

Overview and Scrutiny Committee Agenda

Tuesday, 17 December 2019 at 6.00 pm

Council Chamber - Muriel Matters House, Breeds Place, Hastings TN34 3UY

For further information, please contact Democratic Services on 01424 451484 or email: democraticservices@hastings.gov.uk

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Agenda Item 3 Public Document Pack

OVERVIEW AND SCRUTINY COMMITTEE

5 SEPTEMBER 2019

Present: Cllrs: Davies (Chair), Levane (Vice Chair), K Beaney, Cox, Foster, O'Callaghan, Rankin, Roberts (substitute for Charman), Turner

19. APOLOGIES FOR ABSENCE

Apologies received for Cllrs: Barnett, Battley, Charman (substituted by Roberts)

20. DECLARATIONS OF INTEREST

Councillor	Item	Interest
Evans	Item 4 – performance monitoring Q1 report	Personal - freedom leisure member
Sue Beaney	Item 4 – performance monitoring Q1 report	Personal – Hastings Housing Company Director

21. MINUTES OF THE PREVIOUS OVERVIEW AND SCRUTINY COMMITTEE HELD ON 11TH JULY 2019

Councillors thanked officers for the answers to the questions asked at the last Overview and Scrutiny meeting.

RESOLVED – that the minutes of the meeting held on 11th July 2019 be approved by the Chair as a true record.

22. PERFORMANCE MONITORING QUARTERLY REPORT FOR 2019/20 - QUARTER 1

With the agreement of the chair this item was moved down the agenda to item 5

Councillors asked questions of the present officers about the report

Question: The improvement of street cleanliness is 4% compared to its 5% target what exactly does this mean

Answer: It is a percentage of tests failed so a lower percentage is less tests failed and therefore better.

Question: The length of time to process housing benefit applications is too long at 17 days, the private rented sector won't hold a property for two weeks how can we improve this?

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Answer: The council would like to process these faster. The council is in the upper quartile of the country for average days to process an application. It is a complicated process that requires co-operation of many different people. The council has aspirations to get this faster, but it should be noted that very few councils have it lower than 10 days.

Councillors passed on their appreciation of the planning team at achieving 100% on targets on major applications and exceeding targets of minor applications. The Director of Operational Services commented that whilst he would pass on the comments it should be noted that the planning team continue to be hit with sickness and absence so the performance may not continue into the future. It was also commented that note 7 of the report mentions the possible future performance loss.

Councillors commented that there is a lot of strain on staff at the moment causing sickness, this causes more strain on the remaining staff and this causes a vicious cycle. The also commented that the first focus should be protecting staff in their jobs.

Question: Is Hastings Borough Council's sickness in line with other authorities?

Answer: Need to look at sickness stats across the organisation. There has been significant amount of work looking at trends but there is a difficult winter ahead. In the crudest terms £1.5m is 50 staff posts and a number of posts are externally funded. This will cause stress and worry on staff and affect their work and personal lives. It is expected that the sickness and absence figures will get worse in the next two quarters.

Councillor Rogers commented that she meets with the Director of Corporate Services and Governance on a regular basis as well as the Executive Manager of People, Customer and Business Support. They are looking at where the sickness is, which departments, and are doing lots of work with occupational health and mental health. It has to have an effect on staff, but proud of the support and help that is there and available.

Question: Is the low number of homelessness cases prevented due to staffing issues?

Answer: Now that there are some additional staff in the role Hastings Borough Council expects the numbers to increase in the next three quarters

Question: Has the council collected more council tax? Can we improve on the number of days to process?

Answer: Universal Credits (UC) has affected the time to process and until that situation or the council tax reduction scheme changes then this will continue. Council taxes collected have been affected by staff levels as there are four missing posts now. The hardest debts to chase are being handled by solicitors; this is also a long process. It should be pointed out however that Hastings Borough Council is the billing and the reduction authority so it isn't claiming the extra money from the customer whilst being processed. Time to process doesn't affect the customer just the council's income.

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It was commented that collection has not increased due to the recruitment of recovery agents being difficult. There is a need to get more of this service online to help the pressure on the revenues and benefits department. It was also commented that the council has eased off on its use of bailiffs as it causes people great stress. It has always caused issues with people being targeted when they cannot afford to pay, instead of people who can afford to pay but are avoiding it.

Question: What does the council do about monitoring Bailiffs?

Answer: Can find out the answer

ACTION: Councillor Rogers to find out and report back about the councils monitoring process or Bailiffs.

Question: With the average days to process a new benefit claim at 14 days and the average days to make a change at 4 days, it seems that once a claim is on the system it is faster to process changes. Is this due to Universal Credits?

Answer: Universal credits (UC) are causing significant problems for Hastings Borough Council. Once someone has been put on the system and is in the council's control it is much faster to process as it doesn't involve back and forth with other organisations.

WASTE

Councillors commented that with the councils new in house street cleansing team (DSO) being in its early stages, it was a positive report on their progress so far. However it would be better to look at it in more detail when it has been operating for a longer period.

It was commented that the new team is a large team and will continue to work hard. The performance so far is already a great achievement.

Councillors commented that the areas the Hastings Borough Council control and cleans are looking much better. However it is now making the areas that are not under the councils control look much worse.

It was commented the setting up of the DSO was well done and officers are delivering as asked. There are still parts to sort out and Hastings Borough Council will be looking at possible things to extend to in the future if success continues.

MODERNISATION

Councillors passed on their congratulations to the team responsible for modernising the papers presented to overview and scrutiny.

Question: With all the work that has been done on the plain English project being effect so far, where is the project at the moment? Also the plain English and project tools applied boxes have not been ticked for this report why is this?

Answer: The plain English project is led by the communications team and has so far had a 96% staff uptake. The council now has communication champions

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that help staff realise that professionalism doesn't just mean fancy words. As for the website, the council needs the resource to allow officers the time to fix it.

ACTION: Councillors would like an update on the customer first and plain English project from a member of the communications team.

The Democratic Services and Continuous Improvement Manager commented that the project tools were applied to each individual part of the report rather than the report as a whole. And that he ran out of time for the plain English review.

It was commented that there are online course for councillors to complete and all councillors should have access to these now. The IT team are currently looking at google analytics and making sure that the right thing comes up when it is searched for. Also they are uploading forms to the website, but they are down to two and a half members in the team. It was noted that other authorities have commented on how good Hastings Borough Council's website is.

Question: Why are the digital first team being trained in business analysis?

Answer: This is the new team that was agreed by councillors at full council. There are a number of officers trained within the council now but digital first have been trained so they can analyse teams and successfully upload services online.

Councillors commented that the success of the council moving towards a project management approach should be celebrated.

It was also commented that all those officers have been trained in PRINCE2 (a project management approach). Councillors will soon be getting a tailored version of this training so they can understand the way the council is now working.

Question: Did the new document management system go live and was it successful?

Answer: Director for Corporate Services and Governance will find out details.

ACTION: Director of Corporate Services and Governance to find out about new document management system and report back to overview and scrutiny.

HOMELESSNESS

Councillors commented on the Syrian resettlement programme. They commented that the communication around the project will be very important as the support for the refugees has been great but it highlights the help needed by some locals in the same situation.

It was commented that the Syrian resettlement programme has been very successful in Hastings. This has been down to the officers and the programme itself. It is now over 100 families and is a very well-funded programme. The refugees are going into private rented accommodation and not social housing and the funding received is very specific.

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Councillors commented that longer term residents are facing more issues and this might cause resentment and affect community cohesion. A local who would not require as much support but may seem to get nothing. How does the council communicate this to the public.

It was commented that the refugees are able to work and study here once they have gone through the programme. They will be getting Local Housing Allowance (LHA) rate housing and nothing better than that subsidised. Houses are found through the private rental sector.

ACTION: Director of operational services to find all the information about the scheme and circulate to councillors.

Councillors commented that they need to be conscious of the impact BREXIT could have on the programme and on community cohesion

Question: What is the new model for the Social Lettings Agency (SLA). The SLA was set up prior to the Hastings Housing Company (HHC) why are both of these needed?

Answer: There will be a report on the new model for the SLA coming to cabinet soon. What will be true is that the SLA will not be able to rely on the HHC income. The financing will need to be different. There will be an opportunity to debate why both are needed at the cabinet the report goes to.

Question: Are the SLA and homelessness prevention separate or are they linked?

Answer: There is a link as the SLA will help find permanent accommodation from emergency accommodation; this is keeping people off the streets. A stock of temporary accommodation has been purchased and the council will look at acquiring more in the future.

Question: Developers are saying that they are building affordable accommodation but it is not affordable. Can we have a more concrete strategy?

Answer: Figures coming from some of the new builds are staggering; the affordable housing at Archery Road was very impressive. All that can be done is to keep a watching brief on this.

Question: Regarding social rent, housing associations changed the status of peoples rent when they moved out. Did this ever get reversed? How are housing associations calculating rents?

Answer: Not sure about this but can contact the two housing authorities and ask.

ACTION: Director of Operational Services to contact the two housing authorities to see how there pricing is calculated.

Question: How is the HHC doing on its targets set by the leader of 140 units by 2019/2020?

Answer: Emphasis from earlier reports has shifted to acquiring properties £5m has been spent on the HHC so far looking to make a business case for more.

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The government has changed the rules on purchasing property so it is less favourable for the council to purchase to rent.

Question: What is the leaders view on right to buy in the private sector?

Answer: Not opposed to the idea if they are replaced like for like. It is a good idea in principal.

DEVELOPING THE TOWN

Question: Two large developments in the report. How are the section 106 arrangements arrived at? Who has input into those arrangements? Is there any scope for ward councillors to be involved in this process?

Answer: section 106 is a complex area and would be better to set up a session with a planner to explain it fully. Other councils use Community Infrastructure Levy's (CIL's) which could be seen as more of a tax. Section 106's are more strict. With the workload on planners at the moment it would benefit to get them to prepare a briefing note rather than arranging a meeting.

ACTION: Planning team to prepare a briefing note for councillors on section 106 and the section 106 presentation to be recirculated to councillors.

Question: The report mentions a consultant for a feasibility study for the Bohemia area development plan. It is an ambitious and expensive plan but we haven't heard much about it

Answer: The council is not sure what it is going to be doing with the bohemia area yet. The feasibility study will tell the council if it should or how to do it. The study will assist councillors in the scale of their ambition.

Question: With speculation rampant how will the public be kept involved?

Answer: A communication plan will be attached to the project plan

ACTION: Communication plan to be circulated to councillors as soon as available

It was commented that Travelodge are looking to build a hotel there and the council is seeing if this can be fit into the plan. They cannot be made to wait two years whilst the development begins to see if it's possible as they will go and build somewhere else.

Question: Regarding the governance on the local plan update, how are the stakeholders defined? How do local Councillors fit in? How do Councillors get involved?

Answer: Through the local plan monitoring board, they make sure that policies are in place for the future developments. Stakeholders were chosen by a consultant. Once it comes back it will be shared with all councillors and comments and concerns will be welcomed.

It was commented that when the council developed its local plan there was a consultation strategy. It has to be approved as part of the process as well as publically scrutinised. It was changed as part of the public examination. It finally has to be approved by a government inspector. The plan will be very challenging, housing is

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especially challenging as is the integration of climate change. There will be plenty of opportunities for councillors to get involved along the way.

ACTION: Councillor Forward to find the consultation strategy and circulate.

Councillors commented that climate change is a very important issue especially in development. The policy needs to be sure as Councillor Evans could become the target of criticisms.

INCOME GENERATION

Question: The business plan that went to cabinet on income generation for the housing company. There was a provisional view about acquisitions and advice that a new business plan would be needed. The report went in July for this and was very comprehensive. How is the HHC continuing without a business plan?

Answer: There is a business plan but it is out of date, so everything is on hold until it is updated. The report in July detailed the money spent on commercial property and energy programmes.

It was commented that energy generation is longer term money than commercial property in that it takes longer to yield financial results. The council hopes that favourability will be given to clean energy in the future. It does not generate money for the council at the moment to put green energy generation on commercial buildings. Ground mounted solar will be more profitable in the future as less green energy generation becomes less attractive. Commercial property yields the best instant income for the council at present, and the council can look to sell assets in the future to try and purchase commercial property outside of the borough.

Question: With a longer term aim from energy generation and climate change is the council reconsidering its aims?

Answer: A process has been agreed where discussions can be had with natural England to be involved in energy generation plans. As energy prices increase the green energy generation schemes will increase in value. The cost is higher than the council initial thought but the cost of the whole scheme needs to be re-appraised.

It was commented that the social values of green energy generation need to be considered as well.

BLUEPRINT

Question: With reference to engagement with councillors in the report is this all councillors or just cabinet members?

Answer: Cabinet members with oversight from SOAPB. Other councillors and stakeholders will be after this.

Question: What does EPISTEL stand for?

Answer: Project management term, means; Economic, Political, Information, Sociocultural, Technological, Environmental, Legal

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TACKLING CLIMATE CHANGE

Question: With the new post of lead councillor for climate change now in place how is the plan going towards our greener goals as a council?

Answer: The plan so far has been very tricky, there is only one officer to support at the moment but recruitment is underway for a second. Keen to bring procurement back in house so the council can use more local businesses and services to save fuel and decrease carbon footprint of the council. The council's climate change strategy needs updating and this will be done soon. Work has started with the community as it will take the efforts of everyone and not just the council to fix this crisis. There is also an urgent need for housing in the borough so compromise will be necessary in the building of these homes but championing that the compromise not be the climate change aspects. In this respect Hastings Borough Council is ahead of most local authorities.

Question: Are schools being approached, especially around diet?

Answer: Has been a lot of work with schools in Hollington. Currently looking at turning run down community playgrounds into community gardens. Looking at greater awareness around diet. Concerning that the food bank in Hastings was empty last week, so very behind communities growing their own food. But will take Scrutiny's suggestion going forward about move involvement with schools and diet.

Question: Will Section 106's be used in future for solar panels on houses and batteries in houses?

Answer: Straightforward answer is planning policy is currently being reviewed to be updated. This will revise the policy to include these tools. Planning law however will affect this and the main thing is how happy everyone is with the planning policy going forward.

It was commented that young people are already ahead of the curve when it comes to diet and its effect on climate change. A lot of young people are already moving to more plant based diets and eating less red meat. There have been marches locally and in the town. Hastings Opportunity Area (HOA) have run a lot of projects over the summer about climate change. Young people seem to have a strong feeling about waste, especially beach waste so the council should look at a seaside code similar to the old county side code.

Question: So there will be a climate change strategy put in place?

Answer: Yes

Question: A lot of expectations around developers and what we would like them to do to make builds greener. How do we make them comply with these aspirations?

Answer: Through the local plan the council can include things to inspire developers. The council can talk to developers to get across our aspirations and the council can use its position as a developer to set an example for other developers.

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Question: What is the thought on building on green space, especially Brownfields sites?

Answer: There have been many discussions on this already and the coombe valley site will have less than 0.5% built on and this will back mostly onto housing. In terms of biodiversity gardens are more diverse than playing fields. It would be great to have as many green spaces as possible but there is a serious need for housing so there must always be some compromise. The council is doing everything it can to be as sensitive as possible. The Council doesn't own most brownfields sites so cannot build on them.

Question: Multi school academies don't seem to be taking climate change as seriously as they can be will you be attending these schools to talk about this?

Answer: Met with many of the Hollington schools already and willing to visit all the schools in the future.

Councillors' commented that scrutiny has a role in supporting the lead councillor for climate change and the writing of the process. Also a monitoring role to make sure officers and senior officers are supporting to the best of their ability. Scrutiny can also help think through some of the strategy with the lead councillor for climate change and some of the work scrutiny does can be used to support in the task at hand.

Question: Can climate change be moved further up the agenda in future as it is an important issue?

Answer: Yes

Councillors commented that the large programme in this report is a testament to the council's ambition. Councillors also raised concerns around ward councillors not being considered stakeholders in projects affecting their wards and agreed that this can be looked at in the stakeholder matrixes in the future.

Councillors voiced their gratitude to former Overview and Scrutiny member Councillor Andrew Cartwright who passed away recently and passed on condolences to his partner and reminder councillors of the funeral date.

RESOLVED that:

- 1. That the committees comments on 2019/20 performance be addressed by the relevant Lead Member(s) with appropriate action and report back**
- 2. That staff be thanked for their hard work and achievements**

Reasons for Recommendations

To assist the council to undertake performance management arrangements

23. FINANCIAL MONITORING QUARTERLY REPORTS FOR 2019/20 - QUARTER 1

With the agreement of the chair this item was moved up the agenda

The Assistant Director Financial Services & Revenues introduced the item. He commented that there is a new financial management code coming in, so to coincide with that the decision was made to improve and extend the financial information given

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to overview and scrutiny. This information is similar to the information that is given to Cabinet Agenda Planning (CAP) and Cabinet. He went on to comment that from recent reviewing and work done by the finance team there has been an update to the deficit analysis. There are savings expected however the temporary accommodations costs have increased.

Councillors thanked the Assistant Director Financial Services & Revenues for the report. Councillors asked if due to the current financial climate, will pensions be a larger liability on the council? The Assistant Director Financial Services & Revenues answered that pensions are a large expense for the council and the large £41m is not all bared by the council, it is valued and from that valuation the amount the council pays is calculated. This will be paid in April next year and contributions will cover the actual deficit over a 20 year period. He also commented that a recent court judgement (the McLeod Judgement December 2018) pensions are currently under government wide review.

Councillors commented that the report is much easier to understand than previous ones but with the council's plain English and readability guidelines can the report be improved in the future to make it more accessible for everyone. They also asked if the terms positive variance and ERP could be defined for clarity.

The Assistant Director Financial Services & Revenues answered that the council is aiming for the report to be simpler in the future. He also answered that positive variance is an underspend on additional income, and ERP stands for Enterprise Resource Planning and is the council's finance and HR system that they are in the process of being fully operational..

Councillors asked that with the forecasted deficit of £1.9m looking more like £1.5m how long can this be maintained with reserves, how robust is the council?

The Assistant Director Financial Services & Revenues answered that the £1.9m has reduced as a result of savings so the actual deficit figure is closer to £1.5m. The council is currently still using the transitional reserves and not the actual reserves. If the £1.5 million savings are made this year then the transitional reserves will be available for next year only.. The actual reserves can be used but this will diminish money to do projects identified by the council. The main intention of the council is to have a sustainable budget.

The Director of Operational Services commented that management agree with finance on this point and the council will not have a forward going role if the reserves are all used and it is critical that this doesn't happen.

RESOLVED that:

- 1. To accept the contents of the report, and the actions within the conclusion and management action section.**
- 2. To consider the level of detail provided and whether more or less information is required.**

Reasons for Recommendations

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To assist the council in understanding the financial position and particularly areas of over and under spend. This assists in identifying areas for review in the revised 2019/20 budget and the production of the 2020/21 budget.

24. SCRUTINY WORK PROGRAMME

24.1 Confirm date and group for S106

Councillors agreed that this item would be discussed at a later date.

24.2 Regeneration Funding Review

Councillors thanked officers and colleagues for their input and assistance on the project scoping that has been going ahead for the scrutiny work programmes. Councillors were reminded that the next Scrutiny Steering Group meeting is to be held on the 25th of September.

Councillors commented that there will soon be a group meeting for all female councillors to discuss Hastings Borough Council policy and how it fits female councillors. It was commented that similar groups could be set up to discuss disability inclusion, childcare and full time working arrangements.

Councillors also commented that they would consider splitting quarterly scrutiny meetings into two parts and having the chair and vice chair alternate meetings. This would prevent meetings going on too long in the future, but would mean more meetings.

(The chair declared the meeting finished at 21:00)

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Agenda Item 4



Report to: Overview and Scrutiny Committee

Date of Meeting: 17 December 2019

Report Title: Performance Monitoring Quarterly Report for 2019/20 - Quarter 2

Report By: Jane Hartnell, Director of Corporate Services and Governance and Simon Hubbard, Director of Operational Services

Purpose of Report

To provide members with an update on performance against the key programmes and performance indicators set out in the corporate plan for 2019/20, and other key activities, during quarter 2 (1 July to 30 September).

Recommendation(s)

1. That the committees comments on 2019/20 performance be addressed by the relevant Lead Member(s) with appropriate action and report back
2. That staff be thanked for their hard work and achievements

Reasons for Recommendations

To assist the council to undertake performance management arrangements

Background

1. The 2019/20 Corporate Plan identified 7 key programmes for the year, and a number of performance indicators. In July [cabinet](#) agreed the targets for the performance indicators, and also the format for monitoring and reporting progress against the key programmes during the year. This report contains the following appendices to update councillors on these areas:

Appendix A: Key programmes

2. For each of the key programmes the milestones and measures reported previously at the June Overview and Scrutiny [meeting](#) are reported, with any changes as appropriate, and an update for quarter 2. The meeting papers for June contain further details for each programme (governance etc.), but as these should not vary significantly during the year they will not be reported unless there are significant changes.

Appendix B: Performance Indicators

3. Performance indicators are used to measure some aspects of our progress throughout the year. To provide a 'quick glance' of performance across the organisation performance for the second quarter is summarised below. Further detailed information is given in Appendix B. Including comparisons of performance over time, and more detailed notes.

Appendix C: Further Updates

4. Any other relevant updates not included in Appendices A or B is included under further updates.

Performance Summary

5. The table below gives a summary of performance for the indicators in the Corporate Plan at the end of quarter 2. Further details, including comparisons with previous performance and more detailed notes are available in Appendix B.

Name	Actual Q2 2019/20	Status Q2 2019/20	Target Q2 2019/20
1. Improved street and environmental cleanliness (levels of litter, dog fouling, detritus, graffiti and flyposting)	5%	Met	5%
2. Percentage of household waste sent for reuse, recycling and composting	See note below		
3. The average number of failed bin collections (per 100,000 collections)	125	Not Met	100
4. % of food establishments which are broadly compliant with food hygiene law	99.0%	Met	92.0%

Name	Actual Q2 2019/20	Status Q2 2019/20	Target Q2 2019/20
5. Green Flag status retained for our key parks and open spaces	Retained	Met	Retained
6. Total attendances at Council Leisure Centres	204,557	Not Met	210,500
7. Number of visitors to the White Rock Theatre	45,993	For information only, no target set	
8. Number of visitors to Hastings Museum and Art Gallery	38,231	Met	25,000
9. Net number of new homes built	Not reported until yearend		
10. Number of affordable homes created	Not reported until yearend		
11. Long term empty properties returned to use	1	Not Met	35
12. Number of neglected and derelict buildings improved	5	Not Met	25
13. % major planning applications determined within 13 weeks or another later date as agreed with the applicant	100.0%	Met	80.0%
14. Non-major planning applications determined within 8 weeks or another later date as agreed with the applicant	84.4%	Met	80.0%
15. % householder planning applications determined within 8 weeks or another later date as agreed with the applicant	87.1%	Met	80.0%
16. Major planning applications determined within 13 weeks or as agreed with the applicant assessed over a 2 year rolling period e.g. 2017/18 to 2018/19 and 2018/19 to 2019/20	86.4%	Met	60.0%
17. Non-major planning applications determined within 8 weeks or as agreed with the applicant over a 2 year rolling period	86.6%	Met	70.0%
18. Private sector homes meeting the required standard	85	Not Met	100
19. Number of homelessness cases prevented	185	Met	150
20. Average length of stay (days) in emergency accommodation	232	New indicator, no target set	
21. % of customers self-serving online (through those transactions currently available on line)	64.7%	Met	63.0%
22. The proportion of working days/shifts lost due to sickness absence	4.45	Not Met	3.15
23. Average number of days to process new housing benefit claims	14.3	Met	15.0
24. Average number of days to process changes to housing benefit claims	4.7	Met	5.0
25. Average number of days to process new Council Tax Reduction claims	15.6	Not Met	15.0

Name	Actual Q2 2019/20	Status Q2 2019/20	Target Q2 2019/20
26. Average number of days to process changes to Council Tax Reduction claims	4.7	Met	5.0
27. % Council Tax collected in year	59.8%	Not Met	60.4%
28. % Non-domestic rates collected in year	59.0%	Not Met	59.5%

14 of 23 indicators (61%) that data is available for met target for quarter 2. (Several of the indicators listed above are not available, not due for reporting, or have no target set for Q2)

Notes:

2. No recycling figures are available yet for Q2. Recycling for Q1 was 32.9%, exceeding the 30% target.

Timetable of Next Steps

Action	Key milestone	Due date (provisional)	Responsible
Record and collate views of O and S on PIs and performance.	Minutes drafted and approved.	18/12/19	Committee Administrator
Coordinating feedback on questions, queries & issues raised but not addressed at this meeting.	O and S Chair approval that issues raised were addressed.	05/03/20	Continuous Improvement and Democratic services Officers

Wards Affected

All

Implications

Relevant project tools applied? **Yes/No**

Have you checked this report for plain English and readability? **Yes/No**

Climate change implications considered? **Yes/No** – covered in appendix A (key Programme number 7).

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	No
Anti-Poverty	No

Additional Information

Officer to Contact

Officer Name Mark Horan / Angus Singleton
Officer Email Address mhoran@hastings.gov.uk or asingleton@hastings.gov.uk
Officer Telephone Number 01424 451 485 or 01424 451487

Appendix A: Key Programmes

Title: Waste Services

(Corporate Plan reference: Key programmes of work 19/20 no. 1)

2019/20 Milestones

Q1 - Waste services delivery programme:

- Vehicle procurement in progress
- Staff TUPE arrangements in place
- 29 June 2019 - DSO commences cleaning, new contractor starts waste collection
- 15th July DSO set up Programme ends and handed over to operational management

Q2 - Q4 Following go-live on June 29th the focus will initially be on day to day running of the new DSO and waste contract.

So far as the DSO is concerned, as it beds in further development work and business cases may be developed and considered for variations to the future operation of the DSO. For example to generate additional income. Cleansing rounds and systems will be reviewed and optimised to ensure the most efficient deployment of resources. There will also be an ongoing need to train our DSO staff in the new ways of working. We may also consider applying for ISO14001 and 9001 accreditation.

During year one of the new waste and recycling Biffa Collection Contract:

- Co-mingled glass collection will commence straight away
- Throughout July to September Biffa will review the existing

round structures inherited from Kier and consider the need for changes, and if required submit proposals to the council

2019/20 Measures of success

Q1:

- New DSO and waste contractor in place and operating from June 29th

Q2 - Q4:

- Performance indicators for street cleanliness and refuse and recycling collections under the new arrangements are better than performance for 2018/19.
- Establish further development milestones as appropriate when new services bedded in.

Q2 Update

While it is still very early days for the street cleansing DSO, performance has either met or exceeded expectations. Making use of new technology, work is being assigned, carried out and completed quickly, with a very small proportion of jobs being re-raised by customers. Additionally close working relationships between officers, crews, community groups, and housing associations has led to increased communication, education and enforcement activity. Overall we are striving to encourage a proactive attitude towards clearance work, thus dealing with situations before they become a problem.

In mid- September we received the latest NI195 street cleansing results. The results show a considerable improvement in litter

standards, achieving a score of 5.8% when compared with 8.2% for the same time last year. This result was mirrored for detritus (11% compared with 13%), flyposting (1.3% compared with 1.5%) and weed removal (15.2% compared with 21.8%). The only area that fell when compared with last year was graffiti. However this is as a result of an increase of incidences, with the DSO removing twice the number of tags when compared with 2018/19. In addition to routine work, the DSO completed over 2,600 additional work requests between July and September. Throughout this period, the work carried out by the DSO has continued to receive positive comments from both the media and customers alike.

Following this pattern, the early stages of the Joint Waste Contract appear to be positive, with performance being comparable or better than the same time last year. Biffa are continuing to make adjustments to the rounds to make them more efficient, which occasionally results in minor service issues, however this process is being closely monitored and problems are addressed as required. Also see comments on the performance indicators in Appendix B.

Title: Modernisation and digital efficiencies

(Corporate Plan reference: Key programmes of work 19/20 no. 2)

2019/20 Milestones

Q1

- Implement Housing Options triage for self-service and work with support and advice agencies to maximise usage. Currently the CCC handles circa 100 housing assessments and circa 50 housing register applications per month. (The introduction of the Housing Options triage will enable self-service assessments and registrations and it is anticipated this will handle 80% of these transactions over time)
- Review of existing on-line transactions and identify 'quick wins' to increase take up including improvements to web information and automated telephone services.
- Train new digital first officers in Business Process Mapping and form building
- Identify potential forms being completing mini service reviews of the 13 service areas
- Prioritisation of the already identified 66 forms and the additional from the 13 service areas for transferring online
- Complete the migration of previously agreed priorities: DSO; implementation of Information@work; X-Pay; Beach Huts and Chalet's; NHS Clinical Form; Temporary events notices.

Q2

- Implementation of new waste services: JWC for bins &

DSO for street cleansing – forms and processes go-live and monitored for effectiveness

- Continue to implement prioritised forms as determined based on work in the previous quarter
- Information @Work implementation re-scheduled to Q2 from Q1 due to external IT problems outside of our control.

Q3

- Continue to implement prioritised forms as determined based on work in Q1, however this may be amended due to review of Digital First prioritisation list with Corporate Management Group as Digital First Team Leader on maternity leave until August 2020
- Project manage the implementation of hosted Northgate iWorld with Revs and Bens
Undertake mystery shopping exercise on housing triage in the Contact Centre and Housing Options appointments to assess successful implementation of recommendations from 2018 exercise and any further recommendations.

The following areas have been added for Q3:

- Review and implement the corporate standard, project and programme assessment Rollout Smartsheet to selected service areas and councillors
- Annual beach hut renewals to go live end of Oct 19
- Scope implementation of young people and digital media.

Q4

- Continue to implement prioritised forms as determined by review in Q3
- Project manage the implementation of Northgate

Citizen Access with Revs and Bens
<ul style="list-style-type: none"> • Added for Q4 • Imbed the Corporate Standard project and programme assessment and project toolkit
<p>2019/20 Measures of success</p> <p>Q1 (April – Jun)</p> <ul style="list-style-type: none"> • Self-service use of housing options triage process. • Self-Service use of pest control bookings. • ‘Quick wins’ achieved through updates to website content <p>Q2 (July-Sept)</p> <ul style="list-style-type: none"> • Increased % of customers self-serving online <p>Q3 (Oct –Dec)</p> <ul style="list-style-type: none"> • Increased % of customers self-serving online. • Increased usage of Smartsheet throughout the organisation • Implementation of Corporate standard project and programme assessment and project toolkit <p>Q4 (Jan –Mar)</p> <ul style="list-style-type: none"> • Increased % of customers self-serving online • Reduced % missed bin reports (if new JWC improves performance) • Street cleansing reports should also reduce (if new DSO improves performance) • Corporate standard project and programme assessment and project toolkit being successfully used
<p>Q2 Update</p> <ul style="list-style-type: none"> • Implementation of On-Line only Temporary Event Notices (TENs) has been reprioritised and will be

<p>completed later in the year.</p> <ul style="list-style-type: none"> • Information @ Work electronic records management system for Revenues & Benefits implemented successfully • DSO and JWC implemented successfully and operational as business as usual • Scoping for the template of a corporate standard, project and programme assessment started in Q2, review and implementation due Q3. • Training and induction of Digital First Officers going well and to plan

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Title: Homelessness and disadvantage

(Corporate Plan reference: Key programmes of work 19/20 no. 3)

2019/20 Milestones

- Homelessness Review completed and new Housing and Homelessness Strategy adopted.
- Services for rough sleepers expanded through the Rough Sleeping Initiative and the Rapid Rehousing Pathway.
- New model for the Social Lettings Agency implemented, to reflect the updated business case.
- A minimum of 9 units of temporary accommodation acquired using the capital funding allocated by Cabinet in October 2018.
- Review of working practices following the implementation of the Homelessness Reduction Act completed. This includes the launch of a new online Housing Options triage process and the introduction of home visits by the Housing Options team.
- Target to resettle 100 families in Hastings through the Syrian Resettlement Programme met.
- Explore funding opportunities through the Ministry for Housing, Communities and Local Government's Accessing the Private Rented funding stream and the CHART programme to provide additional support for households living in temporary accommodation to secure long term housing solutions.

2019/20 Measures of success

Q1 (April – Jun)

- New model for the Social Lettings Agency implemented.
- Rapid rehousing pathway launched.
- Second year of the Rough Sleeping Initiative launched.

- Housing Options online triage process and home visits launched.

- Target for the Syrian Resettlement Programme met.

Q2 (July-Sept)

- Homelessness review completed and strategy development focus groups held with partners.
- Draft Housing and Homelessness Strategy out for public consultation.
- Capital funding for the acquisition of temporary accommodation fully committed.

Q3 (Sept –Nov)

- Housing and Homelessness Strategy adopted.

Q4 (Dec –Feb)

- Annual review of the Social Lettings Agency business case completed.
- Alternative funding options to continue the objectives of the Rough Sleeping Initiative and Rapid Rehousing Pathway explored with partners.
- Housing and Support Services Group re-convened to oversee the implementation of the Housing and Homelessness Strategy Action Plan.

Q2 Update

The council's draft homelessness and rough sleeping strategy, and homelessness review, was published for consultation in September. The consultation will run until 25 October 2019. The draft strategy will then be updated to reflect feedback from the consultation before being presented to council for adoption in December.

The council completed its final acquisition of temporary

accommodation in September. The council has acquired a total of 17 units of accommodation, using the capital funding allocated by Cabinet in October 2018.

An updated business case for the Social Lettings Agency was presented to Cabinet in October. The business case will recommend expanding the private sector leasing scheme and carrying out further capital investment in council-owned temporary accommodation, in response to the growing demand for emergency accommodation.

In quarter 2, the council also begun a review of its allocation scheme for social housing and update draft scheme is due to be considered in spring 2020.

Title: Income Generation (Energy Generation and Hastings Housing Company Ltd. & Commercial property purchases)

(Corporate Plan reference: Key programmes of work 19/20 no. 4)

2019/20 Milestones

- Refresh the Income Generation Strategy.
- Revise the Housing Company Business Plan

Energy

- Consider detailed business case for ground mounted solar arrays.
- Develop alternative transaction models following the withdrawal of the Feed in Tariff.
- Review plans for rooftop solar projects and commence installations.
- Consider the potential for development of car park PV installation.

Hastings Housing Company Ltd

- Reappraise the existing financial models underpinning the current business plan.
- Approve a revised business plan for 19/20 and 20/21.
- Continue to invest in residential property in accordance with the Hastings Housing Company business plan.

Commercial property purchases

To be considered in line with the Medium Term Financial Strategy in September

2019/20 Measures of success

Q1 (April – Jun)

Energy

- ~~Solar farm key studies undertaken~~, formal consultation with ~~Natural England~~ moved to Q2
- Initial planning and feasibility review of proposed sites (including planning considerations, technical constraints such as topography, buffer zones) to identify the land which would merit further detailed investigation.
- Consult with UKPN to clarify potential local grid connection capacity
- Desk top analysis of car park canopy solar array

HHC Ltd.

- £1.2m invested in housing

Q2 (July-Sept)

Energy

- ~~Report to cabinet outlining Natural England's formal response.~~ Move to Q4
- Solar farm key studies commissioned and underway
- Car park Canopy solar arrays report to cabinet to progress to feasibility, if desktop analysis is viable.
- Solar canopy feasibility study commissioned

HHC Ltd.

- £1.2m invested in housing

Q3 (Oct –Dec)

Energy

- Solar farm –key studies undertaken, evaluation of findings summarised and formal consultation with Natural England via the Discretionary Advice Service (DAS)
- Feasibility study for solar car port study
- ~~Solar farm business case is developed and considered at cabinet. —including transaction models. Move to 2020/21~~
- ~~Procure roof top/car park solar installer, should alternative transaction model and feasibility of car park solar show viability move to 2020/21~~

HHC Ltd.

- £1.2m invested in housing
- 2020/21 business plan approved

Q4 (Jan –Mar)

Energy

- Report to Cabinet outlining Natural England’s formal response – may extend into Q1 2020/21
- Report on findings to Cabinet of solar canopy research
- ~~If approved submit planning application for solar farms move to 2020/21~~
- ~~Resume installing roof top solar. Move to 2020/21~~
- ~~Proceed to planning for Car park solar move to 2020/21~~

HHC Ltd.

- £1.2m invested in housing
- Business case approved

Q2 Update

Energy Generation

Ground mounted solar project

Following initial site surveys, 4 sites have been identified for the potential installation of ground mounted solar. (3 in the country park and one at upper wilting farm)

Four studies have been commissioned to inform the application to Natural England’s (NE) Discretionary Advice Service, namely

- Agriculture land Assessment,
- Heritage survey,
- Ecology Survey and
- Landscape & Visual impact survey.

The Councils consultants, Public Power Solutions will summarise the findings from the studies and complete the DAS application to Natural England (NE) by the end of November. NE will have 15 days to confirm whether the application is eligible for DAS and if so, agree and confirm the scope, timescales and delivery method of the Initial Advice. This initial advice is expected in Q3.

Solar Car Port In depth analysis is underway of a number of the Councils industrial estate car parks to establish the viability of these sites. Research is underway to understand the energy needs of the business near the proposed sites and the potential generation of Solar power.

Hastings Housing Company Ltd:

A project team are currently working with the HHC board to review the governance arrangements and business plan for the company to reflect the latest CIPFA guidance. In the meantime, £2,500,000 worth of capital funding, which had been earmarked for HHC to invest, has been reallocated for the council to purchase further units of temporary accommodation.

Commercial Property

Evaluation has been undertaken on a number of potential commercial property opportunities which would lead to the economic development of the town, keep it attractive to businesses, diversify the property portfolio and could provide the Council with an additional long term income stream. Two of these opportunities are being progressed in line with the Cabinet decision of 4 November 2019.

Title: Developing the Town

(Corporate Plan reference: Key programmes of work 19/20 no. 5)

2019/20 Milestones

Progress development linked to key sites:

- Bulverhythe Housing Development ¹
- Harrow Lane Playing Fields
- Tilekiln
- Pilot Field
- Bohemia (including Travelodge and Summerfields site) – early stage work
- West Marina
- Land rear of 419-477 Bexhill Road
- Mayfield E
- Hastings Town Centre Sites
- Country Park Visitors Centre

Policy development:

- Commencement of Local Plan Review

2019/20 Measures of success

- Public consultations held to obtain local input into housing and layout designs for Bulverhythe Housing Development¹
- Full planning application submitted for Bulverhythe Housing Development¹
- Delivery model for Harrow Lane agreed
- Tilekiln & Pilot Field – Heads of terms agreement and

¹ Previously known as Freshfields (Lower Tier)

outline planning work completed in line with agreed business plan

- Outline planning application submitted for Travelodge site
- Bohemia leisure and cultural feasibility study completed
- Agreement with West Marina developers finalised
- Outline planning permission for Bexhill Road and Mayfield E granted
- Future High Streets Fund Expression of Interest submitted
- Country Park Visitors Centre build completed
- Public consultation of draft Local Plan review

Q2 Update

- Two public consultation events held for Bulverhythe Housing Development. A further public consultation to be held on 31st October.
- Planning permission granted for Harrow Lane
- Section 106 Agreement drafted for Land rear of 419-477 Bexhill Road; due to complete Q3
- Bohemia Masterplan Delivery Programme:
 - Leisure and Cultural Centres Options Appraisal – consultant preparing to present final business case and report to officers and members in November. Recommendations to be presented at Cabinet in December.
 - Feasibility study and site housing valuations underway for potential re-location of ambulance station; due for completion December.
 - Discussions ongoing for potential development of Travelodge site (hotel & housing provision).
- Legal agreements for West Marina drafted and round table meetings arranged to progress these
- Mayfield E Pre-Application Forum scheduled for October

- Country Park Visitors Centre: Excavations, site levelling, drainage, foundations, slab, plinth, wall and roof timbers have been completed. Final roof timbers are scheduled for October. It is anticipated straw construction will commence at the end of October/beginning of November.
- A number of evidence based studies underway to inform the Local Plan update
- Updated timeline for Local Plan Update confirmed
- Memorandum of Understanding with Rother District Council drafted pending final signature

Title: Organisational blueprint

(Corporate Plan reference: Key programmes of work 19/20 no. 6)

2019/20 Milestones

- Blueprint project documents, governance arrangements, work packages agreed, and programme commenced (Q 1)
- Engagement with Cllrs, ADs, Senior Managers, Staff and Trade Unions to input to SWOT, ideas and considerations to be addressed (Q 1 & 2)
- Subject to satisfactory review and business case apply Decision Making Accountability (DMA) model to management arrangements at HBC to identify optimal structure and working arrangements
- Draft blueprint and if applicable business case for changes developed for approval by Executive (Q3)
- Blueprint agreed and used to inform 2020/21 corporate plan and budget development. (Q3 & 4)

2019/20 Measures of success

Q1 (April – Jun) Interim blueprint programme documents for future council approved by Executive to include work packages to define: what the council will and won't do in the future and when; what shape the council will be; why we need to change and the associated benefits for our customers.

Q2 (July-Sept) Engagement programme undertaken and potential DMA work

Q3 (Sept-Nov) Options and benefits for future council identified, assessed, risks clarified and mitigated, preferred option and business case approved - how the council will

arrive at future states and steps to be taken to get there and how resources will be allocated to meet our must do commitments first.

Q4 (Dec-Feb) Phase one benefits realised and blueprint reviewed and refreshed.

Q2 Update

A cross section of c50 staff has been interviewed as part of the Local Government Association's DMA review to provide an independent/critical friend review of HBC management layers, structures and working practices. A report will be submitted to the Leadership who will use it to inform decisions about the future blueprint, structures and budget decisions. The draft blueprint will be used to inform the draft budget and corporate plan to be published together in January. Parallel survey work has also been undertaken with service managers to identify common functions across service areas to inform decisions about how work may be better clustered.

Title: Tackling Climate Change

(Corporate Plan reference: Key programmes of work 19/20 no. 7)

2019/20 Milestones

- Map associated activity to clarify council work in this area - our 'as is' position.
 - Review the extent to which this meets the above responsibilities.
 - Agree a plan setting out Year 1 activities towards meeting these responsibilities confirming resource implications and governance arrangements.
 - Engage and communicate both with staff, partners and the community to embed shared responsibilities and optimise division of labour to collectively 'tackle climate change' in line with the council's emerging organisational blueprint.
- Review proposed and developing infrastructure projects (e.g. housing, Bohemia area, Future high street) – to determine how climate considerations can be designed and integrated into these projects to ensure they contribute to make Hastings carbon neutral by 2030 (Q1- Q2)
- Draft climate policy for approval by executive & Cabinet (Q3)
 - Business case for ground mounted solar developed and if approved seek planning permission (Q2 & Q3)
 - Local plan – renewable and low carbon energy policy review Q1-Q3)

2019/20 Measures of success

Q1 (April – June)

- Map and review work to date against responsibilities set in the February motion completed.
- Climate policy review started
- Greenhouse emission data gathered and appropriate

terms such as 'climate neutral' agreed by executive and communicated accordingly.

- Climate change working group (subject to Scrutiny approval as per the February motion) established.
- Single Use Plastics Q1 actions completed subject to confirmation of resource allocation (May 2018).

Q2 (July-Sept)

- Process to scrutinise Council policies and actions to take account of climate change integrated into performance management arrangements.
- Climate policy review completed and associated policy development underway with LSP partners.
- New renewable and low carbon policy(s) for local plan policy review developed
- Single Use Plastics Q2 actions completed

Q3 (Oct – Dec)

- ~~Carbon neutral/climate change strategy and plan agreed by October 2019.~~ (moved to Q4)
- Solar farm business case presented to Cabinet
- Planning application developed and submitted if planning approval – subject to input from Natural England
- Revised *draft* local plan including updated climate and sustainable energy policies where required (e.g. site allocation for on shore wind turbines) published.
- Single Use Plastics Q3 actions completed.

Q4 (Jan – March)

- A short Carbon neutral/climate change draft interim strategy and plan agreed by end January for consultation. (moved from Q3)
- Proposed Planning process underway for GM Solar project

- Resume installing roof top solar programme (as per Income gen strategy)

- Single Use Plastics Q4 actions completed.

NB – Quarterly activity set out above maps and overlaps with activity underway across the council, these may be further amended or become 'exclusions' and 'dependencies' as the scoping work and project documentation is firmed up.

Q2 Update

- Mapping of actions to respond to climate motion is ongoing
- Draft Memo of Cooperation developed with local energy cooperative to support collaboration with community and council led energy projects
- Begun work with specialist contractors to review and develop renewable and low carbon policies for the local plan
- Worked with the Councils renewable energy consultants to commission the four studies needed to inform the ground mounted solar project, and apply to natural England for their advice
- Worked to develop a South East Local Enterprise Partnership European Regional Development Fund expression of interest bid to fund a housing retrofit project
- Continued the work to reduce the use of single use plastics – including the launch of a summer marine litter campaign and the introduction of new sea front and beach litter bins

Appendix B: Performance Indicators

The table below shows performance indicator figures for Q1-2 2018/19 and 2019/20 (April 1st to September 30th). Figures reported are cumulative from the start of the year to the end of the quarter, apart from 16 & 17 that are measured over a 2 year period, and 21 which is measured over a rolling 12 month period.

The columns headed Actual Q2 2018/19 and Actual Q2 2019/20 show performance at the end of the second quarter for those years. In between them, the column 'Direction of Travel' shows if performance for 2019/20 is better or worse than for 2018/19. The Status column shows whether the target for Q2 2019/20 was met or not. The last two columns give the target for Q2 and yearend 2019/20.

Notes on performance and targets are included after the table

Name	Improvement Direction	Actual Q2 2018/19	Direction of Travel	Actual Q2 2019/20	Status Q2 2019/20	Target Q2 2019/20	Target Yearend 2019/20
1. Improved street and environmental cleanliness (levels of litter, dog fouling, detritus, graffiti and flyposting)	Smaller is better	5%	Same	5%	Met	5%	5%
2. Percentage of household waste sent for reuse, recycling and composting	Bigger is better	30.5%		See note below		30%	30%
3. The average number of failed bin collections (per 100,000 collections)	Smaller is better	120	Worse	125	Not Met	100	100
4. % of food establishments which are broadly compliant with food hygiene law	Bigger is better	99.0%	Same	99.0%	Met	92.0%	92.0%
5. Green Flag status retained for our key parks and open spaces	Bigger is better	Retained	Same	Retained	Met	Retained	Retained
6. Total attendances at Council Leisure Centres	Bigger is better	210,290	Worse	204,557	Not Met	210,500	417,600
7. Number of visitors to the White Rock Theatre	Bigger is better	44,032	Better	45,993	For information only - No targets set		
8. Number of visitors to Hastings Museum and Art Gallery	Bigger is better	24,221	Better	38,231	Met	25,000	45,500

Name	Improvement Direction	Actual Q2 2018/19	Direction of Travel	Actual Q2 2019/20	Status Q2 2019/20	Target Q2 2019/20	Target Yearend 2019/20
9. Net number of new homes built	Bigger is better	Not reported until yearend					200
10. Number of affordable homes created	Bigger is better	Not reported until yearend					75
11. Long term empty properties returned to use	Bigger is better	Not reported until yearend					70
12. Number of neglected and derelict buildings improved	Bigger is better	Not reported until yearend					50
13. % major planning applications determined within 13 weeks or another later date as agreed with the applicant	Bigger is better	100.0%	Same	100.0%	Met	80.0%	80.0%
14. Non-major planning applications determined within 8 weeks or another later date as agreed with the applicant	Bigger is better	94.4%	Worse	84.4%	Met	80.0%	80.0%
15. % householder planning applications determined within 8 weeks or another later date as agreed with the applicant	Bigger is better	97.9%	Worse	87.1%	Met	80.0%	80.0%
Indicators 16 & 17 below are determined by government with targets set for 2 year periods. The targets are lower than the targets set by the council for our performance in year, and indicate a level of performance below which sanctions may be applied. Our performance in relation to these targets is given below for information, and we hope will remain above these government poor performance levels.							
16. Major planning applications determined within 13 weeks or as agreed with the applicant assessed over a 2 year rolling period e.g. 2017/18 to 2018/19 and 2018/19 to 2019/20	Bigger is better	79.1%	Better	86.4%	Met	60.0%	60.0%
17. Non-major planning applications determined within 8 weeks or as agreed with the applicant over a 2 year rolling period	Bigger is better	87.4%	Worse	86.6%	Met	70.0%	70.0%

Name	Improvement Direction	Actual Q2 2018/19	Direction of Travel	Actual Q2 2019/20	Status Q2 2019/20	Target Q2 2019/20	Target Yearend 2019/20
18. Private sector homes meeting the required standard	Bigger is better	93	Worse	85	Not Met	100	200
19. Number of homelessness cases prevented	Bigger is better	340	Worse	185	Met	150	300
20. Average length of stay (days) in emergency accommodation	Smaller is better			232		See note below	
21. % of customers self-serving online (through those transactions currently available on line)	Bigger is better	64.4%	Better	64.7%	Met	63.0%	65.0%
Number of transactions online	Bigger is better	27,399	Worse	26,877	For information only - No targets set		
Number of transactions via other channels (of those where online is available)	Smaller is better	15,137	Better	14,641			
22. The proportion of working days/shifts lost due to sickness absence	Smaller is better	5.28	Better	4.47	Not Met	3.15	6.25
The proportion of working days/shifts lost due to short term sickness absence	Smaller is better	2.59	Worse	2.64	For information only - No targets set		
The proportion of working days/shifts lost due to long term sickness absence	Smaller is better	2.69	Better	1.83			
23. Average number of days to process new housing benefit claims	Smaller is better	18.7	Better	14.3	Met	15.0	15.0
24. Average number of days to process changes to housing benefit claims	Smaller is better	6.6	Better	4.7	Met	5.0	5.0
25. Average number of days to process new Council Tax Reduction claims	Smaller is better	14.1	Worse	15.6	Not Met	15.0	15.0
26. Average number of days to process changes to Council Tax Reduction claims	Smaller is better	6.5	Better	4.7	Met	5.0	5.0
27. % Council Tax collected in year	Bigger is better	60.2%	Worse	59.8%	Not Met	60.4%	96.3%

Name	Improvement Direction	Actual Q2 2018/19	Direction of Travel	Actual Q2 2019/20	Status Q2 2019/20	Target Q2 2019/20	Target Yearend 2019/20
28. % Non-domestic rates collected in year	Bigger is better	59.0%	Same	59.0%	Not Met	59.5%	98.0%

Notes:

- 2. No recycling figures are available yet for Q2. Recycling for Q1 was 32.9%, exceeding the 30% target.
- 3. The number of missed bin collections did not meet target, but was broadly comparable with the same time last year, which is positive for a service going through a mobilisation process and hoped to improve as the year progresses.
- 6. Leisure centre attendance is below target and lower than for this time last year. Attendance at Falaise was significantly lower than last year's, while Summerfields' attendance is around the same level. Freedom Leisure are putting an action plan in place to develop increased use, including a re-launch of their 'Health membership'.
- 9. There has been a significant increase in museum visitors, particularly from increases in school visits over the last year.
- 11. & 12. The Development Control Enforcement Team is currently being restructured following staff departures and vacancy. At present there is only one fulltime member of staff, assisted by a temp, undertaking all planning enforcement and proactive work on grotbusting and empty homes. Capacity is therefore limited and prevents a quarterly assessment of returns. Final figures will be available for year end.
- 18. The number of properties improved is lower than expected. An increase in complaints received from tenants has necessitated additional visits and reduced the capacity of the team to deal with follow up enforcement work. Several large and high profile enforcement cases and Tribunal appeals undertaken during the quarter have also impacted on officer time.
- 20. Average length of stay in emergency accommodation is a new indicator for 2019/20. No targets have been set for this indicator this year.
- 21. % customers self-serving online is reported as a rolling 12 month figure due to variability of figures from month to month.

22. Sickness absence for the first two quarters was better than for the same time last year, but is still significantly above target. We continue to use a range of measures to support staff with sickness, and to support managers with dealing with sickness absence. Whilst sickness absence levels are not where we want them to be, it is positive to see an improvement in the figure.

25. The target for processing new Council Tax Reduction (CTR) claims was narrowly missed in Q2. Work has been particularly focussed on speed of processing of housing benefit claim, as people's homes could be at risk from delays to housing benefit payments. This is not the case for CTR.

Appendix C: Further Updates

1. Since the modifications to the council's **Antisocial Behaviour Public Space Protection Order** (ASB PSPO) in July 2019, the concentrations of antisocial behaviour in previous town centre priority areas has diminished somewhat, although there are still reports of antisocial behaviour to address. The wardens continue enforcement of the order with police support, where needed. Residents and businesses in the antisocial behaviour priority areas are pleased that the issues are being tackled, and greater understanding of individual offender motivations is being sought. Community Protection Warnings and Notices have been issued against a number of persistent offenders breaching the conditions of the PSPO (e.g. in relation to antisocial behaviour, including street drinking). Where individuals continue to offend further escalation of enforcement action continues to be pursued through court prosecutions. The increased severity of sanctions appears to be encouraging individuals to change their behaviour, and where appropriate to engage with support services, and it is anticipated that this will act as a wider deterrent to others. Local businesses continue to be encouraged, through the Safer Hastings Partnership's Hastings & St Leonards Business Crime Reduction Partnership, to report persistent antisocial behaviour to wardens and police to help further focus appropriate responses.
2. Staffing levels in the **planning service** have been significantly reduced in the first two quarters, due to a combination of vacant posts and staff sickness. A temporary consultant has been employed, helping to keep figures just above target, but risks remain to future performance when delayed applications are determined. Two full time posts remain to be recruited to,

including one senior and one principal planner (the principal post is the one currently covered by the consultant).

3. The council continues to face a significant challenge in respect of an increasing number of **households living in emergency accommodation**. The average length of time people spend living in emergency accommodation is rising.
4. In March 2019, the council secured additional funding for a project to **improve access to long term accommodation** in the private sector. The council has now recruited a team of 3 Tenancy Sustainment Officers who are working with people living in emergency accommodation to find a new home. We are also developing proposals for a new guarantor scheme using funding from the project.
5. The council has now fully committed the capital funding it set aside to **acquire its own emergency accommodation**. A total of 17 units of family-sized accommodation have been purchased. A report will be brought to Cabinet seeking authority to proceed with a second tranche of investment.
6. Much of the funding the council has secured to enhance its **homelessness prevention activities** is short term. While the additional resources are welcomed, it is challenging to create a strategic approach to reduce homelessness and rough sleeping. This has been feedback to the Ministry for Housing, Communities and Local Government, to consider when designing future funding streams.
7. Housing Options colleagues are also assisting with an East Sussex County Council review to **improve joint working across the county for those with mental health conditions**.

The review will include piloting new approaches to information sharing between partners and exploring opportunities for joint training.

8. The **museum** has recorded its busiest Quarter 2 in many years. The summer events programme, including the LEGO trail and weekly workshops has proven popular with visitors. The visitor numbers have been boosted by the museums shortlisting as a finalist in both the Kids in 'Museums Family Friendly Award' and Day out with the Kids 'Best Educational Day out in London or South East During' award. The schools programme is continuing to perform well: over 900 school pupils visited the museum in July alone.
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- Stade Saturdays** has been delivered by Sweet and Dandy with 7 Stade Saturdays events as opposed to last summer's 12. This was due to the reduction in funding from last year's £40k (comprising £27k from HBC and £13k from Arts Council / Coasters) to £15k for 2019.
7. **Hastings Arts Leverage Fund** has successfully helped secure external funding for forthcoming Hastings projects including Fat Tuesday 2020, Hastings Storytelling Festival and a community engagement programme by London Mozart Players.
8. Hastings Arts Leverage Fund was able to supply £1k of funding for **Coastal Currents** which has to be commended for the high profile and number of visitors attracted to the town in the absence of any award from Arts Council England.
9. **Hastings and Rother Arts Education Network (HRAEN)**'s Schools Connect programme taking Royal Shakespeare

Company workshops into local schools is continuing successfully and the new Hofesh Shechter HOA secondary schools programme is due to start in November.

10. The **Foreshore Trust Seafrost Arts** commission was advertised and awarded to Sweet and Dandy after interview. Sweet and Dandy will be delivering the first stage of the programme in schools and communities from January 2020.

Active Hastings

11. During Q2, 808 residents took part in an Active Hastings session, with over 2400 visits to sessions. The current data shows that 49% of participants were from areas of the town that are in the most deprived 20% of areas nationally (18% were from the 2% most deprived and 40% were from the 10% most deprived SOAs). 24% were not meeting the recommended 150 minutes per week of physical activity.
12. During the school holidays, Active Hastings ran 68 sport and play sessions within areas of high deprivation, funded by Hastings Opportunity Area, Safer Hastings Partnership (Sussex Police funding), Big Local North East Hastings, Optivo and Orbit Housing. 285 young people took part in outreach sport and physical activity sessions on their doorstep, with 49% of those young people living in the 5% most deprived SOAs nationally. 91 young people took part in the Street Bite sessions for young people aged 10-16 at Broomgrove Community Centre and Hollington Youth Centre. 61% of participants live within the 20% most deprived areas nationally. 264 free healthy meals were also provided as part of these sessions. These sessions were featured on BBC South East Today and Meridian News in August.

13. The fourth outdoor Fitness Rave took place in August on Hastings Pier. 187 people took part in the event. The De La Warr Pavilion commissioned our team to deliver a second event on the roof top of the Pavilion, which was attended by approximately 200 people.
14. The HIO football tournament took place in September, with 35 people taking part despite a drop off due to poor weather earlier in the day. Of those participants, 54% live in the 20% most deprived SOAs nationally, and 34% were from ethnic minority groups.
15. Our two part time (6 hour) community play workers were given notice in September. They have been offered casual contracts within the Active Hastings team, casual opportunities will be dependent on external funding.
16. A new Falaise Fitness Centre manager was been appointed by **Freedom Leisure** in September following an internal promotion for the previous manager. Attendances at Falaise are significantly lower than the same period last year, this is under review. Referral attendances at both centres for this quarter are 865, an increase compared to the same period last year (535).
17. In2play continue to operate free after-school sessions every day and on Saturday mornings at the **Adventure Playground** for 8-13 year olds (all 3 hour sessions). The playground engages with the immediate local families and includes 3 weekly pre-school sessions (all fully booked), forest school (pre-school and teenagers), parent and toddlers and a volunteers programme. The successful daily sessions continued throughout the summer holidays, including an

extended 6 hour session with free lunch and an additional evening session for older teenagers. A new Playground manager started in Q2

Resort services

18. The beach, and sea, have become increasingly popular, with a number of people remarking they'd not seen the beach and sea this busy for many years.
19. Early indications are that the lifeguards had a very busy year, a full report will be issued in due course.
20. Disappointingly the West Hill lift has been closed for most of the summer season. At the start of the summer our engineers identified a problem with its main winding wheel. The lift is 127 years old and specialist expertise is required to repair it. It took our experts some time to identify the best way forward, but a plan has now been devised, and the machinery will be repaired at a specialist foundry in Sheffield. We are aiming to reopen the lift by the end of the year.

Major projects

Bohemia

21. Continuum, the consultants engaged to look at options for the new leisure and cultural centre on Bohemia, have held two workshops this quarter, with the cultural sector and the leisure sector.
22. They are now analysing the feedback from the different groups who have been consulted, and looking at the costs associated with each option. Their report is expected at the

end of November, and we aim to discuss the options, and recommend a way forward, at our cabinet meeting in January.

23. Work is progressing on a possible alternative location for the 'make ready' element of the ambulance station; if this is successfully relocated, a response post will be retained at the nearby ESFRS fire station.

DESTI-SMART

24. Steer, our transport planners working on this project, have reduced their long list of options to just two, and are working both up in more detail. Their report is expected before the end of the year.
25. The pan-European DESTI-SMART working group has met again, and our approach has been called best practice, with other partners being encouraged to learn from our feasibility study brief and work programme.

Wayfinding

26. We are continuing to manage the Hastings wayfinding project on behalf of ESCC; a workshop was held during the summer, and the consultants are developing costed options for improving wayfinding here.

Marketing

27. The new www.visit1066country.com website was soft-launched in early July, and has received much positive comment. Its hard launch is on 14th October, Hastings Day.

28. The Seafood & Wine festival, held on the Stade open space over the weekend of 14th/15th September, has been hailed as one of the biggest and best ever, with around 15 000 visitors over the two days of the event. It was even busier than last year with some stalls selling their entire weekend produce on the first day, and having to restock for Sunday. Many visitors and stallholders commented on the fantastic atmosphere, and the entertainment marquee was extremely popular too.
29. The festival was single use plastic free, following on from our commitment to eliminate single use plastic from events on council land.
30. The **Youth Council** have supported LGBT groups throughout the year and also championed this year Hastings Pride.
31. The YC have sat on the board of the leisure development for the new White Rock / Bohemia area and gave feedback from a young person point of view.
32. YC worked collaboratively with My Trust, Freedom Leisure and In2play to put on youth session at the adventure playground for young people.
33. YC have been part of the planning for WMHD with HVA and Hastings College.
34. YC have been proactive in recruiting new members through different methods.
35. **Community Cohesion** - events that were part funded and supported by the council. Garden full Of Cultural Delights, Hastings Pride and HIO Tournament.

Connecting Hastings and Rother Together (CHART)

Call 1:

36. 2 projects approved, currently contracting, one expected start date Mid November 2019, the other is awaiting planning permission
37. 1 project resubmitted 19 September 2019 after panel rejection and now being reassessed for decision November 2019

Call 2:

38. Five Expressions of Interest submitted and greenlit to progress
39. One application due by 11 October 2019 but likely to request an extension
40. Two applications due by 11 October 2019

41. One application due by 21 October 2019
42. One application due by 31 October 2019

Call 3 (final)

43. Opened September 2019, closing 31 October 2019
44. Possible 4 week extension to end 12 December 2019 – depending on funds remaining

45. Council supported, community led **High Street Heritage Action Zone** bid was successful at first stage. Development of programme now underway.
46. **ERDF Low carbon** bid submitted at outline stage for project for scaling up whole house retrofits.
47. **Stronger Town Fund** awarded in principle to Hastings. Awaiting government prospectus and next steps.

Hastings Fisheries Local Action Group (FLAG)

48. 18 approved projects totalling a projected spend of just under £600,000
49. Of those projects, 11 have been completed,
50. The final 7 have to finish and submit final claims before the end of December 2019.
51. We have claimed £463,681 project cost to date
52. We also receive an additional 25% of project costs for management and admin. (M&A) We have claimed £131,219 of this to date. The second to last claim is being collated currently.
53. We are predicting that some projects will have an underspend. If this is the case, it will affect how much we can claim on our M&A budget. We are working with applicants to spend additional money. We can increase project costs but aren't allowed to submit new applications, however, we continue to

support applicants from the fishing industry to apply to the core European Maritime and Fisheries Fund pot. These projects should equate to around £70,000

54. The FLAG programme closes at the end of March 2020. We have to submit and receive final claims for projects and M&A costs by this date and are working with the LAG on evaluation and legacy planning
55. In Q2 there were 20,527 telephone calls to the **contact centre** and 5,976 face to face visits. 92% of customers were satisfied that their query was answered in the Contact Centre. Implementation of new processes for the new waste contract and council delivered street cleansing service went well. The service changeover period was successful and customer contact as a result was minimal. A new document management system for revenues and benefits was also successfully implemented in the contact centre.
56. During the second quarter the **External Audit of the Statement of Accounts 2018/19** was concluded and the accounts were approved by Audit Committee. The accounts were found to give a true and fair view of the financial position of the group and Council and the group and Council's income and expenditure for the year with no material errors being found. The accounts for the Foreshore Trust were produced, audited and approved by Charity Committee.
57. Work has been ongoing in identifying service reconfigurations and savings in order to **balance the budget** for 2020/21 and help in the transition to being a lower spending Council. Significant savings being identified to date but further work and difficult decisions are required to achieve a sustainable

budget. As detailed in the recent Medium Term Financial Plan update to Cabinet on 2 September the Council needs to achieve savings of some £3.2m in order to achieve a sustainable budget in 2020-21. To date some £1.81m savings have been identified and there are estimated to be some £548,000 of reserves that could be used to help in the transition to a lower spending Council - subject to significant savings being achieved in 2019/20. This leaves some £1.5m of savings still to identify.

Agenda Item 5



Report to: Overview & Scrutiny Committee

Date of Meeting: 17 December 2019

Report Title: Financial Monitoring Quarterly Reports for 2019/20 – Quarter 2

Report By: Simon Jones, Chief Accountant
Accountancy and Exchequer Services

Purpose of Report

To provide a summary of the interim outturn position for services at the end of September 2019 (excluding capital financing charges and recharges).

Recommendation(s)

To accept the contents of the report, and the actions within the conclusion and management action section.

Reasons for Recommendations

To assist the council in understanding the financial position and particularly areas of over and under spend. This assists in identifying areas for review in the revised 2019/20 budget and the production of the 2020/21 budget.

Background

1. The 2019/20 budget agreed by Council was £13,325,158. This figure excludes the contingency budget (£300,000) which is held separately.

Table 1: Revenue position

Directorate	2019/20 Net Budget	2019/20 Forecast Outturn	Variance	Trf to / (Use) of Reserves	2019/20 Estimated Outturn Variance
	£'000	£'000	£'000	£'000	£'000
Operational Services	8,935	9,256	321	(175)	146
Corporate Resources	4,390	4,435	45	(32)	13
Total	13,325	13,691	366	(207)	159

2. The second quarter is normally a good indication of the future outturn as managers can more accurately financially assess their operations compared to the budgeted position. The overall revenue forecast identifies a potential deficit of £159,000 once reserve funded items amounting to £207,000 are excluded.
3. Appendix 1 provides a more detailed analysis of each directorate and this report seeks to provide further narrative on the main variations identified.

Operational Services

Environmental Health

4. The service is showing a positive variance of (£30,316) against the 2019/20 original budget.
5. The Environmental Protection contractor budget has (£10,000) ongoing savings identified.
6. The Licensing Team has (£21,000) salary savings identified but faces reduced income of £10,000 in respect of "Pavement - Tables and Chairs" licensing returning to East Sussex County Council. Local licensing is anticipating (£20,000) additional income in other areas mainly taxis. There is also £6,400 anticipated reduced income on Gambling Licensing as fewer establishments are opening.

Waste and Parking

7. The service is showing a positive variance of (£70,809).
8. There are savings due to salary slippage in the Wardens service amounting to around (£75,000). However, due to there not being a full team, the Fixed Penalty Notices income is down by £49,000. There are savings of (£1,700) identified on transport as one of the vehicle leases is not being renewed and (£1,000) ongoing savings identified within supplies and services.
9. Off Street Parking is showing a forecast reduction of income against the budget of £40,000, there are cash collection savings of (£9,500) from the new contract. However, we are anticipating paying an additional £18,000 in bank fees following increased usage of Chip and Pin and the Ringo paying methods.
10. Public Conveniences is showing a forecast additional spend of £16,330 due to increased utilities costs. One of the main reasons for this is the cesspit emptying costs at West of Haven (Chalets).
11. There is a saving of (£15,000) on systems costs following the end of the Waste contract.
12. For the Street Cleansing DSO we are expecting salary costs to be around (£25,000) lower due to changes in weekend working and therefore less use of overtime and agency workers. Fuel costs are less due to a lower fuel price than originally estimated and the servicing of the vehicles is also showing an under spend as the vehicles are new. This gives us a (£54,430) reduction in forecast spend against the original budget on vehicles.
13. The £19,000 income for Weed Spraying will no longer be received as this service has gone back to East Sussex County Council. We will however be receiving an additional (£11,420) in Recycling credits for the first quarter – no longer receivable thereafter.
14. Additional clear ups for events and sales of recycling bins are expected to bring in an additional (£5,000) each by the end of the year. There is also an additional (£20,000) expected from Green Waste income.
15. The remaining balance is made up from various other minor under and overspends which can be found in Appendix 1.

Amenities

16. The service is showing a positive variance overall of (£87,524) against the 2019/20 original budget.
17. The main variance in the service is an (£86,260) refund received for Business Rates at the Cemetery and Crematorium following a review, the refund is for the last three years and we will have an annual saving of (£35,000) going forward from this.

18. The remaining balance is made up from various other minor under and overspends which can be found in Appendix 1.

Marketing and Major Projects

19. The service is showing an adverse variance of £5,485.
20. “Happy Harold” Trolley Bus has needed repairs costing £11,000
21. A breakdown of the variances are shown in Appendix 1.

Regeneration

22. The service is showing a positive variance of (£85,283).
23. Planning Policy is showing a positive variance of (£75,579) due to two staff vacancies. We have also received £30,000 grant from New Burdens towards staffing.
24. External Funding Initiatives has identified (£6,474) in savings due to reduction of travelling and conferences.
25. A breakdown of the variances are shown in Appendix 1.

Leisure

26. The service is showing a positive variance of (£27,169) against the 2019/20 original budget. Play Development Officer has left the council and the post is remaining vacant for present.
27. A breakdown of the variances are shown in Appendix 1.

Resort Services

28. The service is showing an overspend of £65,797 against the 2019/20 original budget.
29. Cliff Railway is showing an adverse variance of £63,195 as one of the lifts has been out of action needing repair. Income budget was increased to match price increase but quarter 1 figures were on par with 2018/19 and will now be significantly down as the lift has been out of action during its busiest period waiting for repair. The repairs budget will also be significantly overspent.
30. White Rock Theatre is showing a positive variance of (£24,801) as backdated profit share has now been paid.
31. A breakdown of the variances are shown in Appendix 1.

Housing and Built Environment

32. The service is showing an overspend of £375,684 against the 2019/20 original budget.
33. Homelessness budget is showing a projected overspend of £355,263. As detailed in previous reports the demand for bed and breakfast is significant with a lack of affordable properties to move into. In October Cabinet approved a new business case for the Social Lettings Agency, which will expand the private sector leasing scheme which will improve move on options from bed & breakfast accommodation. The Council is also undertaking a second round of capital investment in its own emergency accommodation in order for us to manage the increasing demand more cost effectively.
34. Social lettings is showing an adverse variance of £19,346 mainly due to additional staff being recruited to manage the increasing property portfolio in order to reduce spend in the Homelessness Budget.
35. Local Land Charges - Income has continued to drop compared to previous years and the number of personal searches has reduced. A projected £53,430 adverse variance is expected due to reduced income.
36. Development Management is showing a positive variance of (£99,210), £60,000 carry forward from Scanning project, £20,000 related to restructure from vacancies and £18,000 following the latest budget review meeting.
37. The remaining balance is made up from various other minor variances which are shown in Appendix 1.

Corporate Services

38. The total service shows a deficit of £12,775 between the original 2019/20 budget and forecasted outturn.
39. Internal Audit are showing a forecast overspend of £16,625. Internal Audit staff are currently backfilling work on the Enterprise Resource Planning (ERP) system implementation. £12,000 is to be vired from the Accountancy budget to backfill officer time taken up on the ERP project in order to complete the Audit schedule. There is also a £3,131 reduction in income as we are no longer recovering 1st level controller costs for the European grant funding Climate Active Neighbourhoods (CAN) project due to changes in staffing.
40. Accountancy and Exchequer services are showing an under spend of (£11,875). Of the £24,000 carry forward for external staffing at year end and budget (£12,000) is to be transferred to Internal Audit to cover ERP work. The rest is made up of minor variances identified in the supplies and services budgets.
41. Revenues and Benefits service is showing a deficit of £26,509. Salaries are showing a (£104,000) under spend following a reduction in agency and salary

- slippage. Systems spend is showing £74,000 over budget as we are implementing a number of improvements at the same time. Universal Credit Deliver Partnership income of £57,000 will also not be received as the money is being paid directly to delivery partners e.g. Citizens Advice Bureau (CAB).
42. Corporate Expenses is showing an anticipated over spend of £42,920 due to price increases for corporate software and delays in the ERP implementation.
 43. Corporate Management costs are showing a (£28,072) underspend, this is mainly due to lower external audit costs following the external tender exercise by PSAA (£12,000) and also a backdated refund received in banking fees of (£16,000), which will offset additional ERP costs.
 44. Corporate Policy is showing an anticipated underspend of (£36,350). Of this (£11,824) is due to salary changes - new starters on career grades. The remaining amount is for the transfer of an officer into the Operational Services directorate so the overall saving will be (£11,824).
 45. Digital By Design is showing a underspend of (£28,090) against the 2019/20 original budget due to staffing changes.
 46. The Registration of Electors budget is showing an anticipated over spend of £11,915 due to the recent system upgrade requiring additional support costs but mainly the need to run the systems side by side before switching completely.
 47. The Contact Centre is showing a saving of (£55,987) for the year due mainly to salary savings for 2020-21 PIER being achieved early with some slippage in vacant positions, total salary saving of (£49,600). The systems budget has been reduced by (£5,000) to reflect the delay in installing the self-service kiosks. The rest is made up of small savings identified within supplies and services.
 48. IT Services are forecasting a saving of (£30,068) due to staff changes.
 49. Based on the prior years' experience it is possible that there will be lower than anticipated benefit subsidy paid on some aspects of Housing Benefit administration, as a result of this and lower levels of court recovery costs a provisional additional cost of £150,000 is being estimated for. This constitutes less than ½% variation on the level of benefit subsidy expenditure, and the figures will be refined for the revised budget.
 50. Estate rental income is showing a surplus of (£123,000) due to high occupancy and increases following rental reviews. We are however expecting an additional £41,000 surveyors costs this year. The net surplus is forecast to be (£82,000).
 51. The remaining balance is made up from various other variances which are shown in Appendix 1.

Capital Programme

52. The adjusted capital budget for 2019/20 is £29,039,000 once carry forwards and adjustments amounting to £12,383,000 have been allowed for. As Table 2 below shows the spend to the end of September is £8,018,000 with the year end forecast outturn expected to be under budget by (£215,000) at this stage. Further details are included in Appendix 2.

Table 2: Capital Programme

Directorate	Original Budget 2019/20	Carry forwards & adjustments	Adjusted Budget	Spend to End September 2019	Forecast Outturn	Forecast Variance to Adjusted Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Operational Services	11,164	6,707	11,780	7,988	11,547	(233)
Corporate Resources	5,492	5,676	11,168	30	11,186	18
Total	16,656	12,383	22,948	8,018	22,733	(215)

Operational Services - Capital

53. Operational Services capital budgets have been reviewed with service managers and at this stage of the year an underspend of (£233,000) is forecast. It should however be noted that with an Operational Services capital budget of £11.8m there is potential for further delays and variations. There are five variances of note within Operation Services which are discussed below.
54. No expenditure is forecast on Empty Homes Strategy so a (£100,000) underspend will be achieved against this budget.
55. On temporary Homelessness Accommodation an underspend of (£60,000) is forecast due to slippage of expenditure for 22 Wellington Square falling in to 2020/21.
56. Restoration of Pelham Crescent and Arcade is anticipating an underspend of (£30,000) this financial year due to slippage with the spend falling into 2020/21. The Road at Pelham Arcade scheme is forecasting an underspend of (£64,000) with no expenditure this year as priority is given to repair of Pelham Crescent and Arcade instead. The budget will need to be carried forward to 2020/21.
57. The Lower Bexhill Road scheme is forecasting an overspend of £19,000 as the profile of expenditure has occurred earlier than budgeted. This overspend will be offset by reducing the budget in future years. Total budget is £105,000 spread evenly over 3 years (£35,000 per year).

Corporate Services - Capital

58. Corporate Services capital budgets have been reviewed with service managers and at this stage of the year an overspend of £18k is being forecast. This is in respect of the additional consultancy costs incurred on completing the implementation on the ERP system.
59. The conversion costs of 12/13 York Buildings with 6 new flats have increased following delays in obtaining approval and additional conservation requirements. A further £192,000 expenditure has been approved by Cabinet and added to the adjusted budget. The forecast expenditure on this scheme is now £846,000.

Conclusion and Management Action

60. The forecast outturn position for Revenue is an adverse overspend of £159,000. This has improved from the forecast overspend of £195,000 that was reported for quarter 1. Service managers in areas predicting a year end overspend have been asked to identify savings to offset the variances where possible. The position will continue to be monitored.
61. The forecast overspend will be financed from other savings identified during the year, use of the contingency provision budget and greater transfers from earmarked reserves if necessary.
62. The variances in this report, if not offset by savings or the remaining contingency budget, will lead to a deficit of £1,906,000 at the year end which will be funded through the use of funds from the Transition Reserve and other Specific Reserves. This compares to an originally forecast deficit of £1,747,000.
63. Capital is forecast to be under budget by £215,000 at year end – after allowing for additional budget increases agreed by subsequent Cabinet meetings following the budget being set. The position will continue to be monitored.
64. Councillors and management are asked to identify savings wherever practical to ensure that the budgets are not overspent by year end. The further use of any reserves prejudices the potential to use reserves to fund 2020/21 expenditure and would necessitate greater cuts to services and staff in the year.

Timetable of Next Steps

1. Please include a list of key actions and the scheduled dates for these:

Action	Key milestone	Due date (provisional)	Responsible

Continued quarterly monitoring	Each financial quarter	Relevant CAP meetings	Chief Accountant
Further review of 2019/20 under and over spends and setting revised budget.	2020/21 budget	February 2020	Chief Finance Officer / Chief Accountant

Wards Affected

None

Implications

Relevant project tools applied? Yes

Have you checked this report for plain English and readability? Yes. This has been done as far as possible considering the complex financial issues involved. Flesch-Kincaid grade level 14.4.

Climate change implications considered? N/A

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	No
Anti-Poverty	No

Additional Information

Appendix 1 Operational Services and Corporate Resources – Revenue Summary Q2

Appendix 2 Operational Services and Corporate Resources – Capital Summary Q2

Officer to Contact

Simon Jones (Chief Accountant)

sjones@hastings.gov.uk

01424 451520

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GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	Original Budget excl. Recharges	Actuals	Full year net Forecast excl. Recharges	Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	Total Full year Variance on General Fund
Environment Management & admin	20169	679,210	379,954	673,290	(5,920)	0	(5,920)
Food Safety	20276	14,870	6,484	19,010	4,140	0	4,140
Health & Safety Enforcement	20277	2,190	219	(550)	(2,740)	0	(2,740)
Environmental protection	20279	31,280	8,349	19,780	(11,500)	0	(11,500)
Health & Safety Corporate	20278	23,130	11,153	22,800	(330)	0	(330)
Pest Control	20280	22,720	30,494	33,929	11,209	0	11,209
Local Licensing	20281	17,530	(125,185)	(15,245)	(32,775)	0	(32,775)
Scrap Metal Licensing	20282	(380)	(853)	(380)	0	0	0
Liquor Licensing	20283	(84,400)	(63,193)	(84,400)	0	0	0
Gambling Licensing	20284	(31,400)	(15,290)	(25,000)	6,400	0	6,400
Stray Dog Service	20285	34,060	20,585	35,060	1,000	0	1,000
Neighbourhood Safety	20299	102,560	47,139	102,531	(29)	0	(29)
Safer Hastings Partnership	20300	0	48,865	0	0	0	0
Domestic Violence	20301	0	0	0	0	0	0
Emergency Planning	20286	34,390	25,962	34,620	230	0	230
Environmental Health Total		845,760	374,682	815,444	(30,316)	0	(30,316)
Waste and Parking Team	20171	0	(0)	0	0	0	0
Parking and Enforcement Team	20317	533,910	272,446	465,950	(67,960)	0	(67,960)
Off Street Car Parking	20287	(2,187,380)	(1,336,738)	(2,143,762)	43,618	0	43,618
Hornbye Car Park	20288	(2,470)	(8,473)	(3,360)	(890)	0	(890)
CCTV Control Room	20290	189,990	101,485	193,441	3,451	0	3,451
Public Realm	20292	0	0	0	0	0	0
Waste Services Management and Administration	20316	286,580	129,663	273,590	(12,990)	0	(12,990)
Public Conveniences	20315	268,490	173,893	284,820	16,330	0	16,330
Abandoned Vehicles	20289	0	1,663	0	0	0	0
Refuse Collection	20293	1,321,380	411,821	1,340,880	19,500	(19,500)	0
Street Cleansing	20295	301,670	331,934	341,990	40,320	(11,500)	28,820
Street Cleansing - DSO	20323	1,291,140	496,517	1,201,792	(89,348)	(2,700)	(92,048)
Recycling	20294	652,290	172,156	634,150	(18,140)	0	(18,140)

GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	Original Budget excl. Recharges	Actuals	Full year net Forecast excl. Recharges	Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	Total Full year Variance on General Fund
Greenwaste	20296	(130,810)	(329,334)	(150,810)	(20,000)	0	(20,000)
Waste and Environmental Enforcement Team	20297	(54,000)	(2,700)	(5,000)	49,000	0	49,000
Together Action	20298	19,000	4,267	26,000	7,000	(7,000)	0
Waste and Parking Services Total		2,489,790	418,598	2,459,681	(30,109)	(40,700)	(70,809)
Open Space Management	20170	225,180	123,568	222,183	(2,997)	0	(2,997)
Hastings Country Park - Parking	20312	(34,200)	(32,077)	(35,190)	(990)	0	(990)
Watercourses	20302	17,390	8,516	14,390	(3,000)	0	(3,000)
ESCC Highway Tree Maintenance	20291	(3,000)	(17,298)	(3,000)	0	0	0
Cemetery & Crematorium	20303	(508,610)	(325,372)	(591,864)	(83,254)	(8,000)	(91,254)
Welfare Funerals	20304	3,240	45,306	8,240	5,000	0	5,000
Travellers Costs	20305	17,960	18,466	18,480	520	0	520
Town Centre	20306	25,140	9,436	20,140	(5,000)	0	(5,000)
Allotments	20307	(18,140)	(26,154)	(21,880)	(3,740)	0	(3,740)
Ecology	20308	12,750	2,000	7,690	(5,060)	5,000	(60)
Arboriculture	20309	129,850	50,850	144,814	14,964	(15,000)	(36)
Parks & Gardens	20310	1,018,830	629,341	980,082	(38,748)	57,550	18,802
Hastings Country Park	20313	105,130	47,351	100,360	(4,770)	0	(4,770)
INTERREG - Upstraw Project	20319	0	41,484	0	0	0	0
Countryside Stewardship	20314	24,000	117,783	24,000	0	0	0
Amenities Services Total		1,015,520	693,201	888,446	(127,074)	39,550	(87,524)
Director of Operational Services	20174	155,970	90,080	155,938	(32)	0	(32)
Director of Operational Services Total		155,970	90,080	155,938	(32)	0	(32)

GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	Original Budget excl. Recharges	Actuals	Full year net Forecast excl. Recharges	Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	Total Full year Variance on General Fund
Marketing & Comms.Division	20178	132,060	66,281	124,219	(7,841)	0	(7,841)
Meteorological Expenses	20239	1,240	431	320	(920)	0	(920)
Civic & Ceremonial Expenses	20240	22,190	6,549	22,346	156	0	156
Community Awareness	20226	5,100	1,323	3,100	(2,000)	0	(2,000)
1066 Country Campaign	20222	95,260	32,281	121,437	26,177	(25,169)	1,008
Tourism Marketing	20223	0	(22)	(0)	(0)	0	(0)
Battle Marketing	20224	0	(6,680)	3,552	3,552	(3,552)	0
Tourist Information Centre	20225	52,010	40,708	51,430	(580)	0	(580)
HIC Trading Account	20210	0	(12,282)	0	0	0	0
Twinning / Sierra Leone	20227	0	0	0	0	0	0
R.T.P. - Hastings Week	20230	1,500	100	1,500	0	0	0
R.T.P. - Jack-in-the-Green	20231	10,000	8,804	10,000	0	0	0
R.T.P. - Old Town Carnival	20232	8,100	645	8,100	0	0	0
R.T.P. Events	20233	12,030	8,000	12,030	0	0	0
R.T.P. - Trolley Bus	20234	2,000	0	13,000	11,000	0	11,000
R.T.P. - Town Crier	20235	2,000	150	2,000	0	0	0
R.T.P. - Achievers Awards	20236	0	0	0	0	0	0
Filming	20241	(4,000)	(18,586)	(4,000)	0	0	0
Seafood and Wine	20228	(460)	(10,881)	1,389	1,849	0	1,849
Midsummer Fish Festival	20237	9,600	12,255	12,413	2,813	0	2,813
Herring Fair	20238	0	(2,135)	(0)	(0)	0	(0)
Marketing and Major Projects Total		348,630	126,941	382,836	34,206	(28,721)	5,485

GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	Original Budget excl. Recharges	Actuals	Full year net Forecast excl. Recharges	Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	Total Full year Variance on General Fund
Regeneration Management & Admin	20177	133,990	78,815	134,079	89	0	89
Regeneration Activity	20208	284,050	112,693	218,842	(65,208)	0	(65,208)
Planning Policy	20211	334,120	48,141	258,541	(75,579)	0	(75,579)
Cultural Activities	20212	114,030	40,763	113,988	(42)	0	(42)
Cultural Development (Getting Hastings Ready)	20213	0	5,000	0	0	0	0
External Funding Initiatives	20214	78,720	57,776	72,246	(6,474)	0	(6,474)
Community Cohesion	20215	42,530	28,735	47,498	4,968	0	4,968
Town Centre Management	20166	0	0	0	0	0	0
Community Development Activity	20167	5,000	0	0	(5,000)	0	(5,000)
Community Partnership Fund	20219	233,910	146,311	233,884	(26)	0	(26)
Youth Windfall	20220	0	1,220	0	0	0	0
Youth Activities	20221	5,000	1,710	5,000	0	0	0
Classroom on the Coast	20275	0	0	0	0	0	0
Brick BID DCLG - Loan Fund (Business improvement District)	20273	0	0	0	0	0	0
Renewable Energy Solutions	20321	66,090	45,525	66,920	830	0	830
Externally Funded:							
White Rock Area Development	20209	0	24,632	61,159	61,159	0	61,159
Fisheries Local Action Group (FLAG)	20216	(8,430)	7,113	(8,430)	(0)	0	(0)
Coastal Communities Fund	20217	0	99,659	0	0	0	0
CHART CLLD	20269	(15,800)	173,141	(15,801)	(1)	0	(1)
Regeneration Total		1,273,210	871,236	1,187,927	(85,283)	0	(85,283)

GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	Original Budget excl. Recharges	Actuals	Full year net Forecast excl. Recharges	Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	Total Full year Variance on General Fund
Leisure & Cultural Dev. Div.	20175	80,080	63,760	113,928	33,848	0	33,848
Falaise Hall	20258	12,870	7,159	12,870	0	0	0
Sports Centres	20259	110,840	(8,077)	110,840	0	0	0
William Parker	20260	0	0	0	0	0	0
Opening Doors	20271	0	350	(0)	(0)	0	(0)
Sports Development	20261	31,160	0	(2,277)	(33,437)	0	(33,437)
Street Games	20262	(10,940)	(892)	(10,940)	0	0	0
Active Hastings	20264	49,990	59,657	71,960	21,970	(49,550)	(27,580)
Play Development	20265	0	(15,240)	0	0	0	0
PCT Play Grant	20266	0	0	0	0	0	0
Play Pathfinder	20267	32,000	15,919	32,000	0	0	0
Playground Projects	20268	0	(500)	0	0	0	0
Spots for All	20263	0	(14,366)	0	0	0	0
Leisure Services Total		306,000	107,772	328,381	22,381	(49,550)	(27,169)

GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	Original Budget excl. Recharges	Actuals	Full year net Forecast excl. Recharges	Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	Total Full year Variance on General Fund
Resort Services Management and Admin	20176	47,570	28,196	49,103	1,533	0	1,533
Sports Management	20257	5,050	25,666	14,476	9,426	0	9,426
Cliff Railways	20245	(177,520)	(193,978)	(114,325)	63,195	0	63,195
Seafront	20250	260,410	120,980	260,073	(337)	0	(337)
St Clements Caves	20247	(30,990)	(10,000)	(30,990)	0	0	0
Chalets & Private Hut Sites	20248	(272,160)	(167,763)	(272,160)	0	0	0
Coast Protection Sea Defences	20242	2,230	(15,755)	1,400	(830)	0	(830)
Navigational Aids	20243	1,440	4,440	1,440	0	0	0
Environmental Schemes (Net Huts)	20244	12,300	1,575	16,380	4,080	0	4,080
Hastings Castle	20246	(19,580)	7,942	(24,340)	(4,760)	0	(4,760)
White Rock Theatre	20249	547,000	278,420	522,199	(24,801)	0	(24,801)
Museums & Art Galleries	20251	278,880	152,531	285,973	7,093	0	7,093
Fisherman's Museum	20252	590	214	590	0	0	0
Education - Museum	20253	25,020	1,555	37,822	12,802	0	12,802
Exhibitions - Museum	20254	33,170	26,925	31,567	(1,603)	0	(1,603)
Museums & Schools Project	20327	0	(3,773)	0	0	0	0
First World War Project	20256	0	(1,002)	0	0	0	0
Resilience Fund - Museum (Arts Council)	20255	0	0	0	0	0	0
Resort Services Total		713,410	256,174	779,208	65,797	0	65,797

GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	Original Budget excl. Recharges	Actuals	Full year net Forecast excl. Recharges	Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	Total Full year Variance on General Fund
Housing Management & admin	20172	287,800	218,278	382,502	94,702	0	94,702
Housing Company	20322	0	3,278	0	0	0	0
Coastal Local Economic Partnership (LEP)	20201	0	0	0	0	0	0
Local Land Property Gazetteer & Admin	20173	87,460	48,494	86,317	(1,143)	0	(1,143)
Local Land Charges Register	20181	(133,010)	(86,460)	(79,580)	53,430	0	53,430
Development Management	20180	439,880	220,884	400,670	(39,210)	(60,000)	(99,210)
Homelessness	20182	864,408	912,108	1,219,671	355,263	0	355,263
Flexible Housing Support Grant	20183	(100,000)	(1,048,468)	(100,000)	0	0	0
Social Lettings	20184	(21,740)	98,893	(2,394)	19,346	0	19,346
Homelessness Strategy	20185	124,750	33,386	83,404	(41,346)	0	(41,346)
Deposits funded by ESCC and Discretionary Housing payments	20187	(22,500)	103,202	(22,500)	0	0	0
Youth Homelessness	20188	11,090	1,890	6,542	(4,548)	0	(4,548)
Housing Register	20186	17,670	5,000	20,045	2,375	0	2,375
Budgeting Control	20179	62,760	7,533	61,410	(1,350)	0	(1,350)
Housing Solution Services	20197	10,590	49,588	70,590	60,000	(60,000)	(0)
Housing - Works in Default	20198	0	0	0	0	0	0
Housing Renewal	20191	259,040	123,181	268,668	9,628	(9,628)	(0)
Selective Licensing	20195	(68,380)	(103,218)	(102,083)	(33,703)	33,703	0
Housing Licensing Team	20196	(19,440)	(178,031)	(21,276)	(1,836)	0	(1,836)
Dangerous Structures	20200	2,500	5,656	2,500	0	0	0
EXTERNAL FUNDED							
Housing NHS Clinical Commissioning Group	20202	(180)	222,623	(180)	0	0	0
Controlling Migration Fund	20193	0	(80,329)	(0)	(0)	0	(0)
Rough Sleepers Prevention	20207	0	(236,609)	0	0	0	0
Syrian Resettlement Programme	20206	(11,290)	984,975	(11,290)	0	0	0
SHINE	20204	(560)	13,962	(560)	0	0	0
CAN	20205	(3,970)	8,976	(3,970)	0	0	0
Housing and Built Environment		1,786,878	1,328,792	2,258,487	471,609	(95,925)	375,684
DIRECTORATE TOTAL		8,935,168	4,267,474	9,256,347	321,179	(175,346)	145,833

Corporate Resources

GENERAL FUND REVENUE MONITORING

Appendix 1

General Fund Activities	Cost Centre	Original Budget excl. Recharges £'s	Actuals £'s	Full year net Forecast excl. Recharges £'s	Total Full year Variance excl. Recharges £'s	Transfer to / from reserves including carry forwards	Total Full year Variance on General Fund £'s
Estates Services	20104	226,540	126,378	223,381	(3,159)		(3,159)
Director of Corporate Services and Governance	20101	157,300	88,495	157,665	365		365
Internal Audit Services	20107	164,960	99,493	181,585	16,625		16,625
Accountancy & Exchequer Services	20109	781,660	472,235	793,785	12,125	(24,000)	(11,875)
Revenues and Benefits Service	20110	1,629,990	1,011,090	1,656,499	26,509		26,509
Fraud Joint Working Initiative	20108	10,000	1,670	9,000	(1,000)		(1,000)
Corporate Expenses	20120	356,960	312,319	399,880	42,920		42,920
Employment Areas	20130	(380,190)	(276,913)	(395,190)	(15,000)		(15,000)
Unit Factories	20131	(1,348,290)	(1,130,314)	(1,401,360)	(53,070)		(53,070)
Properties & Estates	20132	(2,877,540)	(2,117,979)	(2,890,760)	(13,220)		(13,220)
St.Mary-in-the-Castle	20133	11,820	569	11,820	0		0
Housing Benefit Payments	20126	(418,670)	0	(268,670)	150,000		150,000
Housing Benefit Administration	20127	0	0	0	0		0
Rechargeable Works Orders Admin	20134	0	0	0	0		0
Fin.Serv.-Other Expend.& Income	20135	576,000	13,749	576,620	620		620
Corporate Management Costs	20124	118,170	(165,608)	55,130	(63,040)	34,968	(28,072)
Corp. Man. Non-distributed Costs	20125	765,420	316,038	768,000	2,580		2,580
Council Tax Benefit-Pymts/Admn	20128	0	0	0	0		0
Tax Collection Costs	20129	(232,170)	0	(232,170)	0		0
Personnel and Business Support	20111	454,180	258,436	458,416	4,236		4,236
Corporate Policy and Partnerships	20102	282,190	152,198	245,840	(36,350)		(36,350)
Democratic Services	20103	113,700	59,236	111,277	(2,423)		(2,423)
Legal Services	20106	371,380	239,755	379,494	8,114		8,114
Digital By Design	20115	214,230	127,954	186,137	(28,093)		(28,093)
Corporate POD Expenses	20112	146,670	82,947	156,100	9,430	(11,600)	(2,170)
Admin.Bldgs.-Town Hall	20116	45,340	98,654	86,150	40,810		40,810
Admin.Bldgs.- Murial Matters House	20117	299,550	256,444	293,100	(6,450)		(6,450)
Admin.Bldgs.-General Expenses	20118	61,000	12,706	61,000	0		0
Admin Bldgs - HBC Archive, Castleham	20119	42,640	19,820	42,390	(250)		(250)

Corporate Resources

GENERAL FUND REVENUE MONITORING

Appendix 1

General Fund Activities	Cost Centre	Original Budget excl. Recharges £'s	Actuals £'s	Full year net Forecast excl. Recharges £'s	Total Full year Variance excl. Recharges £'s	Transfer to / from reserves including carry forwards	Total Full year Variance on General Fund £'s
Registration Of Electors	20136	58,170	21,176	70,085	11,915		11,915
Sustainable Development	20145	2,330	95	2,330	0		0
Hastings Pier - Closure	20147	0	0	0	0		0
Local Strategic Partnership	20144	0	0	0	0		0
Cost Of Democratic Processes	20138	352,890	219,656	355,780	2,890		2,890
Borough Council Election Expenses	20139	0	140	140	140		140
European Election Expenses	20328	0	(21,445)	0	0		0
General Election Expenses	20140	0	243	0	0		0
Council Election Expenses	20141	0	33,334	0	0		0
Externally Funded Referendums	20142	0	0	0	0		0
Police and Crime Commissioner Election	20143	0	0	0	0		0
Public Consultation	20146	0	0	0	0		0
Contact Centre	20113	654,570	338,800	600,083	(54,487)	(1,500)	(55,987)
Contact Centre - Trading Account	20114	(2,000)	(1,025)	(2,000)	0		0
Building Surveyors	20105	131,540	76,672	130,972	(568)		(568)
Shelters and Seats (Highway)	20148	15,210	2,980	15,210	0		0
Naming and Numbering Streets	20149	8,210	4,543	8,210	0		0
Decorative Lighting	20150	78,400	36,618	106,040	27,640	(29,500)	(1,860)
DCE-Information Technology Division	20121	595,710	330,377	565,642	(30,068)		(30,068)
IT Reseve Expenditure	20122	310,750	127,739	310,750	0		0
Land & Property Systems-GIS	20123	22,870	40,504	26,040	3,170		3,170
Communications and Design	20324	111,390	57,126	102,883	(8,507)		(8,507)
Corporate Systems - ERP	20318	0	0	0	0		0
Foreshore Trust	Various	0	0	0	0	0	0
Directorate Total		4,390,460	1,479,605	4,434,867	44,407	(31,632)	12,775

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Cost Centre	Description Of Scheme	Service Area	Programme Manager	Assistant Director	Budget	Carry forwards & adjustments	Adjusted Budget	Spend to End Nov 2019	Forecast Outturn	Forecast Variance to Adjusted Budget
					£000's	£000's	£000's	£000's	£000's	£000's
71227	Private Sector Renewal Loans	Housing	Matt China	Andrew Palmer	0	43	43	21	43	0
71228	Disabled Facilities Grant (DFG)	Housing	Matt China	Andrew Palmer	0	1,200	1,200	498	1,200	(0)
71229	Empty Homes Strategy	Housing	Eleanor Evans	Andrew Palmer	100	0	100	0	0	(100)
71254	Hastings Housing Company	Housing	Andrew Palmer	Andrew Palmer	5,000	5,386	4,295	4,295	4,295	0
71266	Purchase of Temporary Homelessness Accommodation	Housing	Michael Courts	Andrew Palmer	2,500	(182)	2,318	1,807	2,258	(60)
71231	Restoration of Pelham Crescent and Arcade	Housing	Jane Stephen	Andrew Palmer	78	(5)	73	24	43	(30)
71232	Road at Pelham Arcade	Housing	Jane Stephen	Andrew Palmer	64	0	64	0	0	(64)
71256	Energy Generation	Regeneration	Chantal Lass	Victoria Conheady	1,661	(23)	1,638	(0)	1,638	0
71269	Energy - Ground Mounted Solar	Regeneration	Chantal Lass	Victoria Conheady	84	0	84	0	84	0
71240	Groyne Refurbishment	Regeneration	Aaron Woods	Victoria Conheady	75	0	75	0	75	0
71241	Harbour Arms & New Groynes	Regeneration	Kevin Boorman	Victoria Conheady	0	119	119	121	121	2
71244	Public Realm Improvements	Environment	Mike Hepworth	Mike Hepworth	50	37	87	2	87	0
71258	Buckshole and Shornden Reservoirs Statutory Protection Works	Environment	Stuart Alexander	Mike Hepworth	0	71	71	0	71	0
71248	Country Park Interpretive Centre	Environment	Murray Davidson	Mike Hepworth	266	0	266	249	266	0
71249	Playgrounds upgrade programme	Environment	Murray Davidson	Mike Hepworth	95	22	117	29	117	0
71255	DSO - Waste and Cleansing service (Vehicles)	Environment	Cameron Morley	Mike Hepworth	780	(18)	762	749	762	0
71265	Priory Street Multi Storey Car Park	Environment	Paul Cosson	Mike Hepworth	120	0	120	0	120	0
71268	DSO - Waste and Cleansing service (Depot Works & Equipment)	Environment	Cameron Morley	Mike Hepworth	256	57	313	140	313	0
71271	Lower Bexhill Road	Environment	Andrew Palmer	Andrew Palmer	35	0	35	54	54	19
Operational Services					11,164	6,707	11,780	7,988	11,547	(233)
71215	New parcels of land - Sandrock playing field	Estates	Amy Terry	Peter Grace	23	0	23	0	23	0
71224	CR16 New ERP system	Corporate	Stephen Dodson	Peter Grace	0	0	0	9	18	18
71253	Conversion of 12/13 York Buildings budget approved Cabinet 3 April 2017	Estates	Amy Terry	Peter Grace	602	244	846	0	846	0
71259	Priory Meadow - Contribution to capital works £250,000 over 3 year period approved by Cabinet 17 July 2017	Estates	Amy Terry	Peter Grace	126	(38)	88	0	88	0
71260	Commercial Property Investments	Estates	Amy Terry	Peter Grace	4,741	0	4,741	0	4,741	0
71272	Proposed Business Centre - Churchfields	Estates	Amy Terry	Peter Grace	0	3,300	3,300	21	3,300	0
TBC	London Rd, Shepherds Street	Estates	Amy Terry	Peter Grace	0	1,421	1,421	0	1,421	0
TBC	14/15 York Buildings - Going to Cabinet	Estates	Amy Terry	Peter Grace	0	750	750	0	750	0
Corporate Resources					5,492	5,676	11,168	30	11,186	18
Grand total					16,656	12,383	22,948	8,018	22,733	(215)

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Appendix B: Proposed Overview and Scrutiny Work Programme 2019/20



