benefit. Where staff are unable to be deployed it has been announced that the DWP will meet the full costs of compulsory redundancies, once Local Authorities can show that all redeployment and reassignment activity has been undertaken.
45. The level of Benefit Administration Grant receivable in 2016/17 has again been reduced – this time by more than 6% on a like for like basis. The cut in 2016/17 amounts to an estimated £50,000 (reducing the total to £750,000). The Council’s expenditure in this area has likewise again been reduced in 2016/17 and a further service review has been undertaken – the results of which are awaited.
46. Sizeable reductions are expected in 2017/18 and in the years thereafter as Universal Credit is rolled out – reductions in grant is matched with reductions in expenditure in the forward projections.

## **Council Tax Support Scheme**

47. It was announced in the spending review of 2010 that support for Council Tax (Council Tax Benefit) would be localised from April 2013 and expenditure (government funding) reduced by 10% (some £1.16m).
48. The Council produced a scheme (in conjunction with all Districts and Boroughs in East Sussex) which has sought to mitigate the impact on those who can least afford to pay Council Tax. A number of groups are protected by government e.g. pensioners, the impact thus falling on those of working age.
49. The Council considered the Council Tax Support scheme for 2016/17 at its meeting on the 16 December 2015. It was agreed by the Council that the scheme would remain the same for 2016/17, save for updating in line with increases and the establishment of a Hardship fund. It is recommended that a new earmarked reserve is established for this purpose in the initial sum of £80,000 and that hardship payments are funded from the reserve during the year. The funding for this reserve to be met from the Land Charges Claim reserve – which is no longer required.
50. The Council Tax Support Scheme continues to pose a significant financial risk for the Council. That risk being that should claimant numbers increase the additional costs now fall on the Council and its preceptors rather than the government. The Council will need to continue to retain adequate reserves for this purpose. However, there has currently been a reduction of some 3% in the numbers seeking assistance and this has resulted in fewer discounts being granted. This impacts positively on the calculation of the Council Tax Base as agreed at the Cabinet meeting in January 2016.
51. Given that overall levels of government funding continue to decline year on year, the Council will again need to review the affordability of the scheme during 2016/17.

## **Council Tax Exemptions**

52. In January 2013 the Council reviewed, under the Local Government Finance Act, the level of discounts and exemptions it provided in order to bridge the gap in funding from Central Government and at the same time minimise the impact on the less well-off residents in the Borough.
53. At the time Class C (Empty Properties) that were left empty and unfurnished were entitled to six months Council Tax exemption. The Council has the discretion to vary both the discount percentage and the time period and it was agreed to reduce the time period from six months to 30 days.
54. Given the Councils priority of seeking to minimise the impact of budget cuts and welfare reform impacts on the less well-off residents in the Borough, the full Council determined at its December 2015 meeting that the Council Tax Support Scheme for 2016/17 would remain unaltered. However, given the ongoing grant reductions the Council has to make cuts in services, and it is recommended that the time period is now reduced to nil days.



55. This does not affect the remaining exemptions e.g. registered charities, people in care homes, prisoners, student examples, carers. More information on exemptions is available on the Council website.
56. The savings arising from this would amount to some £315,000 in a full year of which some £45,000 would be a saving to Hastings Borough Council. The County Council, Police and Fire Authority who are all experiencing funding pressures would also benefit.

### **Pension Fund Contributions**

57. The Council's contributions to the pension fund, managed by East Sussex County Council, are determined every three years following an actuarial valuation. A valuation was undertaken in 2013 with revised contribution rates payable from April 2014.
58. The rates payable by the council consist of the primary contribution rate plus 1% for future early retirements/redundancies (these are percentages of salaries of staff in the pension scheme), namely:
- 2014/2015 - 20.6% +1% + lump sum of £144,000  
2015/2016 - 20.6% +1% + lump sum of £194,300  
2016/2017 - 20.6% +1% + lump sum of £248,000
59. It should be noted however that the level of redundancies, early retirements, and transfer of services can significantly affect the valuation, and this will remain a risk to the council in 2017/18 and beyond.
60. Valuations are undertaken every three years with the next valuation therefore in 2016 with revised contribution rates becoming payable in April 2017. An additional 1% is being estimated for forecasting purposes i.e. a basic contribution rate of 21.6% (up from 20.6%)
61. Looking further ahead however the cost pressures are expected to continue to increase. Employers and employees National Insurance contributions will rise as a result of changes to the state pension scheme that are to be introduced in April 2016 and which end the ability to contract out of the state second pension scheme. This will result in a significant extra cost to the Council estimated at £206,000 p.a.

### **Grants**

62. The Council receives a number of revenue grants each year e.g. Housing Benefit Administration grant, but has also been very successful in attracting numerous "one off" type grants in the last couple of years e.g. Coastal Revival Fund, Regional Growth Fund. The Council has been very successful to date in bidding for European funding and is looking to bid for more in the future. Resources within Regeneration have been redirected to achieve this, but funding opportunities are more difficult to achieve and match funding is harder to identify.

## New Homes Bonus

63. This grant regime commenced in April 2011. This is a grant that rewards the building of new houses and for bringing long term empty properties back into use. The sum receivable in 2016/17 amounts to £1,387,912 and represents an increase of some £382,000 on that received in 2015/16.
64. The government announced in the November 2015 Autumn Statement that it will be consulting on changes to the New Homes Bonus - the money saved going to Social Care. The changes to the scheme are out to consultation until early March 2016 and changes will commence in April 2017.
65. One of the proposals is to reduce the period that it is payable for - from 6 years to 4 years with a transition year potentially for 2017/18 whereby 5 years is one option. Other options for consultation include reducing the period down to 3 or even 2 years.
66. The table below shows the New Homes Bonus receivable by the Council and the potential income receivable in 2017/18 if the scheme reduces to 5 years in 2017/18 and 4 years in 2018/19 and beyond. The government have produced their own estimates which give forecasts of £1.4m in 2017/18, £882k in 2018/19, and £846k in 2019/20.

Table: New Homes Bonus

Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (Est)	2018/19 (Est)
	£	£	£	£	£	£	£	£
Year 1	194,710	194,710	194,710	194,710	194,710	194,710		
Year 2		189,838	189,838	189,838	189,838	189,838		
Year 3			119,097	119,097	119,097	119,097	119,097	
Year 4				382,670	382,670	382,670	382,670	
Year 5					119,542	119,542	119,542	119,542
Year 6						382,055	382,055	382,055
Year 7							200,000	200,000
Year 8								200,000
Total	194,710	384,548	503,645	886,315	1,005,857	1,387,912	1,203,364	901,597

67. Councils are using the bonus in different ways, either to help balance budgets, strengthen reserves, or for one off activities that do not add to ongoing spending commitments. For Hastings, the new homes bonus has been fully utilised to help balance the budget in 2016/17. If the scheme ends or the level of grant reduces as per the consultation the Council will lose £184,000 in 2017/18 and a further

£302,000 in 2018/19 (£486,000) in total unless the national grant distribution methodology is substantially revised.

### **Revised Budget 2015/16**

68. The revised 2015/16 Net Council Expenditure budget amounts to £15.8m, against an original budget of £15.6m (Appendix A).

The main variations are summarised in Appendix C. These include:-

(1) Social Letting Agency – The business plan for the initiative predicted a break even position for the first year. Currently a deficit of £103,820 is forecast for 2015/16 and a deficit of £59,650 in 2016/17. The scheme is expected to achieve a break even position by the end of 2016/17. There is a real risk that the current funding format will be amended shortly which along with changes in the housing market may necessitate a review of the scheme by Operational Services.

(2) Selective Licensing – the reprofiling of the scheme's cash flow projections are expected to result in a deficit of £102,000 in 2015/16 rather than a break-even position. The 2016/17 budget is forecasting a surplus of £232,000 and as such the 2015/16 deficit will be funded by the General Reserve, with an equivalent contribution being made to the General Reserve in 2016/17 from any selective licensing surplus achieved.

69. Non Domestic Rates – Appeals and backdated refunds

The uncertainty and volatility around the business rate income, from amended valuations and appeals will have a large negative impact on the 2016/17 accounts. The volatility risk is mitigated to a degree by retaining sufficient reserves.

70. On a positive note there is additional income/ reduced expenditure in the following areas:

- (1) Estates/Properties – £68,000 of additional income
- (2) Land Charges –£110,000 of additional income
- (3) Management Restructure – achieved more than the additional £100,000 of savings required by 2016/17 and has been used to offset the additional costs within Development Control as previously reported.
- (4) Contracts – inflation
- (5) Pier Claim – expenditure reprofiled into 2016/17

71. It should be emphasised that in compiling the revised budget there remains some risk to the levels of income expected in the last quarter of 2015/16 e.g. bad weather.

72. Going into 2016/17 the Council needs to maintain a level of reserves that can continue to ensure a managed transition to a much lower level of activity in the years ahead. The Council set aside monies to support initiatives that achieve real savings (Invest to Save). The balance remaining on the Invest to Save Reserve at 31 March 2016 is estimated £249,000 (some £90,000 of which is already committed). The balance is expected to be fully used in 2016/17.

The use of this funding is considered fundamental to assisting the Council in the transformation to a lower spending authority – a business case is required before such money can be used. In February 2015 it was agreed that the use of the monies be determined under delegated powers by the Chief Finance Officer in consultation with the leader of the Council. It is recommended that the use of these sums is again determined for 2016/17 and beyond under delegated powers by the Chief Finance Officer in consultation with the leader of the Council.

73. There remains a limited amount of contingency budget in 2015/16 (£90,000), of which some £50,000 has been earmarked: A further contribution of £40,000 in respect of the Pier, and a contribution of £10,000 towards the ice skating rink at Priory Meadow.
74. In summary the deficit for the year was estimated to be £429,499 and is now forecast to be £122,410 – of which £22,000 would be funded from the Transition Reserve. It is recommended that if there are any underspends at year end these are transferred to the Invest to Save Reserve.

### **Budget 2016/17**

75. The Revenue Support Grant receivable in 2016/17 of £2,835,000 represents an £891,000 (23.9%) reduction from the 2015/16 settlement. The impact of the settlement in 2016/17 would have been more severe had it not been for the receipt of additional New Homes Bonus monies.
76. In addition to the reductions in central funding there are a number of costs that impact on 2016/17. These include pay increases, and particularly the increase in National Insurance contributions estimated at some £206,000 p.a.
77. The Council's total net expenditure in 2016/17 is estimated at £15.047m (amount to be met from Grant and Collection Fund). This compares to a revised estimate of £15.670m for 2015/16 and represents a decrease in net expenditure of 4%.
78. The estimate of the deficit arising from business rate appeals is again very large - some £596,062 (£816,000 in 2015/16). This is recovered in the 2016/17 accounting period as a charge to the General Fund.
79. The estimated balance on the Collection Fund at 31 March 2016 in respect of Council Tax is £164,593 (Hastings BC share), but the estimated deficit of £596,062 (HBC share) in respect on business rates, brings the net deficit to some £431,469. This compares to a £566,383 deficit that was charged to the 2015/16 budget.
80. Redundancy costs fall within the year that the decision is made. £175,000 has been allowed for in 2015/16. Additional costs are also anticipated in 2016/17 beyond the £175,000 allowed in the base budget. A further £225,000 is therefore being funded from the Redundancy Reserve i.e. £400,000 in total for 2016/17.
81. There are a limited number of growth areas within the revenue budget, and no new growth areas should be contemplated in the year unless offsetting savings are identified. The new areas include:
  - i) A sum of £100,000 has been included to meet the Council's legal costs associated with the Pier claim that is due to be heard by the Supreme Court in June 2016.

Some £70,000 of this is being reprofiled from 2015/16.

- ii) A sum of £200,000 in each of the next two years (£400,000 in total) has been included in the budget to address Cliff maintenance issues – following recent surveys. This is a provisional figure and will be dependent upon receipt of quotes and the prioritisation of work. It is recommended that the sum is financed from the Renewals and Repairs reserve. It should also be noted that there will need to be consideration of an annual maintenance budget from 2018/19 onwards and that the figure of £400,000 may well need to be enhanced in order to complete all recommended work within the advised timescales.
- iii) The PIER saving in respect of the Digital by Design transformation will continue for a number of years as the Council transforms itself. The changes are not yet fully implemented but savings amounting to £62,000 rather than the £235,000 originally estimated have been identified for 2016/17 – largely process driven. It should be noted that the Council fully expects the savings to be achieved, but over a more extended timescale. The remaining £173,000 has been included within PIER for 2017/18.
- iv) Discretionary Housing Payments – The Council included an additional £50,000 of support for payments in 2015/16 following the 30% drop in funding from the 2014/15 level as detailed in Paragraph 20 of this report to help ease the transition of the funding reductions and support those who are the most vulnerable in the community. The government have yet to advise on the funding for 2016/17.
- v) Development Control – The proposed budget includes an increase in the corporate training budget of £6,000 p.a. so as to facilitate the further ongoing professional training of planning staff. Similarly budgetary provision has been included for £10,000 p.a. regarding office based planning placements from the University of Brighton.

The cost of the above Development Control initiatives to be funded by discontinuing the individual planning letters that are sent out to neighbours and interested parties. In future electronic communication channels are to be used as well as planning notices (People are already able to register on the Council's website to receive such notices).

- 82. Savings have been identified through the PIER process which amount to £471,000 in 2016/17 (Appendices - K and Kii).
- 83. In summary there is an estimated deficit of £945,000 in 2016/17. This is significantly higher than previously forecast, mainly as a result of a higher level of business rate appeals. The savings identified and New Homes Bonus monies, mean that a balanced budget can be achieved in 2016/17 using some £645,000 of the Transition Reserve and £300,000 of the Resilience and Stability Reserve. The latter reserve was set up for the purpose of coping with volatility in respect of Council Tax support and business rates.

### **Budget 2017/18 and beyond**

- 84. The settlement figures received in December do provide projected Settlement Funding Assessment figures for future years i.e. the four years to 2019/20.

85. The indicative Revenue Support Grant reductions to be implemented over the period 2015/16 to 2019/20 amount to £2,739,000 (73.5%). In cash terms the funding reduction in 2017/18 amounts to a further £797,000.
86. A deficit of £1.45m is estimated for 2017/18 and a deficit of some £2.43m in 2018/19 – before the use of Reserves (see Appendix G).
87. The Council needs to achieve a much higher level of PIER savings than those currently identified in Appendix K in order to achieve a manageable deficit in 2017/18 and the years beyond. The savings do include £235,000 p.a. following further transformation of the ways that people deal with the Council and how it works (Digital by Design). The achievement of these need to remain a priority for the Council. There remains the necessity of identifying further income generation opportunities and savings for the years ahead and putting processes and actions in place to achieve them.
88. To help ensure that the Council can continue to deliver key services at this time it is proposed that the Transition Reserve be used to help fund services in 2016/17 in the sum of £645,000, for 2017/18 the sum of £750,000 and the same again £750,000 in 2018/19. These sums on their own are not sufficient to balance the budgets of the future years (based on current estimates and assumptions).
89. To help ensure that the Council can continue to deliver key services at this time, should there be any underspends these should be used to strengthen reserves – this is a continuing message that will help ensure that key services can continue to be provided as the Council continues its transformation to a lower spending Council.
90. In order to address the budgetary issues ahead whilst also looking to improve the customer experience, it is recommended that the Priority Income and Efficiency Review process (PIER) continues.

### **Council Tax and Council Tax Freeze Grant**

91. The government has awarded grants to councils over the last five years of varying amounts and periods to effectively freeze Council Tax. In 2016/17 no freeze grant is being offered. Last year Hastings share of the Council Tax was increased by 1.9%.
92. It is again open to the Council to increase Council Tax for 2016/17. Each 1% increase would raise some £59,300. The threshold to trigger a local referendum in 2016/17 is 2% or above.
93. The Council is unable to fully determine the Council Tax liability until the precept requirements of East Sussex County Council (ESCC), the Police and Crime Commissioner, and the East Sussex Fire Authority are known. The draft Council Tax figures in the appendices show an indicative 1.99% increase for Hastings BC and a 1.99% increase plus an extra 2% for ESCC in respect of the Social Care Levy, 1.94% for the Fire Authority and a £3.48% increase for the Police and Crime Commissioner – Appendix N with final figures will be presented at the Cabinet meeting.
94. Council Tax is at £240.33 (Band D – Hastings BC element) and a 1.99% increase in 2016/17 would take this to £245.11.

## Capital Receipts

95. A number of revisions to the programme have been made to take account of changing circumstances. Appendix L provides the profile of programmed receipts. In addition to the sites listed, opportunities for other asset sales and disposals continue to be explored.
96. It remains imperative that the Council maximises its capital receipts. Failure to do so will necessitate curtailment of the already limited capital programme or result in the Council having to borrow. The additional costs of borrowing fall directly on the revenue account in terms of interest payments and annual contributions towards the repayment of the principal (i.e. Minimum Revenue Provision (MRP)). If there are invest to save efficiencies then these costs may be offset. Appendix E identifies the capital financing requirement over the life of the capital programme.
97. It should be noted that capital receipts can generally only be used for capital purposes. It is recommended that asset disposals be brought forward if market conditions make it sensible to do so.

## Capital Programme

98. The capital programme analysed by service is attached (Appendix R).
99. The proposed programme satisfies the requirement that schemes meet the following criteria:-
- Contribute towards achieving the Council's corporate priorities and one or more of the following:-
- a. be of a major social, physical or economic regeneration nature,
  - b. meet the objective of sustainable development,
  - c. lever in other sources of finance such as partnership/lottery funding or provide a financial return for the Council,
  - d. is an "invest to save" scheme and reduces ongoing revenue costs to assist the revenue budget.
100. There is a need to maintain the property portfolio in order to avoid higher maintenance costs and declining assets in future years. This is vital where the Council's commercial estate is involved if rental streams are to be maintained and industry is to be attracted to the area in a period of economic uncertainty - and also given the increase in competition for tenants. To this end the Council has continued to refurbish industrial units. Likewise for the economic vitality of the town it is important that infrastructure remains well maintained. To this end the sum of £50,000 p.a. within the Capital programme is retained for public realm enhancements.
101. Whilst the capital programme is significantly reduced over the forthcoming years, opportunities are still being sought for funding e.g. application to be resubmitted to the Heritage Lottery Fund in respect of the Castle.

102. The Disabled Facility Grant settlement has not yet been advised. The funding from 2015/16 and beyond is from the Better Care Fund and paid to the Council from East Sussex County Council rather than directly by the government. The funding for 2016/17 has currently been included at 2015/16 levels (£767,000) and the Capital programme will be revised with the actual figures once confirmed.
103. The schemes included within the capital programme for 2016/17 are the BDO factory, Coastal Space (partnership with Amicus Horizon) - £875,000 grant for a further 30 properties, Pelham Crescent Arcade and roadway, Public Realm, groyne repairs, Castle Access, and continuation of the Empty homes programme.
104. The schemes remaining in the Capital programme for 2017/18 and beyond are in respect of Groyne refurbishments (£35k), Public realm (£50k) and the Empty Homes programme (£70k).
105. There is one further new project for consideration, which is the construction of an industrial unit – as detailed in Appendix P of this report. The estimated cost is £325,000 – the costs falling in 2016/17.
106. The capital programme in summary (net of external funding) amounts to:-

	Revised 2015/16 £'000s	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s
Gross Capital Expenditure	6,086	4,594	3,288	965
Net Capital Expenditure	3,759	3,061	155	148
Financing from own resources	3,099	661	155	148
Borrowing Requirement	660	2,400	0	0

107. In terms of net cost, the 2015/16 programme has been revised to £3,759,000 from £3,353,000. The 2016/17 programme amounts to £3,061,000 (£4,594,000 Gross).
108. The draft capital programme shows the status of the schemes
- c denotes schemes which are committed
  - n denotes schemes that are new
  - u denotes schemes which are in the programme but as yet uncommitted
109. It is proposed that schemes marked with an asterisk proceed without further reference to Cabinet or Council.

### **Capital Programme - Incremental Impact on Band D Council Tax**

110. In determining the affordability of new capital proposals the Council is required to consider the incremental impact on the Council Tax for future years. The impact is expressed in Band D equivalent amounts on the Council Tax. The purpose is to give the Council the opportunity to consider options for capital proposals and to highlight the potential future financial burden of capital investment decisions.



111. Where the programme is financed by capital receipts, reserves, external grants and contributions with limited borrowing the impact on the revenue budget at a time of low interest rates is relatively small. Details of revenue cost implications are highlighted in Appendix E, but in short the Council's capital programme remains affordable for 2016/17.

### **Minimum Revenue Provision (MRP)**

112. Local authorities are required each year to set aside some of their revenues as provision for debt repayment. Unlike depreciation which is reversed out of the accounts, this provision has a direct impact on the Council Tax requirement. The provision is in respect of capital expenditure that is financed by borrowing or credit arrangements e.g. leases.
113. The Council is required to make a "Prudent Provision" which basically ensures that revenue monies are set aside to repay the debt over the useful life of the asset acquired i.e. the Minimum Revenue Provision. The MRP for 2016/17 is estimated at £519,642 (excluding any notional figures for leasing arrangements).

### **Reserves**

114. The Local Government Act 2003 (Part 2) requires the Chief Finance Officer to report on the adequacy of the proposed financial reserves, and determine the minimum level required when setting the annual budget. There is no statutory minimum requirement, but reserves must be set at a prudent level given the activities of individual councils and potential liabilities that they face or may face in the future i.e. a risk based approach.
115. The strategic reasons for holding reserves are:-
- a. A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.
  - b. A contingency to cushion the impact of unexpected events or emergencies
  - c. A means of building up funds to meet known or potential liabilities (provisions are used for liabilities with uncertain timings or amounts). Such reserves are referred to as Earmarked reserves.
  - d. To assist in the transition to a lower spending Council
  - e. To provide the Council with some resources in future years to meet corporate objectives particularly in the areas of economic development and community safety.
116. The Council maintains a working balance in accordance with (a) above in the sum of £500,000. In respect of (c) above there is a need to maintain assets to avoid higher maintenance costs and declining assets. This is vital where the Council's commercial estate is involved if rental streams are to be maintained and industry is to be attracted to the area. The full renewals and repairs programme is attached in Appendix J.

117. The estimated reserves position, as at 31 March 2016, is shown in Appendix H. As an absolute minimum, the combined level of the Capital Reserve and General Reserve should be £4m i.e. the non- earmarked reserves. This is the same level as 2015/16 and reflects the more difficult funding regime, as well as the experience of the last year which has seen financial claims being made against the Council e.g. pier claim, land charges. This level is required to be maintained to cover unexpected expenditure, e.g. emergencies, potential over runs of gross expenditure and further down turns in income sources, and was arrived at as follows:-
- (i) 10% downturn in income (sales, fees, rents, etc) - £1m
  - (ii) 5% over run in expenditure (including capital) - £2m
  - (iii) Unforeseen events/losses - £1m
118. In addition, given the economic environment and all the uncertainties described elsewhere, it is prudent to maintain the two reserves at a figure above the absolute minimum and wherever possible increase the level of reserves. Any under spends must be considered as opportunities to strengthen the reserves and improve services for the future – given the funding uncertainties.
119. The Council's earmarked reserves are reviewed at least twice a year for adequacy. If at any time the adequacy is in doubt the Chief Financial Officer is required to report on the reasons, and the action, if any, which he considers appropriate.
120. The one change is the establishment of the Hardship Fund in the sum of £80,000 from the Land Charges reserve which is no longer required. The balance on that reserve being transferred to the General Reserve.
121. Section 25 of the Local Government Act 2003 requires the Chief Financial Officer to report to members on the robustness of the estimates and the adequacy of the reserves when considering the budget and Council Tax. It is the view of the Assistant Director - Financial Services & Revenues that the processes followed and the information systems used are sound and that the regular reporting and involvement of senior managers in managing budgets provides sufficient assurance that the resultant estimates are as robust as present economic circumstances allow and that the reserves are currently adequate.

## **Consultation**

122. The draft Corporate Plan and Budget is the subject of consultation (from Friday 15 January 2016). The closing date for comments (Friday 12 February) is after the dispatch of this agenda and therefore any further comments received will be reported verbally to Budget Cabinet on 15 February. Comments received from the business community, voluntary and community sector organisations and the Joint Overview and Scrutiny Committee meeting are to be included within the Corporate Plan report elsewhere on the agenda.
123. The full Council meets to set the budget on 24 February 2016.

## **Equalities and Community Cohesiveness**

124. The equalities implications of the proposals included in the draft budget and corporate plan are set out in Appendix Kii. Members are reminded that they are under a duty to give due regard to considerations of equality when making decisions regarding the Budget and Corporate Plan, (Equality Act 2010). As with the consultation feedback set out above, if any information is submitted as part of the consultation which requires a revision of this assessment, this too will be made available to Members at the Budget Cabinet meeting.

## **Risk Management**

125. Numerous risks are highlighted in this report, and further comment is made below. The risks include reduced government funding, enhanced demand for Council services, delays in asset disposals. There are continuing risks surrounding the employment of staff based on short term grant funding streams, and those delivering housing benefits over the next few years. To balance the budget the Council has had once again to seek efficiency savings, review the capital programme, review fees and charges, and make cuts in services and grants. It will need to further prioritise its objectives and identify where it would need to make savings to balance the budget in 2017/18 and beyond.
126. Given uncertainty in the economic outlook and the continuing reductions in government funding the Council needs to preserve and enhance where possible the existing level of reserves – this report makes strong recommendations for doing so based on future funding projections. The Council also needs to ensure that it continues to invest in its people, its IT services and its commercial assets.
127. The Council seeks to identify further opportunities for collaborative working, plus identify, investigate and implement efficiencies, identify income generation opportunities and ensure that potential savings are monitored and achieved.
128. The Council maintains risk registers for corporate risks and for individual services. These continue to be updated and reviewed on a regular basis and steps are taken to mitigate the risks wherever possible and practical. The transition to a lower spending Council, by joint working, and reduced staffing levels also poses additional risks.
129. Key financial risks to the Council in future years include:-
- (i) Business Rates Retention – volatility in income streams arising from both local and national economic pressures, the level of successful rating appeals, and collection rates.
  - (ii) Income streams – preservation and enhancement. New initiatives will need proper and effective governance arrangements and business cases will need to be robust. Careful monitoring of existing initiatives is required e.g. selective licensing, social lettings agency
  - (iii) Joint working/ shared services. The Council has achieved significant annual savings as a result of the joint procurement exercise for Waste Collection and Street Cleaning services and also for Grounds Maintenance services. It remains very

important for the authority that the joint working is successful if the delivery of the savings is to be achieved.

(iv) Staffing / Knowledge Management. The loss of key staff through early retirement or redundancy.

(v) Welfare Reform (Universal Benefit and Council Tax Support). There is a significant financial risk involved which is that of increased benefit payments being made in the year – the financing risk falling on the Council. The scheme approved is for a further period of one year to March 2017. The Council will consider a new scheme for 2017/18 with all the implications this has on the local community and the Council in devising the scheme.

(vi) Restructuring Costs. In order to make savings of the magnitude required in the future, the Council will need to further reconsider what services it can provide and to what level. Further restructuring seems inevitable if a sustainable budget is to be achieved in the years ahead against the background of continuing funding reductions. Voluntary and/or compulsory redundancies have large financial consequences for the authority, both in terms of direct payments but also generally on the Pension Fund - in addition to the effect on the capacity of the organisation and knowledge management implications. The Council established a Redundancy Reserve as part of the budget setting process in 2011/12 which has been added to when possible (balance at 31 March 2015 was £648,000). The intention will be to meet any additional redundancy costs from either the existing 2016/17 provision or the redundancy reserve. The reserve will assist in transforming the Council to a lower spending organisation in the years ahead.

(vii) PIER savings. The identification of new, and realisation of already identified, savings will be critical for the Council to achieve a sustainable budget in the future.

(viii) Treasury Management – investment security and level of returns.

(ix) Potential Liabilities – The Council is currently facing a legal claim following the closure of the Pier in 2006. Additional costs could arise from the cliffs surveys once clearance and repair work commences - which would impact on the Renewals and Repairs reserve in the first instance.

(x) The Economy. The economic and financial instability in the world continues to be a major risk. The Council relies upon its income streams to provide services. Inflationary pressures have however eased considerably.

(xi) New Legislation – changes in the Housing Bill, changes in the waste directive on recycling targets for example are all likely to impact on the Council's activities over the next four years.

### **Economic/ Financial Implications**

130. The report supports the alignment of corporate priorities with available resources, produces a robust and balanced budget for 2016/17 (with some use of reserves). There are a number of projects within the capital programme to assist the continuation of the regeneration of Hastings.

131. The financial implications in 2016/17 and beyond are detailed in the report. However, significant further action by the Council will be required to produce a sustainable budget beyond 2017/18 and this may result in more job losses.
132. The economic regeneration of the town remains a key priority for the Council. The ability to work with partners to help stimulate the local economy will be seriously reduced following the reduction in our funding. However the Council established some limited reserves for economic development and for community safety as a means of ensuring the Council can continue to make a contribution to the regeneration of the town over the next few years these are being retained for use in 2017/18 and beyond.
133. The loss of government funding and public sector jobs along with the reduction in the Council's spending power could have a negative effect on the local economy.

### **Organisational Consequences**

134. There is a loss of a couple of posts and the organisation seeks to minimise the impact on Council services through efficiencies. There will inevitably be consequences from time to time as this process continues given the substantial savings the Council is required to make. The Council seeks to minimise the impact wherever possible.

#### **Anti-Poverty**

The Council took the decision to retain the Council Tax Support scheme in its existing form in December 2015 and hence help protect some of the more vulnerable households in the community.

#### **Equalities and Community Cohesiveness**

135. An impact assessment is included within the Corporate Plan to be presented to Cabinet and Council.

---

#### **Wards Affected**

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

---

#### **Policy Implications**

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

Equalities and Community Cohesiveness	Yes
Crime and Fear of Crime (Section 17)	No
Risk Management	Yes
Environmental Issues	No
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	Yes
Local People's Views	Yes
Anti-Poverty	Yes

---

### **Additional Information**

The Appendices and supporting documents are also available from the Council's website under the heading of Hastings Borough Council budget  
[http://www.hastings.gov.uk/decisions\\_democracy/transparency/budgets\\_finance/](http://www.hastings.gov.uk/decisions_democracy/transparency/budgets_finance/)

---

### **Officer to Contact**

Peter Grace  
pgrace@hastings.gov.uk  
01424 451503

# Budget - DRAFT 2016-2017

## Management Edition



# Appendices to Budget Report

## Contents:

Appendix A	REVENUE BUDGET SUMMARY
Appendix B	CAPITALISATION, INTEREST & CONTRIBUTIONS TO RESERVES
Appendix C	REVENUE BUDGET VARIATION ANALYSIS
Appendix D	CAPITAL PROGRAMME SUMMARY
Appendix E	CAPITAL PROGRAMME FINANCING STATEMENT
Appendix F	GOVERNMENT GRANT RESERVE
Appendix G	REVENUE BUDGET FORWARD PLAN
Appendix H	RESERVES
Appendix I	INFORMATION TECHNOLOGY RESERVE
Appendix J	RENEWAL AND REPAIRS RESERVE
Appendix K	PRIORITY, INCOME & EFFICIENCY REVIEW (PIER OUTCOMES)
Appendix K2	COUNCIL EFFICIENCIES AND EQUALITIES IMPACTS ASSESSMENTS SUMMARY
Appendix L	LAND DISPOSAL PROGRAMME
Appendix M	POSSIBLE REPORT TO FOLLOW
Appendix N	COUNCIL TAX (to follow)
Appendix O	FORESHORE TRUST BUDGET (to follow - to be determined in March)
Appendix P	REPORT ON PROPOSED NEW FACTORY UNIT, BRUNEL ROAD
Appendix Q	REVENUE BUDGET SUMMARIES
Appendix R	CAPITAL PROGRAMME



## **REVENUE BUDGET SUMMARY**

## **Appendix A**

	<b>2015-2016 Original Budget £</b>	<b>2015-2016 Revised Budget £</b>	<b>2016-2017 Estimate Budget £</b>
<b>Directorates</b>			
Corporate Resources	3,100,270	<b>2,776,000</b>	<b>3,020,824</b>
Operational Services	12,333,170	<b>13,119,409</b>	<b>12,296,189</b>
<b>Direct Service Expenditure</b>	<b>15,433,440</b>	<b>15,895,409</b>	<b>15,317,013</b>
Contingency Provision (incl. R&R Reserve)	<b>400,000</b>	<b>89,800</b>	<b>400,000</b>
<b>Total Service Expenditure</b>	<b>15,833,440</b>	<b>15,985,209</b>	<b>15,717,013</b>
Provision for the Repayment of Principal (MRP)	514,000	<b>511,419</b>	<b>519,642</b>
Net Interest (Earnings) / Payments	170,000	<b>121,000</b>	<b>218,000</b>
Contributions to Capital from Grant and Revenue (Appendix B)	636,000	<b>737,000</b>	<b>737,000</b>
Contributions to Reserves (e.g. R&R)	936,000	<b>816,000</b>	<b>996,000</b>
Use of Earmarked Reserves (see Appendix H)	(2,474,388)	<b>(2,358,800)</b>	<b>(2,187,712)</b>
<b>Net Council Expenditure</b>	<b>15,615,052</b>	<b>15,811,828</b>	<b>15,999,943</b>
Transfer from Transition Reserve	(429,499)	<b>(22,410)</b>	<b>(644,714)</b>
Transfer to/(from) Specific Reserve	(93,000)	<b>(119,000)</b>	<b>(308,000)</b>
Transfer to/(from) General Reserves	0		<b>0</b>
<b>Amount to be met from Grant and Collection Fund</b>	<b>15,092,553</b>	<b>15,670,418</b>	<b>15,047,229</b>
Funded by			
Government Grant - Revenue Support Grant	(3,657,674)	<b>(3,727,234)</b>	<b>(2,835,303)</b>
New Homes Bonus	(1,005,857)	<b>(1,005,857)</b>	<b>(1,387,912)</b>
New Homes Bonus Return Funding	(11,224)	<b>(11,224)</b>	<b>(8,404)</b>
NNDR (Surplus) / Deficit	816,409	<b>816,409</b>	<b>638,660</b>
Council Tax (Surplus) / Deficit	(250,026)	<b>(250,026)</b>	<b>(164,593)</b>
Disabled Facilities Grant	(666,004)	<b>(767,000)</b>	<b>(767,000)</b>
Housing Benefit Administration Grant	(800,124)	<b>(800,124)</b>	<b>(750,000)</b>
Efficiency Support Grant	(102,472)	<b>(102,472)</b>	<b>0</b>
Business Rates	(3,022,049)	<b>(3,219,327)</b>	<b>(3,059,860)</b>
Business Rates - Pooling	(79,500)	<b>(1,741)</b>	<b>(58,124)</b>
Business Rates - Section 31 Grant	(478,546)	<b>(766,336)</b>	<b>(605,868)</b>
Council Tax	(5,835,486)	<b>(5,835,486)</b>	<b>(6,048,825)</b>
<b>Total Funding</b>	<b>(15,092,553)</b>	<b>(15,670,418)</b>	<b>(15,047,229)</b>

**Appendix A (continued)**

**COUNCIL TAX**

<b><u>2015-2016</u></b>			<b><u>2016-2017</u></b>		
Total £	Band D £		Total £	Band D £	Increase %
15,092,553		Budget requirement	15,047,229		
(3,657,674)		Revenue Support Grant	(2,835,303)		
(102,472)		Efficiency Support Grant	0		
(1,005,857)		New Homes Bonus	(1,387,912)		
566,383		Collection Fund (Surplus) / Deficit	474,067		
(2,035,398)		Other non-ring fenced grants	(2,189,396)		
(3,022,049)		Retained Business Rates	(3,059,860)		
<b>5,835,486</b>	<b>240.33</b>	<b>Borough Council Tax</b>	<b>6,048,825</b>	<b>245.11</b>	1.99%
29,232,317	1,203.92	County Council Precept	30,895,780	1,251.96	3.99%
2,065,761	85.08	Fire Authority Precept	2,140,337	86.73	1.94%
3,493,352	143.87	Police and Crime Commissioner Precept	3,673,814	148.87	3.48%
<b>40,626,916</b>	<b>1,673.20</b>	<b>Total Council Tax</b>	<b>42,758,755</b>	<b>1,732.67</b>	3.55%
<b>24,281.00 Council Taxbase at Band D</b>			<b>24,678.00</b>		

TABLE OF COUNCIL TAX BANDS AND AMOUNTS :

<b>2015-2016</b>		<b>Relationship</b>	<b>East Sussex</b>	<b>Police and Crime</b>	<b>East Sussex</b>	<b>Hastings</b>	Total
<b>Amount</b>	<b>Band and Value *</b>	<b>to Band D</b>	<b>C.C.</b>	<b>Commissioner</b>	<b>Fire Authority</b>	<b>B.C.</b>	<b>Amount</b>
£1,115.49	A - up to £40,000	6 / 9	£834.64	£99.25	£57.82	£163.41	£ 1,155.12
£1,301.40	B - £40,001 up to £52,000	7 / 9	£973.75	£115.79	£67.46	£190.64	£ 1,347.64
£1,487.33	C - £52,001 up to £68,000	8 / 9	£1,112.85	£132.33	£77.09	£217.88	£ 1,540.15
£1,673.24	D - £68,001 up to £88,000	-	£1,251.96	£148.87	£86.73	£245.11	£ 1,732.67
£2,045.08	E - £88,001 up to £120,000	11 / 9	£1,530.17	£181.95	£106.00	£299.58	£ 2,117.70
£2,416.90	F - £120,001 up to £160,000	13 / 9	£1,808.39	£215.03	£125.28	£354.05	£ 2,502.75
£2,788.73	G - £160,001 up to £320,000	15 / 9	£2,086.60	£248.12	£144.55	£408.52	£ 2,887.79
£3,346.48	H - over £320,000	18 / 9	£2,503.92	£297.74	£173.46	£490.22	£ 3,465.34
42,724	Number of properties on Council Tax Banding List						43,008
£24,281.00	Each £1 of Council Tax at Band D will raise						£ 24,678

## Appendix A (continued)

### 1. BUSINESS RATES BASELINE

	Budget 2015-16 Amount £	Revised Budget 2015-16 Amount £	Budget 2016-17 Amount £
<b>Tariff Calculation</b>			
<b>Business Rates Baseline for HBC</b>	8,821,803	8,792,894	8,866,168
DCLG calculation of baseline funding level	3,495,559	3,466,670	3,495,559
<b>Tariff</b>	<b>5,326,244</b>	<b>5,326,224</b>	<b>5,370,609</b>
<b>Levy Percentage Calculation</b>			
Baseline Funding Level	3,495,559	3,466,670	3,495,559
Business Rates Baseline	8,821,803	8,792,894	8,866,168
<b>Levy Calculation</b>			
Business Rate Income (Adjusted)	9,140,070	8,799,858	9,098,663
~Less tariff		(5,326,224)	(5,370,609)
Adjusted HBC share		3,473,634	3,728,054
Baseline funding level		(3,466,670)	(3,495,559)
Business Rates Baseline	8,821,803		0
Growth	318,267	6,964	232,495
<b>Levy payable</b>	<b>159,134</b>	<b>3,482</b>	<b>116,248</b>
<b>Business Rates Collection</b>			
Retained Business Income for 2015/16	8,549,033	8,549,033	8,546,717
Difference between precept and collected		(34,669)	
less Tariff	(5,326,244)	(5,326,224)	(5,370,609)
less Levy	(159,134)	(3,482)	(116,248)
Retained rates (Hastings Borough Council)	3,063,655	3,184,658	3,059,860
Plus, Section 31 Grant	478,546	766,336	605,868
HBC Business Rate Income	3,542,201	3,950,994	3,665,728
<b>Safety Net Calculation</b>			
NDR Income for year (net of discounts /reliefs)	21,372,583	20,210,452	21,366,792
Add Discretionary reliefs	281,227	504,751	15,306
Add 50 % small business relief	1,196,365	1,272,898	1,257,581
Adjusted NNDR Income	22,850,175	21,988,101	22,639,679
40% share HBC	9,140,070	8,795,240	9,055,871
~Less tariff	(5,326,244)	(5,326,224)	(5,370,609)
Adjusted HBC share	3,813,826	3,469,016	3,685,262
Safety net Threshold (92.5% of Baseline Funding Level)	(3,233,392)	(3,206,670)	(3,233,392)
Excess over Safety Net	580,434	262,346	451,870
<b>Safety Net amount receivable</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 2. COLLECTION FUND

	2015-2016 Original Budget £	2015-2016 Revised Budget £	2016-2017 Estimate Budget £
Council Tax (Surplus)/ Deficit	(250,026)	(250,026)	(164,593)
Non Domestic Rates (Surplus)/ Deficit	816,409	816,409	638,660
<b>Total Collection Fund (Surplus)/ Deficit</b>	<b>566,383</b>	<b>566,383</b>	<b>474,067</b>

## **INTEREST, MINIMUM REVENUE PROVISION & CONTRIBUTIONS TO RESERVES**

## **Appendix B**

	2015-16 Original Budget £000's	2015-16 Revised Budget £000's	2016-17 Estimated Outturn £000's
Net Interest Payments	170	121	218
Contributions to Reserves	936	816	996
Minimum Revenue Provision (Statutory provision for principal repayment arising from borrowing requirement)	514	511	520
<b>Total</b>	<b>1,620</b>	<b>1,449</b>	<b>1,734</b>
<b>Interest</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Gross Interest Payable	542	514	572
Gross Interest Received	(258)	(286)	(249)
Income and expenditure in relation to investment properties	(74)	(69)	(67)
Fees	13	13	13
Other charges	(53)	(51)	(51)
	<b>170</b>	<b>121</b>	<b>218</b>
<b>Contributions to Capital Spend from Grant and Reserves</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Disabled Facilities Grant	636	737	737
	<b>636</b>	<b>737</b>	<b>737</b>
<b>Contributions to Reserves</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
IT Reserve	179	179	214
Government Grant Reserve	167	47	0
Section 106 Reserve	50	50	0
Transfer to Reserves re: LAMS	32	32	32
Transfer to Specific Reserve re: Selective Licensing	0	0	233
R&R General	420	420	420
R&R White Rock Theatre	80	80	80
R&R re: New Vehicles	8	8	8
First World War Reserve	0	0	9
	<b>936</b>	<b>816</b>	<b>996</b>
<b>Transfers to/ between Reserves</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Transfer from General Reserve to IT Reserve	0	0	0
Transfer to Transition Reserve from Capital Reserve	0	0	0
Transfer to Transition Reserve from General Reserve	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Income and Transfers</b>	<b>936</b>	<b>816</b>	<b>996</b>

**Corporate Services**

2014/15 ACTUAL	SERVICE	2015/16			2016/17	
		ORIGINAL BUDGET	REVISED BUDGET	2015/16 VARIANCE	ESTIMATED OUTTURN	2016/17 VARIANCE
£'000	<u>SUBJECTIVE SUMMARY FOR CORPORATE SERVICES AND GOVERNANCE</u>	£'000	£'000	£'000	£'000	£'000
5,440	Employees	5,830	5,826	(4)	6,144	315
1,579	Premises	1,967	1,991	24	1,633	(334)
61	Transport	62	52	(10)	51	(11)
2,132	Supplies and Services	2,471	2,295	(176)	2,163	(308)
10	Third Party Payments	0	0	0	0	0
52,007	Transfer Payments	52,428	52,550	122	52,500	72
9,357	Support Services	8,954	8,954	0	8,990	36
442	Capital Finances	0	0	0	0	0
<b>71,028</b>	<b>Expenditure</b>	<b>71,712</b>	<b>71,669</b>	<b>(44)</b>	<b>71,482</b>	<b>(230)</b>
(56,707)	Income	(57,131)	(57,295)	(163)	(56,827)	305
(11,653)	Recharges Out	(11,081)	(11,508)	(427)	(11,634)	(554)
<b>2,669</b>	<b>Net Expenditure</b>	<b>3,500</b>	<b>2,866</b>	<b>(634)</b>	<b>3,021</b>	<b>(479)</b>

**Operational Services**

2014/15 ACTUAL	SERVICE	2015/16			2016-17	
		ORIGINAL BUDGET	REVISED BUDGET	2015/16 VARIANCE	ESTIMATED OUTTURN	2016/17 VARIANCE
£'000	<u>SUBJECTIVE SUMMARY FOR OPERATIONAL SERVICES</u>	£'000	£'000	£'000	£'000	£'000
7,691	Employees	6,931	7,106	176	7,266	336
2,807	Premises	3,063	3,197	134	3,034	(30)
208	Transport	253	230	(23)	192	(61)
5,879	Supplies and Services	3,566	4,928	1,363	3,778	212
3,652	Third Party Payments	3,605	3,581	(24)	3,588	(17)
0	Transfer Payments	0	0	0	0	0
7,525	Support Services	6,957	6,827	(130)	6,962	4
6,492	Capital Finances	0	0	0	0	0
<b>34,255</b>	<b>Expenditure</b>	<b>24,374</b>	<b>25,870</b>	<b>1,495</b>	<b>24,819</b>	<b>444</b>
(9,624)	Income	(7,209)	(8,477)	(1,268)	(8,206)	(996)
(5,211)	Recharges Out	(4,832)	(4,273)	559	(4,317)	515
<b>19,420</b>	<b>Net Expenditure</b>	<b>12,333</b>	<b>13,119</b>	<b>786</b>	<b>12,296</b>	<b>(37)</b>

CAPITAL PROGRAMME SUMMARY

Net cost by Service

	Capital Costs					
	2015/16	2015/16	2016/17	2017/18	2018/19	Total over
	Original	Revised				Prog Period
	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Resources	1,202	1,599	1,525			3,124
Operational Services	2,151	1,739	1,489	155	148	3,531
	3,353	3,338	3,014	155	148	6,655

Net cost by Status

Committed Schemes	3,203	3,157	2,410	155	148	5,870
Uncommitted Schemes	150	135	279			414
New Schemes		46	325			371
	3,353	3,338	3,014	155	148	6,655

Gross cost of schemes analysed by service

Corporate Resources	1,202	1,599	1,525			3,124
Operational Services	4,003	4,487	3,069	3,288	965	11,809
Appendix E	5,205	6,086	4,594	3,288	965	14,933

Revenue Costs					
2015/16	2015/16	2016/17	2017/18	2018/19	Full
Original	Revised				Year
£'000	£'000	£'000	£'000	£'000	£'000
61	71	90	111	111	111
86	86	217	276	290	297
147	157	307	387	401	408

140	150	271	338	352	359
7	7	25	38	38	38
		11	11	11	11
171	157	307	387	401	408

**CAPITAL PROGRAMME FINANCING STATEMENT****Appendix E**

	2015/16	2015/16 Revised	2016/17	2017/18	2018/19	Total over life of Programme
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Spending</b>						
<b>Capital Spending</b>						
Total Gross Spend (Appendix D)	5,205	6,086	4,594	3,288	965	14,933
Assumed Slippage	0	0	0	0	0	0
Funding from other HBC sources	0	421	47	0	0	468
Capital Grants and Contributions Received	(1,852)	(2,748)	(1,580)	(3,133)	(817)	(8,278)
<b>Capital Requirement</b>	<b>3,353</b>	<b>3,759</b>	<b>3,061</b>	<b>155</b>	<b>148</b>	<b>7,123</b>
<b>Financing available</b>						
New Capital receipts in year	482	1,204	530	4,322	50	6,106
Bfwd Capital Receipts	0	713	0	265	4,502	0
Total	482	1,917	530	4,587	4,552	11,588
<b>Finance Used</b>						
Capital Reserve / Revenue/R&R reserve	946	1,182	396	70	63	1,711
Capital Receipts used from asset sales	482	1,917	265	85	85	2,352
Capital receipts from prior years	0	0	0	0	0	0
<b>Total Financing available from internal resources</b>	<b>1,428</b>	<b>3,099</b>	<b>661</b>	<b>155</b>	<b>148</b>	<b>4,063</b>
<b>Remaining Financing Requirement</b>	<b>1,925</b>	<b>660</b>	<b>2,400</b>	<b>0</b>	<b>0</b>	<b>7,323</b>
<b>Net Interest Cost of the Capital Programme</b>						
Minimum Revenue Provision (MRP) based on Net Capital	48	11	63	104	104	283
Financing Requirement over the Programme Period	2	0	15	67	67	149
<b>Summary: Financial Implications of the Capital Programme:</b>						
Interest & MRP	50	11	78	171	171	432
Other Revenue Costs / (Savings)	0	0	0	0	0	0
<b>Total additional costs</b>	<b>50</b>	<b>11</b>	<b>78</b>	<b>171</b>	<b>171</b>	<b>432</b>

## Government Grant Reserves

## Appendix F

Cost Centre	Description	Holding account	Balance b/f 1 April 2015 £ 000's	Income & Transfers £ 000's	Expenditure & Transfers £ 000's	Balance c/f 31 March 2016 £ 000's	Income & Transfers £ 000's	Expenditure & Transfers £ 000's	Balance c/f 31 March 2017 £ 000's
1055	DCE-Revenues Division	X394	(332)	0	0	(332)	0	30	(302)
1054	New Burdens	X896	(10)	0	0	(10)	0	0	(10)
1945	Getting Hastings Ready	X406	(56)	0	0	(56)	0	32	(24)
1985	Coastal Change Pathfinders	X396	(25)	0	0	(25)	0	0	(25)
1988	FLAG	X407	0	0	0	0	0	0	0
4137	Land Auction Pilot	X409	(59)	0	22	(37)	0	22	(15)
4138	Preventing Repossessions	X408	0	0	0	0	0	0	0
5107	Tobacco control	X368	(8)	0	8	0	0	0	0
6000	Museums & Art Galleries	X083	0	0	0	0	0	0	0
6009	Exhibitions museums - K990	X052	(1)	0	1	0	0	0	0
6301	Parks & Gardens - K990	X096	(65)	0	60	(5)	0	5	(0)
6652	British Heart Foundation Project	X371	0	0	0	0	0	0	0
6657	Active Hastings	X094	(72)	0	38	(34)	0	34	0
6666	PCT play grant	X376	(4)	0	0	(4)	0	4	0
6667	Play Pathfinder	X375	(4)	0	4	(0)	0	0	(0)
6669	Active Women	X377	0	0	0	0	0	0	0
6651	Street Games	X065	(50)	0	14	(36)	0	36	(0)
1927/45	East Sussex Arts Partnership	X036	(5)	0	0	(5)	0	0	(5)
6675	Sports for All	X550	(9)	0	4	(5)	0	0	(5)
6508	Countryside Stewardship	X321	(52)	0	18	(34)	0	5	(29)
6640	Opening Doors - Sport England	NEW	0	(47)	13	(34)	0	2	(32)
Total			(753)	(47)	182	(618)	0	170	(448)



# Revenue Budget Forward Plan

## Appendix G

Ref		<u>2015-16</u> <u>£000's</u>	<u>2016-17</u> <u>£000's</u>		<u>2017-18</u> <u>£000's</u>	<u>2018-19</u> <u>£000's</u>
		<u>Revised</u> <u>Budget</u>	<u>Budget</u>	<u>Forward</u> <u>Inflation</u> <u>assumption</u>	<u>Projection</u>	<u>Projection</u>
1	<b>Net Service Expenditure</b>	15,895	15,317	2.00%	15,703	16,097
2	Pension Fund - Employers Contribution Increase				100	100
3	Election Costs (bi-annually)				0	70
4	Apprenticeship Levy(0.5%)				50	50
5	Waste and Parking Team - temp Post				(8)	(8)
6	Profile of R&R spend				(372)	(372)
7	Income - Sport centres - Bowling Club				(19)	(19)
8	Add back govt grant reserve funded items				(138)	(138)
9	Council Tax Exemption - Class C				(45)	(45)
10	PIER savings - various				(18)	(36)
11	PIER -Digital by Design				(162)	(162)
12	Add back Pier Legal Fees				(100)	(100)
13	Social Lettings - break even point				(59)	(59)
14	Fees and Charges				(60)	(120)
15	Clinical commissioning group - profile				(315)	(315)
16	Benefit Administration Grant - offsetting savings				(150)	(250)
17	Invest to Save -profile				(249)	(249)
18	Pebsham Landfill Site income				25	25
19	Loans - Discounts and Premia				32	51
20	Contingency Provision	90	400		400	400
21	Interest Payments (net of earnings)	121	218		218	218
22	Contributions to Capital from grant and reserves	737	737		737	737
23	Minimum Revenue Provision	511	520		566	560
24	Contribution to Reserves	816	996		996	996
25	Net Use of Earmarked Reserves	(2,359)	(2,188)		(1,082)	(1,082)
26	<b>Net Council Expenditure</b>	<b>15,812</b>	<b>16,000</b>		<b>16,050</b>	<b>16,349</b>
27	Taxbase	24,281	24,678	0.20%	24,727	24,776
28	Council Tax	1.99%	240.33	1.99%	249.99	254.96
29	<b>From Collection Fund - Council Tax</b>	(5,835)	(6,049)		(6,181)	(6,317)
30	<b>From Collection Fund - Business Rates</b>	(3,219)	(3,060)		(3,145)	(3,210)
31	<b>Revenue Support Grant</b>	(3,727)	(2,835)		(2,038)	(1,542)
32	<b>Efficiency Support Grant</b>	(102)	0		0	0
33	<b>New Homes Bonus</b>	(1,006)	(1,388)		(1,203)	(901)
34	<b>New Homes Bonus return funding</b>	(11)	(8)		0	0
35	<b>Disabled Facilities Grant</b>	(767)	(767)		(767)	(767)
36	<b>Housing Benefit Admin Grant</b>	(800)	(750)		(600)	(500)
37	<b>NNDR (Surplus) / Deficit</b>	816	639		0	0
38	<b>NNDR Pooling</b>	(2)	(58)		(50)	(53)
39	<b>Business Rates Section 31 Grant</b>	(766)	(606)		(616)	(628)
40	<b>Council Tax Surplus</b>	(250)	(165)		0	0
41	<b>Contribution To General Fund</b>	<b>(15,670)</b>	<b>(15,048)</b>		<b>(14,600)</b>	<b>(13,918)</b>
42	<b>Funding Shortfall / (surplus)</b>	<b>141</b>	<b>952</b>		<b>1,450</b>	<b>2,431</b>
43	<b>Use of General Reserve</b>					
44	<b>Use of General Reserve</b>					
45	<b>Use of Transition Reserve</b>					
46	<b>Use of Resilience and Stability Reserve</b>					
47	<b>Use of Community Safety Reserve</b>					
48	<b>Use of Economic Development Reserve</b>					
49	<b>Net Funding Shortfall / (Surplus)</b>	<b>0</b>	<b>(0)</b>		<b>500</b>	<b>1,481</b>

**RESERVES****Appendix H**

	Balance at 1 April 2015 £'000	Income & Transfers £'000	Expenditure & Transfers £'000	Balance at 31 Mar 2016 £'000	Income & Transfers £'000	Expenditure & Transfers £'000	Balance at 31 Mar 2016 £'000
General Reserve	(7,115)	(60)	119	<b>(7,056)</b>	(102)	8	<b>(7,150)</b>
Capital Reserve	(1,468)		912	<b>(556)</b>		220	<b>(336)</b>
<b>Earmarked Reserves</b>	0						
Renewal and Repairs Reserve	(1,757)	(508)	710	<b>(1,555)</b>	(508)	880	<b>(1,183)</b>
Risk Management Reserve	(360)	0	20	<b>(340)</b>	0	20	<b>(320)</b>
Information Technology Reserve	(281)	(179)	267	<b>(193)</b>	(214)	333	<b>(74)</b>
On-Street Car Parking Surplus Reserve	(84)	0	62	<b>(23)</b>	0	23	<b>0</b>
s106 reserve	(623)	(50)	142	<b>(531)</b>	0	109	<b>(422)</b>
VAT reserve	(269)	0	25	<b>(244)</b>	0	214	<b>(30)</b>
Government Grant Reserve	(753)	(47)	182	<b>(618)</b>	0	170	<b>(448)</b>
Monuments in perpetuity	(52)	0	5	<b>(47)</b>	0	5	<b>(42)</b>
Ore Valley Reserve	(302)	0	52	<b>(250)</b>	0	0	<b>(250)</b>
Mortgage reserve (LAMS)	(93)	(32)	0	<b>(125)</b>	(32)	0	<b>(157)</b>
Resilience and Stability Reserve	(600)	0	300	<b>(300)</b>	0	0	<b>(300)</b>
Transition Reserve	(2,222)	0	22	<b>(2,200)</b>	0	645	<b>(1,555)</b>
Redundancy Reserve	(648)	0	0	<b>(648)</b>	0	225	<b>(423)</b>
Community Safety Reserve	(350)	0	0	<b>(350)</b>	0	0	<b>(350)</b>
Economic Development Reserve	(504)	0	0	<b>(504)</b>	0	1	<b>(503)</b>
Land Charges Claim	(140)	0	140	<b>0</b>	0	0	<b>0</b>
Safer Hastings Partnership	(48)	0	26	<b>(22)</b>	0	0	<b>(22)</b>
Parks and Gardens Special Maint Project	(10)	0	0	<b>(10)</b>	0	0	<b>(10)</b>
Bathing Water Project	(59)	0	59	<b>0</b>	0	0	<b>0</b>
First World War Project	(10)	0	10	<b>0</b>	(9)	0	<b>(9)</b>
Coastal Communities Grant Reserve	(10)	0	10	<b>0</b>	0	0	<b>0</b>
Invest to save and efficiency reserve	(748)	0	499	<b>(249)</b>	0	249	<b>1</b>
Clinical Commissioning Group	(602)	0	287	<b>(315)</b>	0	315	<b>0</b>
Young Peoples Council	(20)	0	12	<b>(8)</b>	0	8	<b>0</b>
Carry-forward reserve	(535)	0	535	<b>0</b>	0	0	<b>0</b>
Selective Licensing Reserve	0	0	0	<b>0</b>	(233)	102	<b>(131)</b>
Revenue Hardship Fund	0	(80)	0	<b>(80)</b>			<b>(80)</b>
	<b>(19,661)</b>	<b>(956)</b>	<b>4,396</b>	<b>(16,221)</b>	<b>(1,098)</b>	<b>3,527</b>	<b>(13,792)</b>

**RESERVES****Appendix H****EXPENDITURE FUNDED BY USE OF RESERVES**

	2015-16 Original £	2015-16 Revised £	2016-17 Estimate £
<b>General Reserve</b>			
Reprofile Local Development Framework	(78,000)		
Selective Licencing Reserve	0	(102,000)	
Image Raising Campaign	(5,000)	(5,000)	0
Youth Activities	(10,000)	(12,000)	(8,000)
Selective Licensing Reserve			
Total transfers **	(93,000)	(119,000)	(8,000)
<b>Transfers between Reserves</b>			
Land Charges Reserve to Revenue Hardship Fund	0	80,000	0
Land Charges Reserve to General Reserve		60,000	
Selective Licensing Reserve to General Reserve			102,000
	0	140,000	102,000
<b>Carry forward Reserve</b>			
Carried forward		(535,000)	
		(535,000)	
<b>Capital Reserve</b>			
2016 - 950th Anniversary (£330k in total over 3 years)	(61,400)	(130,800)	(84,979)
Pier -capital	(60,000)	(60,000)	0
Various Capital Expenditure to be Financed	(373,000)	(701,000)	(65,000)
CPO - Empty Homes Strategy -capital	(70,000)	(20,000)	(70,000)
	(564,400)	(911,800)	(219,979)
<b>VAT reserve</b>			
Castle Capital Scheme	£ 0	£ (25,000)	£ (214,000)
	0	(25,000)	(214,000)
Cost Centre	£	£	£
<b>Economic Development Reserve</b>			
Employability	1999	(33,900) 0	(1)
		(33,900) 0	(1)
<b>Renewal &amp; Repairs Reserve</b>			
(per programme of works - Appendix J)	(624,500)	(607,040)	(780,100)
Capital	0	(65,000)	0
Vehicles	(36,000)	(36,000)	0
Contingency	(100,000)	(1,500)	(100,000)
	(760,500)	(709,540)	(880,100)
<b>Transition Reserve</b>			
Transfer to General Fund	0	(22,410)	(644,714)
<b>Resilience and Stability Reserve</b>			
	0	0	(300,000)
<b>Information Technology Reserve</b>			
(per programme of works - Appendix I)	(308,745)	(267,000)	(333,000)
	(308,745)	(267,000)	(333,000)
<b>Invest to Save &amp; Efficiency Reserve</b>			
Transfer to general Fund	(663,782)	(289,220)	(249,151)
Transfer to Capital Reserve	0	(210,000)	0
	(663,782)	(499,220)	(249,151)
<b>Redundancy Reserve</b>			
Transfer to general fund	(225,000)	0	(225,000)
	(225,000)	0	(225,000)
<b>Land Charges Reserve</b>			
Land Charges Reserve to Revenue Hardship Fund	0	(80,000)	0
Land Charges Reserve to General Reserve	0	(60,000)	0
	0	(140,000)	0

**RESERVES****Appendix H****Earmarked Reserves**

2015-16

2015-16

2016-17

Original

Revised

Estimate

**Government Grant Reserve**

capital

(further details - Appendix M)

various

(310,000)

(182,000)

(170,000)

(310,000)

(182,000)

(170,000)

**Monuments in Perpetuity**

capital

Revenue

3102

(5,000)

(5,000)

(5,000)

(5,000)

(5,000)

(5,000)

**s106 Reserve**

Capital

Revenue

various

(40,000)

(90,000)

(47,000)

(44,100)

(52,480)

(62,000)

(84,100)

(142,480)

(109,000)

**On-Street Car Parking Surplus Reserve**

Bus Shelter improvements

1501

(33,461)

(21,750)

(22,770)

Public Realm / Carpark Signage

1504

(33,461)

(40,000)

0

(33,461)

(61,750)

(22,770)

**Risk Management Reserve**

Risk Management Schemes

5299

(20,000)

(20,000)

(20,000)

(20,000)

(20,000)

(20,000)

**Ore Valley Reserve**

Ore Valley - Capital

(52,000)

0

0

(52,000)

0

**Safer Hastings partnership**

Safer Hastings Partnership

(25,500)

0

(25,500)

0

**Clinical Commissioning Group**

Housing NHS CCG

Lets Get Moving

0

(254,550)

(298,210)

0

(32,760)

(16,480)

0

(287,310)

(314,690)

**First World War Reserve**

(8,500)

(10,000)

0

(8,500)

(10,000)

0

**Total use of earmarked and capital reserves \***

(3,017,388)

(3,875,010)

(3,613,405)

Revenue use of earmarked reserves

(2,474,388)

(2,358,800)

(2,187,712)

Transfers between Reserves

0

(140,000)

0

Capital use of earmarked reserves

(543,000)

(1,353,800)

(480,979)

Transition Reserve and Stability Reserve

0

(22,410)

(944,714)

Total Expenditure &amp; Transfers (less General Reserve Use)

(3,110,388)

(3,994,010)

(3,621,405)

<b>INFORMATION TECHNOLOGY RESERVE</b>		<b>Appendix I</b>		
	<b>2015-16</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
	<b>Original</b>	<b>Revised</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>OPENING BALANCE :</b>				
BALANCE B/FWD. AT 1 APRIL	<b>281</b>	<b>281</b>	<b>193</b>	<b>74</b>
<b>EXPENDITURE :</b>				
CORPORATE NETWORK		11		
AGGRESSO UPGRADE	24		24	
GOVCONNECT	4	9	4	4
MICROSOFT LICENSING FOR TEST ENVIRONMENT	19	12		
RESILIENCE IMPROVMENTS	50	37	25	
ONLINE ENVIRONMENTAL HEALTH LICENSING REGISTERS AND CONSULATATION		2		
CASH RECEIPTING SYSTEMS UPGRADE - AIM V9		9		
ANTI VIRUS			25	
SCANNING AND ARCHIVING PHASE 2	20	0	20	
PLANNING SYSTEM EDRMS UPGRADES		15		
EMAIL ARCHIVING	20		20	
INCREASE STORAGE	12			
SERVICE REVIEW EFFICIENCY PROJECTS	49	0	65	95
PC HARDWARE AND SOFTWARE	80	80	115	115
JD PROJECT MANAGEMENT		3		
AH REFURBISHMENT	31	37		
ROOM BOOKING SYTEM		23		
SERVER ROOM ELECTRICS		14	35	
SERVER DATA CABLING		15		
	<b>309</b>	<b>267</b>	<b>333</b>	<b>214</b>
<b>INCOME :</b>				
CONTRIBUTIONS TO RESERVE - FROM GENERAL FUND	<b>179</b>	<b>179</b>	<b>214</b>	<b>214</b>
ADDITONAL CONTRIBUTIONS TO RESERVE - FROM GENERAL FUND				
<b>CLOSING BALANCE :</b>				
BALANCE IN-HAND C/FWD. AT 31 MARCH	<b>151</b>	<b>193</b>	<b>74</b>	<b>74</b>

**RENEWAL AND REPAIRS RESERVE****APPENDIX J**

2014-15		2015-16 ORIGINAL BUDGET £	2015-16 REVISED BUDGET £	2016-17 ESTIMATED BUDGET £
Actual £				
<b><u>OPENING BALANCE:</u></b>				
1,852,770	BALANCE BROUGHT FORWARD	1,600,930	1,756,712	1,555,172
<b><u>INCOME:</u></b>				
508,000	CONTRIBUTIONS TO RESERVE - GENERAL	508,000	508,000	508,000
508,000		508,000	508,000	508,000
<b><u>EXPENDITURE:</u></b>				
223,119	PROGRAMMED REPAIRS AND REDECORATIONS	301,500	291,040	280,100
350,939	OTHER REPAIRS & RENEWALS	323,000	316,000	500,000
574,058	SUB TOTAL	624,500	607,040	780,100
30,000	CAPITAL EXPENDITURE FUNDED FROM RESERVES	0	65,000	0
0	VEHICLES	36,000	36,000	0
0	PROVISION FOR UNEXPECTED ITEMS	100,000	1,500	100,000
604,058		760,500	709,540	880,100
<b><u>CLOSING BALANCE:</u></b>				
1,756,712	BALANCE CARRIED FORWARD	1,348,430	1,555,172	1,183,072

		PROGRAMMED REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE							Appendix J (Cont)
				2015-2016	2015-2016	2016-2017	2017-2018	2018-2019	
cost centre	new reference	PROPERTY	DESCRIPTION OF WORK	Original Budget	Revised Budget	ESTIMATE	ESTIMATE	ESTIMATE	
				£	£	£	£	£	
1151	PR001	TOWN HALL	Internal / External redecs & repairs	4,000	17,000	50,000	20,000	20,000	
1160	PR047 (OR216)	ALL BUILDINGS - ASBESTOS	Asbestos surveys and re-inspections	2,000	2,000	2,000	2,000	2,000	
1160	PR048	ALL BUILDINGS - ASBESTOS	Works arising out of asbestos inspections	1,000	1,000	1,000	1,000	1,000	
1160	PR049 (OR217)	ALL BUILDINGS - FIRE RISK	Fire risk assessments & works arising	3,000	3,000	12,000	6,000	6,000	
1160	PR051 (OR238)	ALL BUILDINGS - AIR CONDITIONING	AC energy efficiency certification (every 3 years)	7,000	3,600	7,000	4,000	4,000	
1160	PR052 (OR239)	ALL BUILDINGS - ENERGY CERTIFICATION	Annual Display Energy Certs for major bldgs	2,000	1,000	2,000	1,000	1,000	
1160	PR54 (OR240)	ALL BUILDINGS - LEGIONELLA RISK	Automated checks & monitoring inc hygiene assess	36,000	38,000	39,000	39,000	20,000	
1160	PR55 (OR225)	ALL BUILDINGS - ELECTRICAL TESTING	routine cyclical testing & works arising	6,000	6,000	6,000	6,000	6,000	
1160	PR57(OR241)	ALL BUILDINGS - SAFETY ANCHORS	Annual testing of access safety anchors	2,000	1,600	1,600	1,600	1,600	
1160	PR58(OR242)	ALL BUILDINGS - AUTOMATIC DOORS	Annual maintenance routine	500	440	500	500	500	
2404	PR008	BANK BUILDINGS	External redecs.	0	0	6,000	0	0	
2201	PR009	MICRO UNIT FACTORIES	External redecs	0	0	5,000	0	0	
2201	PR037	FACTORY UNITS	External redecs/roof repairs to empty units	29,000	29,000	30,000	30,000	30,000	
2404	PR036	FAIRLIGHT PLACE FARM COTTAGES & FLAT	External redecs.	0	0	0	4,000	4,000	
2404	PR041	OTHER BUILDINGS (ESTATES MISC.)	Essential upgrades/repairs.	9,000	9,000	10,000	10,000	10,000	
2502	PR023	WEST HILL CLIFF RAILWAYS	Redecorations & repairs	5,000	5,000	12,000	5,000	5,000	
2502	PR024	EAST HILL CLIFF RAILWAYS	Redecorations & repairs	5,000	5,000	6,000	5,000	5,000	
2640	PR034	FALAISE SPORTS CENTRE	External redecorations.	0	0	0	25,000	0	
3102	PR013	CREMATORIUM	Internal / External redecorations.	0	0	5,000	0	0	
3102	PR014	CREMATORIUM - CREMATORS	Rebrickng / rehearthng of cremators	90,000	100,000	0	20,000	20,000	
3102	PR52	CEMETERY and PARKS	Path health & safety repairs	10,000	10,000	25,000	25,000	25,000	
5241	OR210	FRONT LINE	Concrete health & safety inspection & testing	30,000	26,000	6,000	6,000	6,000	

		PROGRAMMED REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE							Appendix J (Cont)
				2015-2016	2015-2016	2016-2017	2017-2018	2018-2019	
cost centre	new reference	PROPERTY	DESCRIPTION OF WORK	Original Budget	Revised Budget	ESTIMATE	ESTIMATE	ESTIMATE	
				£	£	£	£	£	
5241	OR255	FRONT LINE	Concrete health & safety repair works	25,000	0	10,000	10,000	10,000	
5241	PR025	FRONT LINE	Alcoves, seating, bottle alley - repairs/redecs	9,000	8,000	10,000	9,000	9,000	
6005	PR029	FISHERMENS MUSEUM	External redecs/stonework pointing	0	0	2,000	0	0	
6100	PR033	SUMMERFIELDS SPORTS CENTRE	External redecs	4,000	4,000	5,000	5,000	5,000	
6301	PR026	SPORTS PAVILIONS	Int/ext redecs.	10,000	10,000	10,000	10,000	10,000	
6301	PR044	ALEXANDRA PARK RAILINGS	Phased railing redecorations	5,000	8,100	10,000	5,000	5,000	
6301	PR046	ST. LEONARDS GARDENS	Lodge - re-decorations	0	0	0	10,000	0	
6303	PR027	HASTINGS COUNTRY PARK - OPERATIONAL	Int/ext redecs.	0	0	5,000	0	0	
5207	PR030	HASTINGS STATION - FISHING BOAT FEATU	Repairs / redecs	0	0	2,000	0	0	
5237	PR031	TOWN CENTRE UNDERPASS	Decoration	7,000	3,300	0	0	0	
		Total of Programmed work		301,500	291,040	280,100	260,100	206,100	



	OTHER REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE					Appendix J (con't)	
			2015-2016	2015-2016	2016-2017	2017-2018	2018-2019
cost centre	PROPERTY	DESCRIPTION OF WORK	Original	Revised Budget	ESTIMATE	ESTIMATE	ESTIMATE
			£	£	£	£	£
1151	TOWN HALL LIGHTNING PROTECTION		20,000	21,000	0	0	0
1300	CARLISLE CP	Redecorations	40,000	0	40,000	0	0
2201	THEAKLEN DRIVE ROOFS	Roof re-coating	0	8,000	0	50,000	0
2502	EAST HILL LIFT LOWER STATION	Roof replacement	18,000	0	0	18,000	0
2510	THE CASTLE	Repair works	0	0	5,000	0	0
2601	WHITE ROCK THEATRE	General repair contributions	20,000	20,000	0	20,000	20,000
2601	WHITE ROCK THEATRE	Automation of stage flying system	0	0	0	100,000	0
6000	JOHNS PLACE MUSEUM	Repairs, H & S upgrades	20,000	20,000	0	0	0
6301	CLIFF REPAIR SURVEY	Sextennial survey	0	13,000	0	7,000	0
6301	ALEXANDRA PARK DEPOT	Culvert strengthening work	0	7,000	0	0	0
6301	HOCKEY PAVILLION, BEXHILL ROAD	Demolition	40,000	32,000	0	0	0
6503	HASTINGS COUNTRY PARK - TACKLEWAY WALL	Health & safety repairs and repointing	0	0	1,000	0	0
1300	PIER UNDERGROUND CAR PARK	Redecs and gates	20,000	36,500	0	0	0
2404	STABLE FLAT AT FAIRLIGHT	Re-pointing	4,000	4,000	0	0	0
6301	TILEKILN ACCESS ROAD	Improvements	12,000	12,000	0	0	0

	OTHER REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE					Appendix J (con't)	
			2015-2016	2015-2016	2016-2017	2017-2018	2018-2019
cost centre	PROPERTY	DESCRIPTION OF WORK	Original	Revised Budget	ESTIMATE	ESTIMATE	ESTIMATE
			£	£	£	£	£
6301	RECREATIONAL GROUNDS	Emergency lighting upgrade	4,000	4,000	0	0	0
6503	COUNTRY PARK	Access for all trail path resurfacing	25,000	25,000	0	0	0
6308	BATHING WATER QUALITY		50,000	50,000	0	0	0
6100	INDOOR BOWLS CENTRE	DDA works	50,000	0	50,000	0	0
6301	ROCK A NORE CLIFFS	Rock a Nore Cliff Works	0	45,000	0	0	0
5236	STREET LIGHTS	White Rock Promenade Improvements	0	14,500	0	0	0
2502	WEST HILL LIFT	Former Ice House historic fabric and environmental surveys and support works	0	4,000	1,000	0	0
6100	SUMMERFIELDS LEISURE CENTRE	Landlord obligation - replacement of existing cold water storage tank following receipt of poor tank condition report	0	0	20,000	0	0
6100	SUMMERFIELDS LEISURE CENTRE	Landlord obligation - progressive replacement of existing swimming pool filtration plant	0	0	20,000	0	0
2640	FALAISE FITNESS CENTRE	Landlord obligation - replacement of entrance doors and ornamation of internal lobby.	0	0	16,000	0	0
2601	WHITE ROCK THEATRE	Replacement heating boilers	0	0	40,000	40,000	0
6000	JOHNS PLACE MUSEUM	Essential stoneworks repairs - Phase1	0	0	40,000	0	0
3102	CEMETERY AND CREMATORIUM OFFICES	Exterior Stonework Repairs	0	0	10,000	10,000	0
2404	3 PLACE FARM COTTAGES, FAIRLIGHT	Energy efficiency improvements	0	0	17,000	0	0
6100	INDOOR BOWLS CENTRE	External Works	0	0	30,000	0	0
2201	1-5 MAUNSELL ROAD, INDUSTRIAL UNITS	Overcoating of profiled steel roof sheeting to extend life.	0	0	10,000	0	0
6301	CLIFFS	Cliff Repairs	0	0	200,000	200,000	0
	Total of Other Work		323,000	316,000	500,000	445,000	20,000

**PIER Outcomes****Appendix K**

	<b>Cost centre</b>	<b>Account</b>	<b><u>2016-17</u></b> £'000	<b><u>2017-18</u></b> £'000	<b><u>2018-19</u></b> £'000
<b>Cross cutting</b>					
Digital by Design			(62)	(235)	(235)
Management Restructure			(100)	(100)	(100)
			<b>(162)</b>	<b>(335)</b>	<b>(335)</b>
<b><u>Corporate Services and Governance</u></b>					
			<b><u>2016-17</u></b> £'000	<b><u>2017-18</u></b> £'000	<b><u>2018-19</u></b> £'000
<i>Financial Services</i>					
Revenues	1055	A150	(50)	(50)	(50)
		Total	(50)	(50)	(50)
<i>Corporate Services</i>					
POD/Facilities restructure	1020 /1027 /1031	A150	(18)	(18)	(18)
		Total	(18)	(18)	(18)
			<b>(68)</b>	<b>(68)</b>	<b>(68)</b>
<b><u>Operational Services</u></b>					
			<b><u>2016-17</u></b> £'000	<b><u>2017-18</u></b> £'000	<b><u>2018-19</u></b> £'000
<i>Environmental Health, Waste and Parking</i>					
Garden Waste	3411	K120	(27)	(27)	(27)
Public Conveniences	3033	B500	(25)	(25)	(25)
Recycling officer	1074	A150	(30)	(30)	(30)
		Total	(82)	(82)	(82)
<i>Amenities, Resorts and Leisure</i>					
Grounds maintenance	Various	B025	(100)	(100)	(100)
		Total	(100)	(100)	(100)
<i>Marketing and Communications</i>					
Civic and Ceremonial	5507	D001/C300	(7)	(7)	(7)
		Total	(7)	(7)	(7)
<i>Housing and Planning</i>					
Conservation	1607	A150	(22)	(22)	(22)
		Total	(22)	(22)	(22)
<i>Regeneration and Planning Policy</i>					
Planning Policy			(10)	(10)	(10)
Community Partnership Funding	5120	D511	(20)	(38)	(56)
		Total	(30)	(48)	(66)
			<b>(241)</b>	<b>(259)</b>	<b>(277)</b>
	Total		<b>(471)</b>	<b>(662)</b>	<b>(680)</b>

**Hastings Borough Council Efficiencies, Income, and Savings Proposals for 2016/17 and 2017/18  
and Equalities Impacts Assessments Summary**

Activity	Efficiency, Income or Savings Proposals & Changes for 2016/17	Savings		Likelihood of negative impact on equalities Low/Medium/High
		2016/17	2017/18	
Digital by Design	Implementation of Digital by Design Transformation Programme - will review services to streamline processes and introduce automation and customer self-service. Savings from 16/17 will come from supplies and services savings. Achievement of the remainder of the savings will involve business process mapping to identify efficiencies that can be achieved from use of technology or new working practices. <b>Staffing implications: TBD</b>	62,000	235,000	<b>Low</b> – the programme is being designed and delivered recognising the potential for social exclusion, therefore alternative contact mechanisms will be maintained for those who cannot engage digitally with the council.  An Overview and Scrutiny Review of Digital Inclusion is being carried out in parallel with this work stream and will report in late 2015/16.
Management Restructure	The savings were achieved as part of the Senior Management Restructure undertaken in early 2015/16. There are no further staffing implications.	100,000	100,000	<b>Low</b> – unlikely to impact disproportionately on any equality groups.
Garden Waste	Increase fees by £5 in 2016/17 to £50	27,000	27,000	<b>Low</b> unlikely to impact disproportionately on any equality groups.
Public Conveniences	Closure of Cross Street and cessation of cleaning and maintenance of allotment toilets: Torfield, Pauls field and Choice Allotments.	25,000	25,000	<b>Low</b> unlikely to impact disproportionately on any equality groups.
Recycling officer	The vacant Recycling Officer post to be deleted. <b>Staffing implication: 1 FTE</b>	30,000	30,000	<b>Low</b> – unlikely to impact disproportionately on any equality groups.
Grounds maintenance	The required savings of £100,000 were identified during 15/16 and these have resulted in the redundancy of one post and the TUPE of another post to the Council's Grounds Maintenance Contractor earlier this year. <b>Staffing implication: 1 FTE</b>	100,000	100,000	<b>Low</b> – unlikely to impact disproportionately on any equality groups.

**Hastings Borough Council Efficiencies, Income, and Savings Proposals for 2016/17 and 2017/18  
and Equalities Impacts Assessments Summary**

Revenues	Expenditure budget reduced to match reduction in grant funding. Future year reductions will match reductions in Benefit Administration Grant following Universal Credit introduction. <b>Staffing implication: Not applicable</b>	50,000	50,000	<b>Low</b> – efficiencies are continually being implemented to ensure quality service delivery is maintained
People and Business Support	Following the re-structure in early 2015/16 which created the new business support team, further savings were required to be achieved once the accommodation refurbishment project was completed. Savings will be achieved from vacant posts. <b>Staffing implications: 1 FTE</b>	18,000	18,000	<b>Low</b> – unlikely to impact disproportionately on any equality groups.
Service and Ceremonial	Reduction in mayoral expenses e.g. car hire, and new sponsorship arrangement for mayoral car.	7,000	7,000	<b>Low</b> – unlikely to impact disproportionately on any equality groups.
Conservation	Savings achieved from professional services.	22,000	22,000	<b>Low</b> – unlikely to impact disproportionately on any equality groups.
Planning Policy	Savings achieved by no longer sending letters to households regarding planning applications in their local area. Residents are able to register to receive email alerts for nominated areas.	10,000	10,000	<b>Low</b> – unlikely to impact disproportionately on any equality groups – alternative means of notification are available
Community Partnership Funding	Reduce the budget available to commission activity from the voluntary and community sector in line with the Council's own revenue spending power reduction as calculated by Government.	18,000	36,000	<b>Medium</b> - may impact adversely/ disproportionately on groups working with equality groups - see full explanation below*

\*The Council is committed to minimising the impact of the budget cuts on the provision of services supported by its CPF programme and has set an indicative budget level taking into account the overall in the Council's resources. The proposed allocations (agreed in Dec 2014) are based on

**Hastings Borough Council Efficiencies, Income, and Savings Proposals for 2016/17 and 2017/18  
and Equalities Impacts Assessments Summary**

the indicative CPF budget for the following two years and the outcome of a rigorous evaluation to determine which applications for grant most closely meet the Council's priorities and offer the best value for money. The priorities for support in the 2015 – 2017 programme are: job creation / employment, advice services, safer communities, active involvement of residents and digital inclusion. The allocations continue to ensure that some of the most vulnerable and economically disadvantaged groups in our town can continue to be assisted.

**Land and Property Disposal Programme****Estimated  
Receipts  
£****2015/16**

Land at Summerfields  
Old Town Museum (disposal by sale or lease)  
Manor & Devonshire road Compulsory Purchase Order  
Parking Spaces at Castle Hill Road  
Less cost of disposal  
Sale of Ex Council Houses

**850,450****2016/17**

Mayfield E  
Less cost of disposal  
Sale of Ex Council Houses  
Other

**530,000****2017/18**

Upper Wilting Farm  
Harrow Lane Playing Fields  
Former Bathing Pool site  
Land at Bexhill Road  
Land at Sandrock  
Less cost of disposal  
Sale of Ex Council Houses  
Other

**4,322,000****2018/19**

Less cost of disposal  
Sale of Ex Council Houses  
Other

**50,000**

**Report to:** Cabinet

**Date of Meeting:** 15 February 2016

**Report Title:** New Factory Unit, Brunel Road

**Report By:** Peter Grace  
**Assistant Director Financial Services & Revenues**

---

### **Purpose of Report**

To report on proposals to build a new factory unit

---

### **Recommendation(s)**

- 1. That subject to the costs not exceeding £325,000 delegation is given to complete tendering, contracting, lease and other arrangements to deliver the new factory unit**

---

### **Reasons for Recommendations**

To assist a local business to expand and create additional jobs and income for the Council.



---

## Introduction

1. Technoturn are a manufacturing company specialising in the production of high precision machined components and operate in many high tech sectors including Aerospace, Defence, Motor Sport, Sensors, Telecommunications, Opto-Electronics and Lasers.
2. They moved to their first 2,900 sq. ft. unit in August 1996 and gradually grew. They now occupy four HBC units on Churchfields Industrial Estate with a total floor area of 17,200 sq. ft. and a total rent of £80,000 per annum.
3. The company has expanded over the years but now need additional production space to facilitate further growth. This could be somewhere between 5-8% if additional space is provided.

## Proposal

4. Technoturn require an additional space of up to 2,500 sq. ft., so they have approached the Council about the possibility of a new unit being constructed for them on land to the west of Brunel Road which they would then rent and fit-out.
5. A feasibility study has been undertaken and the likely cost of constructing a new unit is £325,000 including professional fees, 10% risk and 3% inflation.
6. The Planners have indicated that they have no objections in principle to the proposal.
7. Technoturn have indicated they would be prepared to enter into a 10 year lease of the new unit at a market rent. They would also commit to 10 year leases on their existing units.
8. Once constructed Technoturn would fit the factory unit out at their own cost.

## Financial Implications

9. Additional rent generated by new space in the region of £11,400 per annum (based on 2,476 sq. ft.).

## Conclusion

10. Technoturn estimate that the new space would help them to create 4 new full time equivalent jobs. They would also commit to 10 year lease terms on their existing units which secures the rent income for a longer period than currently.
11. If the Council are unable to accommodate their expansion proposals Technoturn may have to consider relocating when their existing leases allow them to (November 2016). This would severely affect the Council's rent income and create four vacant units.

---

**Wards Affected**

Hollington

---

**Policy Implications**

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

Equalities and Community Cohesiveness	No
Crime and Fear of Crime (Section 17)	No
Risk Management	Yes
Environmental Issues	No
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	No
Local People's Views	No
Anti-Poverty	No

---

**Additional Information**

---

**Officer to Contact**

Amy Terry  
aterry@hastings.gov.uk  
01424 451640

---

**CORPORATE SERVICES AND GOVERNANCE**

**Appendix Q**

Reference NO.	2014-15 ACTUAL	SERVICE	2015-16		2016-17 ESTIMATED OUTTURN
			ORIGINAL BUDGET	REVISED BUDGET	
	£	<b>SUMMARY OF REVENUE ESTIMATES</b>	£	£	£
CR1	240,769	1023 - Director of Corporate Services and Governance	193,410	168,560	177,256
CR2	347,518	1024 - Corp. Policy, Partnerships and Performance	332,690	329,760	371,412
CR3	378,308	1031 - Electoral Services	377,380	228,470	233,142
CR4	361,914	1022 - Estates Services	348,360	358,600	368,222
CR5	0	1029 - Building Surveyors	0	254,790	262,540
CR6	373,309	1032 - Legal Services	382,170	385,560	396,708
CR7	254,982	1051 / 1058 - Audit and Investigations Services	220,260	210,950	218,337
CR8	813,918	1052 - Accountancy Services	768,130	824,850	854,450
CR9	2,899,624	1054 / 1055 - Revenues Services	2,909,980	2,923,190	2,720,272
		1020 - Personnel and Organisational Development and			
CR10	754,493	Business Support	669,840	643,500	653,360
CR11	182,053	1090 - Corporate Personnel Expenses	170,330	170,380	175,817
CR12	1,063,630	5712 - Contact Centre	1,061,210	965,710	951,877
CR13	123,439	1085 - Digital by Design	178,010	254,090	160,690
CR14	237,265	1151 - Admin Buildings - Town Hall	146,290	151,700	84,331
CR15	848,312	1157 - Admin Buildings - Aquila House	740,250	753,560	745,120
CR16	99,737	1160 - Admin Buildings - General Expenses	91,750	89,210	104,110
CR17	119,669	1169 - Admin Buildings - Corporate Archive	94,230	86,810	86,720
CR18	1,037,533	1080 - Corporate Expenses	949,020	1,164,590	1,356,060
CR19	751,450	1034 - IT	718,320	749,210	793,061
CR20	172,760	5228 - IT Reserve / Hardware	313,210	309,550	430,080
CR21	37,994	5227 - Land & Property Systems-GIS	40,980	43,390	43,800
	(11,060,684)	Less recharges to other services	(10,664,840)	(11,066,430)	(11,188,030)
	37,994	Unallocated Balance	40,980	0	(665)
CR22	700,217	5510 - Corporate Management Expenses	549,530	608,300	640,720
CR23	69,018	5511 - Non Distributed Costs	376,190	377,330	431,190
		4200 / 4250 / 5900 - Benefit Payments and			
CR24	1,699,498	Administration	1,647,110	1,857,740	1,665,660
CR25	722,713	5950 - Council Tax and Business Rates Collection	714,390	715,970	623,350
CR26	(379,091)	2101 - Employment Areas	(336,840)	(336,350)	(335,430)
CR27	(482,729)	2201 - Factory Units	(1,129,710)	(1,197,860)	(1,198,280)
CR28	(1,691,466)	2404 - Farms and Other Properties	(1,145,140)	(1,078,050)	(1,080,920)
CR29	106,393	2602 - St Mary in the Castle	36,960	59,290	22,970
CR30	66,261	5299 - Other Expenditure	615,030	225,210	584,030
CR31	78,137	1200 - 1205 - Registration of Electors	153,130	166,040	155,023
CR32	1,217,589	5501 - Cost of Democracy	1,150,200	1,039,720	1,065,571
CR33	183,351	5503 / 5504 / 5505 - Election Expenses	120,510	98,330	147,004
CR34	31,413	5224 - Local Strategic Partnership	36,240	29,800	32,150
CR35	19,582	3405 - Sustainable Development	20,140	22,090	23,701
CR36	15,637	5513 - Public Consultation	18,570	11,100	11,860
CR37	(4,063)	1935 - Climate Change Project	0	(760)	0
CR38	100,002	5004 - Pier Closure Costs	100,000	30,000	100,000
CR39	20,850	1501 - Shelters and Seats	23,780	21,750	22,770
CR40	12,186	1502 - Naming and Numbering	14,690	14,740	11,010
CR41	145,184	5236 - Decorative Lighting	94,510	111,610	99,110
CR42	(0)	1946 / 1983 / 1989 / 5289-96 / 6668 - Foreshore Trust	0	0	0
	2,668,675		3,100,270	2,776,000	3,020,824

**OPERATIONAL SERVICES**

**Appendix Q**

Reference NO.	2014-15 ACTUAL	SERVICE	2015-16		2016-17 ESTIMATED OUTTURN
			ORIGINAL BUDGET	REVISED BUDGET	
	£	<b>SUMMARY OF REVENUE ESTIMATES</b>	£	£	£
OS1	866,226	1009 - Environmental Services Management & Administration	850,320	717,130	<b>726,799</b>
OS2	298,968	1070 - Leisure Administration	203,080	279,990	<b>287,040</b>
OS3	951,281	1071 - Amenities Administration	925,730	409,470	<b>376,112</b>
OS4	875,766	1074 - Waste and Parking Team	827,250	835,800	<b>871,168</b>
OS5	0	1075 - Resort Services	0	217,830	<b>223,162</b>
OS6	145,160	1005 - Planning Management & Admin	133,730	155,710	<b>152,139</b>
OS7	0	1015 - Director of Operational Services	0	308,000	<b>311,277</b>
OS8	625,643	1021 - Regeneration Administration Division	566,660	292,600	<b>308,242</b>
OS9	586,291	1025 - Communications & Marketing	576,020	525,030	<b>529,840</b>
OS10	990,472	1072 - Administration - Housing	918,670	950,120	<b>941,412</b>
	(5,339,807)	Less Recharges to Other Services	(5,001,460)	(4,691,680)	<b>(4,738,840)</b>
	0	Unallocated Balance	0	0	(11,649)
OS11	36,057	1008 - Building Control	48,310	84,650	<b>67,690</b>
OS12	772,348	1600 - Development Control & 1607 Conservation	662,410	791,320	<b>791,127</b>
OS13	(41,938)	5211 - Local Land Charges Register	(4,730)	(118,540)	<b>(185,369)</b>
OS14	418,661	4000 - Homelessness & 4138 Preventing Repossessions	395,780	434,360	<b>393,136</b>
OS15	230,030	4001 - Homelessness Prevention	207,460	236,830	<b>230,240</b>
OS16	0	4025 - Social Lettings	0	103,059	<b>59,566</b>
OS17	181,417	4050 - Homelessness Strategy	176,520	204,790	<b>202,458</b>
OS18	76,126	4120 - Housing Register	78,630	112,280	<b>122,300</b>
OS19	0	4045 - Housing NHS Clinical Commissioning Group	0	254,550	<b>298,210</b>
OS20	(28,495)	4051 - Deposits funded by ESCC	26,810	27,250	<b>34,450</b>
OS21	25,638	4055 - Youth Homelessness	11,210	23,620	<b>0</b>
OS22	19,299	4057 - Anti Poverty	5,200	5,200	<b>5,200</b>
OS23	34,923	4060 - POAL Officer	0	0	<b>0</b>
OS24	16,913	4137 - Land Auction Pilot	22,000	22,000	<b>22,000</b>
OS25	592,127	4140 - Housing Renewal	565,150	614,470	<b>669,455</b>
OS26	66,006	4143 - Rogue landlords	90,400	91,440	<b>0</b>
OS27	0	4158 - Selective licensing	0	102,100	<b>(233,291)</b>
OS28	(64,651)	4160 - Housing Licensing	42,140	(79,170)	<b>(108,700)</b>
OS29	836,345	4130 - Housing Solution Services	41,710	34,890	<b>9,100</b>
OS30	63,458	4300 - Coastal Space Enforcement Activities	54,680	55,040	<b>48,900</b>
OS31	281,547	5001 - Dangerous Structures	5,820	15,300	<b>2,500</b>
OS32	(1,000)	4012 - Affordable Housing (Section 106)	(50,000)	0	<b>0</b>
	<b>3,514,811</b>	<b>Assistant Director Housing and Built Environment</b>	<b>2,379,500</b>	<b>3,015,439</b>	<b>2,428,972</b>

**Appendix Q (cont)**

Reference NO.	2014-15 ACTUAL	SERVICE	2015-16		2016-17 ESTIMATED OUTTURN
			ORIGINAL BUDGET	REVISED BUDGET	
	£	<b>SUMMARY OF REVENUE ESTIMATES</b>	£	£	£
OS38	1,347	1931 - Answers in the Carbon Economy	0	0	0
OS39	152,071	1934 - External Funding Initiatives	220,900	166,160	169,080
OS40	(7,901)	1939 - Safe Ice	0	(3,930)	0
OS41	(920)	1940 - Public Art	0	0	0
OS42	57,095	1980 - Community Cohesion	18,860	55,710	51,000
OS43	17,898	1988 - Fisheries Local Action Group (FLAG)	2,500	0	0
OS44	1,085,747	1998 - Coastal Communities Fund	0	0	0
OS45	58,795	1999 - Employability	64,010	22,200	36,700
OS46	0	2020 - Talent Match	0	0	0
OS47	0	2030 - Sea Escapes - CCF III Coastal Communities Fund Revenue	0	0	0
OS48	374,492	5120 - Community Partnership	309,340	325,700	302,417
OS49	40,696	5121, 5123 Older and Younger People	0	0	0
OS50	44,224	6006 - Youth Activities (Young Persons Council)	10,000	11,800	8,200
OS51	34,201	1995 - Image Raising Campaign Project	8,500	15,000	5,000
OS52	149,855	5701 - 1066 Country Campaign	140,050	134,200	134,560
OS53	242,802	5702, 5703 - Tourism Marketing	233,340	157,780	157,910
OS54	0	5714 - Tourist Information Centre	0	109,590	108,628
OS55	47,574	5705 - Community Awareness	51,874	46,270	49,750
OS56	15,619	5720 - Twinning / Sierra Leone	3,800	8,470	10,610
OS57	120,617	1962, 5719, 5721-5725, 5727-5728, 5730, 5780, 5781 Raising the Profile of Hastings	109,893	102,890	110,040
OS58	1,283	5731 - Norman Castles Interreg Project	0	0	0
OS59	4,605	5237 - Meteorological Expenses	4,000	4,800	4,800
OS60	73,254	5507 - Civic & Ceremonial Expenses	51,293	68,680	75,500
OS61	(4,453)	5740 - Filming	-4,000	(4,000)	(4,000)
OS62	336,917	1400 - Coastal Protection	29,930	26,820	26,920
OS63	10,322	1410 - Navigational Aids	10,770	10,030	10,060
OS64	4,789	1608 - Env. Schemes Net Shops	10,470	10,150	10,160
OS65	(53,899)	2502 - Cliff Railways	-63,700	(68,210)	(87,410)
OS66	(27,563)	2510 / 2512 - Castle and Caves	-34,460	(36,940)	(32,860)
OS67	(117,387)	2514 - Chalets & Private Huts Sites	-138,190	(139,390)	(141,540)
OS68	779,614	2601 - White Rock Theatre	655,150	651,250	681,420
OS69	480,899	5241 - Seafront	200,390	178,060	169,204
OS70	541,906	6000/6005/6008/6009 - Museums & Art Gallery	434,410	453,690	458,280
OS71	7,321	6015 - First World War Project	8,500	9,700	(8,700)
OS72	27,696	6150 - Sports and Events Management	5,620	33,470	33,810
OS73	89,484	2640 - Falaise Fitness Centre	21,540	23,820	40,150
OS74	497,726	3033 - Public Conveniences	385,080	366,690	343,620
OS75	713,895	6100 - Sports Centres	88,930	24,800	165,000
OS76	5,000	6409 - William Parker Athletic Track	5,000	5,000	5,000
OS77	75,674	6650 - Sports Development	62,440	102,160	104,400
OS78	2,561	6651 - Street Games	54,340	25,340	46,910
OS79	(8,679)	6675 - Sports for All	2,410	4,570	0
OS80	0	6640 - Opening Doors	0	(33,570)	1,390
OS81	0	6641 - Lets Get Moving (CCG)	0	32,760	16,480
OS82	135,157	6657 - Active Hastings	96,670	100,350	95,740
OS83	123,413	6660 - Play Development	123,630	148,880	151,980
OS84	0	6666 - Primary Care Trust Play Grant	0	0	3,850
OS85	68,871	6667 - Play Pathfinder	57,550	84,240	81,200
OS86	5,896	6680 - Boyne Road Playground	0	200	0
	<b>3,514,811</b>	<b>Assistant Director Regeneration and Culture</b>	<b>2,379,500</b>	<b>3,015,439</b>	<b>2,428,972</b>

**Appendix Q (cont)**

Reference NO.	2014-15 ACTUAL	SERVICE	2015-16		2016-17 ESTIMATED OUTTURN
			ORIGINAL BUDGET	REVISED BUDGET	
	£	<b>SUMMARY OF REVENUE ESTIMATES</b>	£	£	£
OS92	4,833	5105 - Liquor Licensing	(6,280)	5,690	<b>11,680</b>
OS93	51,475	5106 - Gambling Licensing	15,840	23,900	<b>27,120</b>
OS94	6,571	5107 - Tobacco Control Grant	4,000	3,700	<b>0</b>
OS95	34,072	5125 - Stray Dog Contract	38,430	35,880	<b>34,820</b>
OS96	36,939	5223 - Emergency Planning	38,970	38,200	<b>38,240</b>
OS97	(450,272)	1300 / 1350 - Parking	(450,790)	(492,110)	<b>(434,260)</b>
OS98	266,002	1370 - Closed Circuit Television	252,530	257,270	<b>253,700</b>
OS99	(5,330)	1506 - ESCC Highways Tree Maintenance	0	(3,000)	<b>(3,000)</b>
OS100	79,442	1504 - Public Realm	0	40,000	<b>0</b>
OS101	1,301,246	3303 - Waste Collection	1,004,690	1,001,510	<b>1,009,770</b>
OS102	249,856	3410 - Recycling	244,060	219,990	<b>211,800</b>
OS103	1,262,900	3313 - Street Cleansing	1,262,020	1,230,800	<b>1,242,370</b>
OS104	60,201	3411 - Greenwaste	35,080	7,190	<b>(16,660)</b>
OS105	413,610	3412 - Waste and Environmental Enforcement Team	403,360	465,510	<b>477,080</b>
OS106	35,016	5205 - Together Action	22,340	27,890	<b>28,270</b>
OS107	197,854	5214 - Safer Hastings Partnership (HBC)	143,860	125,990	<b>110,241</b>
OS108	18,059	5219 - Safer Hastings Partnership (External)	0	25,500	<b>0</b>
OS109	30,029	1420 - Watercourses	29,440	24,890	<b>24,820</b>
OS110	(392,907)	3102 / 3103 - Cemetery and Crematorium	(385,270)	(361,700)	<b>(438,414)</b>
OS111	31,927	5140 - Travellers Costs	30,770	30,130	<b>29,520</b>
OS112	35,519	5257 - Town Centre	41,080	30,610	<b>29,480</b>
OS113	70,949	5280 - Allotments	66,160	74,750	<b>74,630</b>
OS114	68,085	5281 - Ecology	81,830	100,600	<b>97,948</b>
OS115	156,236	6200 - Arboriculture	152,200	158,130	<b>158,399</b>
OS116	1,267,842	6301/6305 - Parks & Gardens	1,515,160	1,557,400	<b>1,514,549</b>
OS117	103,582	6308 - Bathing Water Quality	100,000	158,960	<b>0</b>
OS118	216,961	1355 / 6503 - Hastings Country Park	245,440	229,270	<b>146,926</b>
OS119	16,837	6504 - Combe Valley Country Park	0	0	<b>18,870</b>
OS120	1,123	6508 - Countryside Stewardship	20,850	34,450	<b>20,850</b>
	5,889,251	<b>Assistant Director Environment and Place</b>	<b>5,666,950</b>	<b>5,748,580</b>	<b>5,365,537</b>
	<b>16,710,917</b>		<b>12,333,170</b>	<b>13,119,409</b>	<b>12,296,189</b>

**CAPITAL PROGRAMME SUMMARY**

CAPITAL PROGRAMME SUMMARY		Capital					Revenue						
		2015/16 Original £'000	2015/16 Revised £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	Total over Prog Period £'000	2015/16 Original £'000	2015/16 Revised £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	Full Year £'000
Net cost by Service													
Corporate Resources		1,202	1,599	1,525	-	-	3,124	61	71	90	111	111	111
Operational Services		2,151	1,739	1,489	155	148	3,531	86	86	217	276	290	297
		3,353	3,338	3,014	155	148	6,655	147	157	307	387	401	408
Net cost by Status													
Committed Schemes		3,203	3,157	2,410	155	148	5,870	140	150	271	338	352	359
Uncommitted Schemes		150	135	279	-	-	414	7	7	25	38	38	38
New Schemes		-	46	325	-	-	371	0	0	11	11	11	11
		3,353	3,338	3,014	155	148	6,655	171	157	307	387	401	408
Gross cost of schemes analysed by service													
Corporate Resources		1,202	1,599	1,525	-	-	3,124						
Operational Services		4,003	4,487	3,069	3,288	965	11,809						
		5,205	6,086	4,594	3,288	965	14,933						

## CORPORATE RESOURCES - CAPITAL PROGRAMME

## Appendix R (cont)

		Profile of Council Net Cost									
Scheme Ref.	Scheme	Class	Total Gross Cost	Total Net Cost	Before 31.3.15	2015/16	Revised 2015/16	2016/17	2017/18	2018/19	Subseq. Years
(1)	(2)	(*) (3) (4)	£'000 (5)	£'000 (6)	£'000 (7)	£'000 (9)	£'000 (9)	£'000 (10)	£'000 (11)	£'000 (11)	£'000 (12)
ES04-2	Office Accommodation	* c	664	664	628	69	36	0	0	0	0
CR-05	Ore Valley -Land Purchase	* c	55	55	3	0	52	0	0	0	0
CR-06	Sandrock Park - Land Purchase	* c	23	23	0	23	23	0	0	0	0
CR-08	Aquila House Refurbishment	* c	605	605	42	410	563	0	0	0	0
CR-09	New Factory unit	* c	1,400	1,400	0	700	200	1,200	0	0	0
CR-08	Town Hall Works	* c	371	371	0	0	371	0	0	0	0
CR-09	New Factory Unit Brunnel road	* n	325	325	0	0	0	325	0	0	0
RP16	CPO property	* c	354	354	0	0	354	0	0	0	0
	Schemes Already Committed	c	3,472	3,472	673	1,202	1,599	1,200	0	0	0
	Schemes Uncommitted	u	0	0	0	0	0	0	0	0	0
	New Schemes	n	325	325	0	0	0	325	0	0	0
Total Capital Expenditure			3,797	3,797	673	1,202	1,599	1,525	0	0	0
Revenue Costs											
	Schemes Already Committed	c				79	79	79	100	100	100
	Schemes Uncommitted	u				0	0	0	0	0	0
	New Schemes	n				0	11	11	11	11	11
	No further approval required	*									
Total Revenue Costs						79	90	90	111	111	111



		Total Cost £'000	Before 31.3.15 £'000	Revised 15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	Subseq. Years £'000
ES04-2	<b>Office Accommodation</b>							
9411	Accommodation work not directly related to Aquila House project							
	<u>Funding Source</u>							
	Council	664	628	36				
	Other	0						
	<b>Total Funding</b>	664	628	36	0	0	0	0
	<u>Revenue Costs</u>							
	Financing Charge			0	0	0	0	0
	Other							
	<b>Total Revenue Costs</b>			0	0	0	0	0
CR-05	<b>Ore Valley -Land Purchase</b>							
9597	The purchase of land at Ore valley funded by the Ore Valley reserve							
	<u>Funding Source</u>							
	Council	55	3	52				
	Other	0						
	<b>Total Funding</b>	55	3	52	0	0	0	0
	<u>Revenue Costs</u>							
	Financing Charge			0	0	0	0	0
	Other							
	<b>Total Revenue Costs</b>			0	0	0	0	0
CR-06	<b>Sandrock Park - Land Purchase</b>							
9594	The purchase of land at Sandrock Park							
	<u>Funding Source</u>							
	Council	23		23				
	Other	0						
	<b>Total Funding</b>	23	0	23	0	0	0	0
	<u>Revenue Costs</u>							
	Financing Charge			0	0	0	0	0
	Other							
	<b>Total Revenue Costs</b>			0	0	0	0	0
CR-08	<b>Aquila House Refurbishment</b>							
9410	Refurbishment of Aquila £450,000 also additional repair and IT works undertaken at the same time as contract to be funded by existing repair							
	<u>Funding Source</u>							
	Council	605	42	563				
	Other	0						
	<b>Total Funding</b>	605	42	563	0	0	0	0
	<u>Revenue Costs</u>							
	Financing Charge			0	0	0	0	0
	Other			(6)	(25)	(25)	(25)	(25)
	<b>Total Revenue Costs</b>			-6	(25)	(25)	(25)	(25)

	Total Cost £'000	Before 31.3.15 £'000	Revised 15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	Subseq. Years £'000
CR-09 <b>New Factory unit</b> Construction of additional factory unit in 9800 Castleham road to be financed by loan							
<u>Funding Source</u>							
Council	1,400	0	200	1,200			
Other	0						
<u>Total Funding</u>	1,400	0	200	1,200	0	0	0
<u>Revenue Costs</u>							
Financing Charge			0	0	0	0	0
Other				(19)	(38)	(38)	(38)
<u>Total Revenue Costs</u>			0	(19)	(38)	(38)	(38)
CR-08 <b>Town Hall Works</b> 9418 Adapt Town hall for partial rental							
<u>Funding Source</u>							
Council	371		371				
Other	0						
<u>Total Funding</u>	371	0	371	0	0	0	0
<u>Revenue Costs</u>							
Financing Charge			0	0	0	0	0
Other			(8)	(83)	(83)	(83)	(83)
<u>Total Revenue Costs</u>			-8	(83)	(83)	(83)	(83)
CR-09 <b>New Factory Unit Brunnel road</b>							
<u>Funding Source</u>							
Council	325	0	0	325			
Other	0						
<u>Total Funding</u>	325	0	0	325	0	0	0
<u>Revenue Costs</u>							
Financing Charge			0	0	0	0	0
Other					(11)	(11)	(11)
<u>Total Revenue Costs</u>			0	0	(11)	(11)	(11)
RP16 <b>CPO property</b> 21 Devonshire road & 72 Manor road aquired by							
<u>Funding Source</u>							
Council	354	0	354				
Other	0						
<u>Total Funding</u>	354	0	354	0	0	0	0
<u>Revenue Costs</u>							
Financing Charge			0	0	0	0	0
Other							
<u>Total Revenue Costs</u>			0	0	0	0	0

**OPERATIONAL SERVICES - CAPITAL PROGRAMME**
**Appendix R (cont)**

				Profile of Council Net Cost							
Scheme Ref.	Scheme	Class		Total Gross Cost	Total Net Cost	Before 31.3.15	Revised 2015/16	2016/17	2017/18	2018/19	Subseq. Years
		(*)		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(10)	(11)	(11)	(11)	(12)
H07	Private Sector Renewal Support	*	c	168	0	0	0	0	0	0	0
H08	Disabled Facilities Grant	*	c	2,948	0	0	0	0	0	0	0
H15	Empty Homes Strategy - CPO	*	c	250	250	27	20	70	70	63	0
PL01	Central St. Leonards Town Heritage Initiative 2	*	c	1,447	481	319	162	0	0	0	0
RP04	Restoration of Pelham Crescent/ Pelham Arcade	*	c	756	359	114	105	140	0	0	0
RP16	Road at Pelham Arcade	*	u	125	75	0	10	65	0	0	0
RP15	Ex Malvern Public House - matched funding	*	c	53	53	23	30	0	0	0	0
RP14	Coastal Space Regeneration Project - Phase II	*	c	875	875	0	0	875	0	0	0
OS1	Affordable Housing S106		u	78	0	0	0	0	0	0	0
RP12	Hastings Pier - including matched funding	*	c	310	310	250	60	0	0	0	0
ES28	Castle Access/ Interpretation (£100k -15/16*)		u	350	350	11	125	214	0	0	0
RP11	Factory Refurbishment (ACE)	*	c	594	145	132	13	0	0	0	0
RP15	White Rock Baths	*	c	1,243	299	71	228	0	0	0	0
RP11	Groyne Refurbishment	*	c	105	105	0	0	35	35	35	0
ES35	Work on Harbour Arm and New Groynes	*	c	2,938	0	0	0	0	0	0	0
ES36	Further Sea Defence works	*	c	150	0	0	0	0	0	0	0
RP09	Public Realm	*	c	365	274	14	110	50	50	50	0
ES34	Bottle Alley	*	c	245	195	0	195	0	0	0	0
ES24	CCTV Control Room	*	c	390	290	8	282	0	0	0	0
ES33	Crematorium and Chapel Enhancements	*	c	113	113	31	82	0	0	0	0
ES32	Country Park -Interpretive Centre	*	c	400	250	26	224	0	0	0	0
ES37	Playgrounds Upgrade Programme	*	c	87	87	0	47	40	0	0	0
ES38	Playgrounds Carnoustie & Kensington Close	*	c	60	0	0	0	0	0	0	0
OS2	Sea Escapes - CCF III Coastal Communities Fund Capital	n		300	46	0	46	0	0	0	
Schemes Already Committed				13,497	4,086	1,015	1,558	1,210	155	148	0
Schemes Uncommitted				553	425	11	135	279	0	0	0
New Schemes				300	46	0	46	0	0	0	0
Total Capital Expenditure				14,350	4,557	1,026	1,739	1,489	155	148	0
Revenue Costs											
Schemes Already Committed							192	192	238	259	259
Schemes Uncommitted							25	25	38	38	38
New Schemes							0	0	0	0	0
No further approval required				*							
Total Revenue Costs							217	217	276	297	297

## OPERATIONAL SERVICES - CAPITAL PROGRAMME

	Total Cost £'000	Before 31.3.15 £'000	Revised 15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	Subseq. Years £'000
<b>H07 Private Sector Renewal Support</b>							
9314							
Property grants to bring conditions up to minimum							
<u>Funding Source</u>							
Council	0						
Regional Housing Board Grant	168		76	71	21		
<u>Total Funding</u>	168	0	76	71	21	0	0
<u>Revenue Costs</u>							
Financing Charge			0	0	0	0	0
Other							
<u>Total Revenue Costs</u>			0	0	0	0	0
<b>H08 Disabled Facilities Grant</b>							
9308							
Property Grants for disabled facilities							
<u>Funding Source</u>							
Council	0		0				
Government Grant /ESCC	2,948		737	737	737	737	
<u>Total Funding</u>	2,948	0	737	737	737	737	0
<u>Revenue Costs</u>							
Financing Charge			0	0	0	0	0
Other							
<u>Total Revenue Costs</u>			0	0	0	0	0
<b>H15 Empty Homes Strategy - CPO</b>							
9590							
Rolling programme of purchases and disposals							
<u>Funding Source</u>							
Council	250	27	20	70	70	63	
Government Grant	0						
<u>Total Funding</u>	250	27	20	70	70	63	0
<u>Revenue Costs</u>							
Financing Charge			1	5	12	18	21
Other							
<u>Total Revenue Costs</u>			1	5	12	18	21
<b>PL01 Central St. Leonards Town Heritage Initiative 2</b>							
9048							
Contributes to physical regeneration of area in one							
<u>Funding Source</u>							
Council	481	319	162				
HLF lottery funds £700k;+ £24k-£8K and ERDF funding £250k. +	966	817	149				
<u>Total Funding</u>	1,447	1,136	311	0	0	0	0
<u>Revenue Costs</u>							
Financing Charge			8	15	15	15	15
Other							
<u>Total Revenue Costs</u>			8	15	15	15	15

# Appendix R (cont)

	Total Cost £'000	Before 31.3.15 £'000	Revised 15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	Subseq. Years £'000
<b>RP04 Restoration of Pelham Crescent/ Pelham Arcade</b>							
9558 Feasibility study and grants for restoration works, plus additional phase 2 works / grants to adjoining property							
<u>Funding Source</u>							
Council	359	114	105	140			
English Heritage £280K Council reserves £117K	397	187	85	125			
<u>Total Funding</u>	756	301	190	265	0	0	0
<u>Revenue Costs</u>							
Financing Charge			5	16	23	23	23
Other							
<u>Total Revenue Costs</u>			5	16	23	23	23
<b>RP16 Road at Pelham Arcade</b>							
9554 Road above Pelham Arcade							
<u>Funding Source</u>							
Council	75	0	10	65			
Other- Freeholder Contributions	50			50			
<u>Total Funding</u>	125	0	10	115	0	0	0
<u>Revenue Costs</u>							
Financing Charge			1	4	7	7	7
Other							
<u>Total Revenue Costs</u>			1	4	7	7	7
<b>RP15 Ex Malvern Public House - matched funding</b>							
9592 Original Work re curtailed acquisition and demolition of Malvern Public House - matched funding							
<u>Funding Source</u>							
Council	53	23	30				
Other	0						
<u>Total Funding</u>	53	23	30	0	0	0	0
<u>Revenue Costs</u>							
Financing Charge			2	3	3	3	3
Other							
<u>Total Revenue Costs</u>			2	3	3	3	3

# Appendix R (cont)

	Total Cost £'000	Before 31.3.15 £'000	Revised 15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	Subseq. Years £'000
<b>RP14 Coastal Space Regeneration Project - Phase II</b>							
9601							
Acquisition and refurbishment of dwellings in Central St Leonards, in partnership with Amicus Horizon. HBC grant funding							
<u>Funding Source</u>							
Council - Grant	875		0	875			
Council - Loan	0						
Other	0						
<u>Total Funding</u>	875	0	0	875	0	0	0
<u>Revenue Costs</u>							
Financing Charge			0	24	48	48	48
Other							
<u>Total Revenue Costs</u>			0	24	48	48	48
<b>OS1 Affordable Housing S106</b>							
Contribution to Affordable Housing funded by section 106 income. Additional Income may be received							
<u>Funding Source</u>							
Council	0						
Other	78		51	27			
<u>Total Funding</u>	78	0	51	27	0	0	0
<u>Revenue Costs</u>							
Financing Charge			0	0	0	0	0
Other							
<u>Total Revenue Costs</u>			0	0	0	0	0
<b>RP12 Hastings Pier - including matched funding</b>							
9591							
Hastings Pier match funding for Heritage Lottery bid							
<u>Funding Source</u>							
Council	310	250	60				
Other	0						
<u>Total Funding</u>	310	250	60	0	0	0	0
<u>Revenue Costs</u>							
Financing Charge			3	6	6	6	6
Other							
<u>Total Revenue Costs</u>			3	6	6	6	6

# Appendix R (cont)

	Total Cost £'000	Before 31.3.15 £'000	Revised 15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	Subseq. Years £'000
<b>ES28 Castle Access/ Interpretation</b>							
9588							
Improvements to the Castle for the 950th anniversary and £100k for additional works							
<u>Funding Source</u>							
Council	350	11	125	214			
Heritage Lottery Fund	0						
<u>Total Funding</u>	350	11	125	214	0	0	0
<u>Revenue Costs</u>							
Financing Charge			6	21	31	31	31
Other							0
<u>Total Revenue Costs</u>			6	21	31	31	31
<b>RP11 Factory Refurbishment (ACE)</b>							
9117							
Pilot scheme of refurbishment to a factory unit to achieve advanced levels of environmental performance.							
<u>Funding Source</u>							
Council (ABG/reserves Estates R&R £42)	145	132	13				
Interreg (£416K less £155K in revenue 12/13 ) / LAA £87K	449	449	0				
<u>Total Funding</u>	594	581	13	0	0	0	0
<u>Revenue Costs</u>							
Financing Charge			1	2	2	2	2
Other							
<u>Total Revenue Costs</u>			1	2	2	2	2
In addition to the figure above there is £155K in revenue funded by Interreg and £100K funded by partners							
<b>RP15 White Rock Baths</b>							
Total project on white rock baths excluding tenant fit out - HBC £172k + loan £300k FST 150 ESI							
9593 £235K							
<u>Funding Source</u>							
Council	299	71	228				
Loan	300		300				
Foreshore Trust total £200k ESCC (£235k +£85K)							
CCF £75k + Source (£49k)	644		644				
<u>Total Funding</u>	1,243	71	1,172	0	0	0	0
<u>Revenue Costs</u>							
Financing Charge			11	21	21	21	21
Other							
<u>Total Revenue Costs</u>			11	21	21	21	21

		<b>Appendix R (cont)</b>					
		Total Cost £'000	Before 31.3.15 £'000	Revised 15/16 £'000	16/17 £'000	17/18 £'000	Subseq. 18/19 Years £'000
RP11	<b>Groyne Refurbishment</b>						
9007	To maintain beach and groins						
	<u>Funding Source</u>						
	Council	105		0	35	35	35
	Other	0					0
	<u>Total Funding</u>	105	0	0	35	35	35
	<u>Revenue Costs</u>						
	Financing Charge			0	2	5	8
	Other						10
	<u>Total Revenue Costs</u>			0	2	5	8
ES35	<b>Work on Harbour Arm and New Groynes</b>						
9006	DEFRA funded works re above Investigations to take to take place in 14/15 with the majority of the work in 16/17 & 17/8						
	<u>Funding Source</u>						
	Council	0					
	Contribution from DEFRA/EA	2,938		83	550	2,305	
	<u>Total Funding</u>	2,938	0	83	550	2,305	0
	<u>Revenue Costs</u>						
	Financing Charge			0	0	0	0
	Other						
	<u>Total Revenue Costs</u>			0	0	0	0
ES36	<b>Further Sea Defence works</b>						
	Works at Pier West and Bulverhythe						
	<u>Funding Source</u>						
	Council	0					
	Other - DEFRA/EA	150				70	80
	<u>Total Funding</u>	150	0	0	0	70	80
	<u>Revenue Costs</u>						
	Financing Charge			0	0	0	0
	Other						
	<u>Total Revenue Costs</u>			0	0	0	0
RP09	<b>Public Realm</b>						
9574	Improvement & Refurbishment of public realm assets						
	<u>Funding Source</u>						
	Council	274	14	110	50	50	50
	Other -Coastal Communities Fund revenue 2015/16 £35,000	91	42	49			
	<u>Total Funding</u>	365	56	159	50	50	50
	<u>Revenue Costs</u>						
	Financing Charge			5	13	17	22
	Maintenance of area						24
	<u>Total Revenue Costs</u>			5	13	17	22



# Appendix R (cont)

	Total Cost £'000	Before 31.3.15 £'000	Revised 15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	Subseq. Years £'000
<b>ES34 Bottle Alley</b>							
9740							
Improvements to Public Realm Bottle Alley lighting and concrete							
<u>Funding Source</u>							
Council	195		195				
Other -Coastal Revival fund- not confirmed	50		50				
<u>Total Funding</u>	245	0	245	0	0	0	0
<u>Revenue Costs</u>							
Financing Charge			9	18	18	18	18
Maintenance of area							
<u>Total Revenue Costs</u>			9	18	18	18	18
<b>ES24 CCTV Control Room</b>							
9077							
Replacement of equipment and cost of transfer to an alternative site							
<u>Funding Source</u>							
Council	290	8	282				
ESCC £50k, Sussex Police £20k (was £15K), Sussex Coast College £20k (S106)	100	20	80				
<u>Total Funding</u>	390	28	362	0	0	0	0
<u>Revenue Costs</u>							
Financing Charge			13	26	26	26	26
Other							
<u>Total Revenue Costs</u>			13	26	26	26	26
<b>Sea Escapes - CCF III Coastal Communities</b>							
<b>OS2 Fund Capital</b>							
9650							
Promenade improvements around White rock area partly funded by CCF							
<u>Funding Source</u>							
Council	46		46				
HBC revenue repair budget	30		30				
CCF £100k, FST £133k ( £85k + £12k repairs+£18k additional July 15 Charity Committee meeting + £18k other repair (less £9k spent CC, £ 20K fountain needing further Charity Committee approval)	224		224				
<u>Total Funding</u>	300	0	300	0	0	0	0
<u>Revenue Costs</u>							
Financing Charge			3	5	5	5	5
Other							
<u>Total Revenue Costs</u>			3	5	5	5	5

# Appendix R (cont)

	Total Cost £'000	Before 31.3.15 £'000	Revised 15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	Subseq. Years £'000
<b>ES33 Crematorium and Chapel Enhancements</b>							
9604							
Provision of upgrade including building alterations works on the memorial and drainage							
<u>Funding Source</u>							
Council	113	31	82				
Other	0						
<u>Total Funding</u>	113	31	82	0	0	0	0
<u>Revenue Costs</u>							
Financing Charge			4	8	8	8	8
Other							
<u>Total Revenue Costs</u>			4	8	8	8	8
<b>ES32 Country Park -Interpretive Centre</b>							
9603							
Provision of a new Interpretive Centre. Council funding being provided by sale proceeds of Warren Cottage.							
<u>Funding Source</u>							
Council	250	26	224				
Other via Groundworks	150		150				
<u>Total Funding</u>	400	26	374	0	0	0	0
<u>Revenue Costs</u>							
Financing Charge			11	21	21	21	21
Other							
<u>Total Revenue Costs</u>			11	21	21	21	21
<b>ES37 Playgrounds Upgrade Programme</b>							
9750							
Hare Way, Mare Bay, Highwater View, Bexhill Road and other play spaces contribution to upgrades							
<u>Funding Source</u>							
Council	87		47	40			
Other	0						
<u>Total Funding</u>	87	0	47	40	0	0	0
<u>Revenue Costs</u>							
Financing Charge			3	7	8	8	8
Other							
<u>Total Revenue Costs</u>			3	7	8	8	8
<b>ES38 Playgrounds Carnoustie &amp; Kensington Close</b>							
9751							
Carnoustie Close & Kensington Close Play spaces contribution to upgrades							
<u>Funding Source</u>							
Council	0						
Other S106	60		40	20			
<u>Total Funding</u>	60	0	40	20	0	0	0
<u>Revenue Costs</u>							
Financing Charge			0	0	0	0	0
Other							
<u>Total Revenue Costs</u>			0	0	0	0	0