

Overview and Scrutiny Committee Agenda

Thursday, 5 March 2020 at 6.00 pm

Muriel Matters House, Breeds Place, Hastings, East Sussex, TN34 3UY

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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

23 JANUARY 2020

Present: Councillors Levane (Vice-Chair), Barnett, Battley, Beaney, Cox, Foster, O'Callaghan, Rankin, Roberts, Turner and Webb

35. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Davies. Councillor Webb is present as substitute.

36. DECLARATIONS OF INTEREST

Councillor	Minute	Reason
Rankin	38	Personal- Operates a commercial property business
Webb	38	Personal – Currently on the East Sussex Pensions Board.
Roberts	38	Personal – Chair of Governors for two primary academies.

37. MINUTES OF THE PREVIOUS OVERVIEW AND SCRUTINY COMMITTEE

RESOLVED – (Unanimously) that the minutes of the meeting held on the 17 December 2019 be approved.

38. DRAFT BUDGET AND CORPORATE PLAN CONSULTATION 2021/22-2022/23

The Director of Corporate Services and Governance presented a report to invite the Budget Overview and Scrutiny Committee to comment on the draft budget and corporate plan for 2020/21 to 2021/22 and alert Scrutiny members to the wider consultation, approvals timetable and next steps.

The Director of Corporate Services and Governance asked the Councillors to be mindful that there are Hastings Borough Council staff present at this meeting who are affected by the proposed budget reductions and should be considerate of this.

Previous to this meeting, the committee asked the Director of Corporate Services and Governance and the Director of Operational Services to provide answers to a list of pre-prepared questions regarding the draft budget and corporate plan. Answers to these questions were circulated before the meeting, and Councillors were encouraged to ask supplementary questions at this meeting if and where they required further clarity.

The Chair invited the Leader and Deputy Leader, to the table.

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The Councillors asked the Officers, Leader and Deputy Leader of the Council a series of supplementary questions regarding the draft budget and corporate plan.

Question: Is there an approximate timescale for the senior management restructure in terms of the 260k per year savings proposed in Appendix K2?

Response: The Leader of the Council stated that this would be done within approximately six months.

Question: How can staff savings be made (referring to Appendix K2 of the budget) if the senior management restructure isn't finalised?

Response: The Director of Corporate Services and Governance explained that the ongoing process is actually two processes that have merged. There is the budget deficit that Hastings Borough Council has to address and when making savings at this level staff savings are necessary, and also the management restructure which focuses on how we can make changes to the way we work and further savings in the future. Unfortunately, because of the General Election, the restructure has had to be delayed.

Question: How can the officers be sure that they're not at risk of deleting a post that may be needed in the future after the management restructure?

Response: The Director for Operational Services explained that by putting staff posts 'at risk', this allows time for further review. These positions may change depending on responses received from this consultation period.

Question: How will remaining staff cope with the strain it leaves on them?

Response: The Director of Corporate Services and Governance stated that they are aware the impact will be significant and requires careful management. Aiming for a more resilient organisation, and some of the proposed structural changes, such as the Admin Hub, may help with this.

The Director of Operational Services also mentioned the stress of perceived unevenness in the organisation. Some areas, such as those involved with the Town's Fund, are likely to have an expansion of resources while other posts are being deleted. However, these changes are necessary and, in this case, funded separately.

Question: This referred to question 9 on the supplementary document which discusses 'survivor's guilt'. How will staff remaining at the organisation be supported?

Response: The Director of Corporate Services and Governance stated they would manage it in a humane way. HR will prioritise those directly affected, and then the teams that will be losing posts. It is acknowledged that these reductions will have an impact on how the whole organisation feels. The staff also have access to an Employee Assistance Programme which also offers them help.

Question: Will frontline services be prioritised and if so will this have an impact on other areas?

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Response: The Director of Operational Services stated that the prioritisation will not be as simple as this. To answer the needs of the community you need to both run services and play a leading role in taking the town forward.

Question: Will staff be given support with finding other employment, such as assistance with CV writing?

Response: The Director of Corporate Services and Governance said that once the final decisions are made, we will offer in-training support around things such as CV writing. They will also try to place as many people as possible in other vacant posts within the organisation, and where this is not possible, we will help them as best we can find places at other organisations.

Comments and Question: It is difficult to ask questions about the budget completely separately to the corporate plan. The corporate plan tells a different story to the budget. It is not clear within the budget the difference the changes will actually make to frontline services. Do we not know the answer or are we just not sharing it?

Response: The Director of Corporate Services and Governance noted the issue with communicating the budget. There are complexities with the effects the cuts will have, but officers will try and improve the presentation of this going forward.

The Director of Operational Services used the example of CCTV. There will be impacts, but not as significant as people may fear as Sussex Police will still be monitoring these CCTV channels. However, officers are happy to give more detail on the impacts within the budget documentation going forward.

Councillors discussed CCTV monitoring and expressed their concerns that this service would potentially now not be under council control.

Question: Are the unions involved in the process?

Response: The Director of Corporate Services and Governance assured councillors that unions had been involved since before staff were even made at risk and have consistently been in dialogue and seeking feedback from them.

Question: How will the budgetary changes, particularly referring to the staff changes, affect the corporate plan?

Response: The Director of Corporate Services and Governance stated that this will come at a later date once specific indicators and project plans/timescales are developed. Right now, the Corporate Plan is intended to be an overarching and high level document with the performance detail to follow.

Question: What is the potential impact in terms of Revenues and Benefits provision if Council approve the budget?

Response: The Assistant Director for Financial Services and Revenues stated that the savings were identified last year but not all IT changes which will lead to greater efficiency have been completed in time. There will not be any significant high impact

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on Revenues and Benefits performance, as the changes were already starting to take place before this round of staff savings.

Question: Will changes impact the Disabled Facilities Grant?

Response: The Director of Operational Services assured that the changes would not impact this grant.

Comment: Concerns were raised about whether communication between councillors, the public and the council organisation would be affected.

Response: The Director of Cooperate Services and Governance stated that the public are encouraged to use the council's online systems and will continue to make sure that communications channels remain firmly in place.

Councillors also discussed ethical investments, and how this will be monitored during a time of financial uncertainty.

At this point in the meeting, the Director of Operational Services was taken unwell and left the meeting.

Question: Do we attempt to do use our staff first before employing external consultants?

Response: The Director of Corporate Services and Governance stated that they assess in-house skills before calling in consultants and sometimes ask consultants to train staff whilst their work is ongoing so that council staff acquire knowledge and skill sets for the future.

Question: There is a plan to be carbon neutral by 2030, why isn't there much information about how this will happen in the draft corporate plan?

Response: The Director of Corporate Services and Governance explained that there is a commitment to bring forward to Cabinet a climate change strategy and action plan in the coming weeks. This is where the actions regarding climate change will be included. This document is in development.

Question: How can the Scrutiny committee be earlier involved and better utilised in the future, in terms of feeding into draft corporate plan and budget development?

Response: The Deputy Leader proposed holding a meeting and the Deputy Leader would meet with Scrutiny Steering Group (on the 10th Feb) to consider how this might best be done and that this meeting would serve as the basis for further associated ongoing dialogue in the future.

Question: Should Councillors be sharing part of the budget cuts e.g. by reducing the number of councillors?

Response: The Leader of the Council explained that this is very unlikely as the group of councillors is already small compared to other councils, and any changes would

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have to go through the electoral commission. The current number does mean that all committees can be covered.

Question: Could more be made in the draft corporate plan in emphasising the challenge of addressing educational issues in the borough?

Response: 'Providing the best possible education' is included in the draft corporate plan as part of our vision for the town. It is however not an area that we can control directly but we'll need to continue to work together with partners and councillors to lobby for improvements through initiatives such as the Opportunities Area Fund.

The following amendments to the draft corporate plan were proposed:

Under the heading 'Tackling poverty, homelessness and ensuring quality housing' on Page 10, add a new bullet point:

'Ensure that all council services are focused at narrowing the gap between communities most in need and the town as a whole.'

Under 'Delivery our major regeneration schemes', add to the list, as the first item:

- 'Focused on transforming life opportunities for those with the greatest need'

Add to the 'Key Activities during 2020-21 section on Page 11:

'Publish a new Anti-poverty Strategy in partnership with key local agencies'

Councillors also raised issues with communication, and the Officers said that this will be improved going forward, especially as the corporate plan becomes more digitally based.

Councillors ended discussions by thanking all staff members for their hard work and commitment on developing the corporate plan and budget, and also appreciation to all the council staff who will be affected by the staff redundancies in one way or another. Councillors appreciate the drive to carry on delivering services despite the current difficult conditions.

RESOLVED – (Unanimously)

- 1. That the comments of the Budget Overview and Scrutiny Committee on the draft budget and corporate plan be referred to Budget Cabinet on the 10th February 2020.**

Reasons for Recommendations

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

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39. DRAFT CORPORATE PLAN 2020/21

The Director of Corporate Services and Governance presented a report to invite the Budget Overview and Scrutiny Committee to comment on the draft corporate plan for 2020/21.

RESOLVED – (Unanimously)

- 1. That the comments or the Budget Overview and Scrutiny Committee on the council's draft corporate plan for 2020/21 be referred to Budget Cabinet for consideration.**

Reasons for Recommendation

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

(The Chair declared the meeting closed at. 7.26 pm)

Agenda Item 4



Report to: Overview and Scrutiny Committee

Date of Meeting: 5 March 2020

Report Title: Performance Monitoring Quarterly Report for 2019/20 - Quarter 3

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

Key Decision: N/A

Classification: Open

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 3 (1 October to 31 December).

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 3. 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 third 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 3. Further details, including comparisons with previous performance and more detailed notes are available in Appendix B.

Name	Actual Apr 19 - Dec 19	Status Apr 19 - Dec 19	Target Apr 19 - Dec 19
1. Improved street and environmental cleanliness (levels of litter, dog fouling, detritus, graffiti and flyposting)	No street cleanliness surveys due this quarter		
2. Percentage of household waste sent for reuse, recycling and composting	32.5%*	Met	30%
3. The average number of failed bin collections (per 100,000 collections)	144	Not Met	100
4. % of food establishments which are broadly compliant with food hygiene law	99%	Met	92%

Name	Actual Apr 19 - Dec 19	Status Apr 19 - Dec 19	Target Apr 19 - Dec 19
5. Green Flag status retained for our key parks and open spaces	Retained	Met	Retained
6. Total attendances at Council Leisure Centres	303,610	Not Met	307,500
7. Number of visitors to the White Rock Theatre	83,070	For information only, no target set	
8. Number of visitors to Hastings Museum and Art Gallery	51,675	Met	34,500
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	Not reported until yearend		
12. Number of neglected and derelict buildings improved	Not reported until yearend		
13. % major planning applications determined within 13 weeks or another later date as agreed with the applicant	90.0%	Met	80.0%
14. Non-major planning applications determined within 8 weeks or another later date as agreed with the applicant	82.9%	Met	80.0%
15. % householder planning applications determined within 8 weeks or another later date as agreed with the applicant	87.0%	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	97.6%	Met	60.0%
17. Non-major planning applications determined within 8 weeks or as agreed with the applicant over a 2 year rolling period	89.4%	Met	70.0%
18. Private sector homes meeting the required standard	108	Not Met	150
19. Number of homelessness cases prevented	274	Met	225
20. Average length of stay in emergency accommodation	181	New indicator, no target set	
21. % of customers self-serving online (through those transactions currently available on line)	66.7%	Met	65.0%
22. The proportion of working days/shifts lost due to sickness absence	6.81	Not Met	4.70
23. Average number of days to process new housing benefit claims	14	Met	15
24. Average number of days to process changes to housing benefit claims	5	Met	5
25. Average number of days to process new Council Tax Reduction claims	15	Met	15

Name	Actual Apr 19 - Dec 19	Status Apr 19 - Dec 19	Target Apr 19 - Dec 19
26. Average number of days to process changes to Council Tax Reduction claims	3	Met	5
27. % Council Tax collected in year	86.0%	Not Met	88.0%
28. % Non-domestic rates collected in year	83.6%	Not Met	84.2%

13 of 21 indicators (62%) that data is available for met target for quarter 3. (7 of the indicators listed above are not due for reporting, or have no target set for Q3)

Notes:

* 2. Recycling figures are available one quarter in arrears, so this figure is for April to September.

Climate Change Implications

These are covered in appendix A (key programme number 7).

Options

No alternative options were considered. Regular performance monitoring is required to ensure the Overview and Scrutiny Committee can undertake its scrutiny function as set out in the Constitution.

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.	19/03/20	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.	11/06/20	Continuous Improvement and Democratic services Officers

Wards Affected

All wards

Policy Implications

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

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

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.

Q3 Update

Following a similar pattern to Q2, the street cleansing DSO has continued to meet expectations. Throughout the quarter, the priority of the service has been to address autumnal seasonal fluctuations (specifically the removal of fallen leaves), the timely completion of work requests as well as driving service improvement through regular on the job training focusing on attention to detail. Moving forward, the DSO will be looking to improve its resilience by diversifying staff skills, addressing any recurring process or staffing issues, while continuing to encourage a positive working ethos of ownership and accountability.

The Biffa collection contract has experienced notable challenges over the last period arising from changes to local management coinciding with minor amendments to round configurations. While this has led to short periods of increased missed collections, and in a limited number of cases a delay in service provision, overall the contract is operating within acceptable parameters. Officers are working closely with Biffa management to resolve the aforementioned operational issues with the aim of improving overall service standards.

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 as Digital First Team Leader on maternity leave until August 2020
- Project manage the implementation of hosted Northgate iWorld with Revs and Bens

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

Added for Q4

- Imbed the Corporate Standard project and programme assessment and project toolkit

2019/20 Measures of success

Q1 (April – Jun)

- Self-service use of housing options triage process.
- Self-Service use of pest control bookings.
- 'Quick wins' achieved through updates to website content

Q2 (July-Sept)

- Increased % of customers self-serving online

Q3 (Oct –Dec)

- Increased % of customers self-serving online.
- Increased usage of Smartsheet throughout the organisation
- Implementation of Corporate standard project and programme assessment and project toolkit

Q4 (Jan –Mar)

- 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
- DSO/New waste service six monthly post implementation review.
- 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. (moved from Q3 to Q4, see Q3 update)

Q3 Update

- Continuation of implementation prioritised forms
- Completed the project management of 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 will be moved to Q4 due to changes with the people who provide the mystery shopping.
- Reviewed the corporate standard, project and programme assessment tool-kits ready for pilot roll-out in Q4
- Rolled out Smartsheet to selected service areas and councillors
- Annual beach hut renewals went live end of Oct 19
- Scoped implementation of young people and digital media to review Q4
- Completed mystery shopper on common web tasks and now reviewing feedback.

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.

Q3 Update

The consultation on the council's Homelessness Review and draft Homelessness and Rough Sleeping Strategy came to an end on 25 October 2019. The draft strategy was revised as a result before being adopted by Full Council in December 2019.

Hastings Borough Council led a successful bid worth £1,500,000, in partnership with the 4 local authorities in East Sussex and the county council, to continue our work to reduce

rough sleeping. The aim of the project is to improve access to health, mental health, substance dependency, social care and housing services for rough sleepers. We have also created a new accommodation pathway of temporary and long term housing solutions, including new housing first units. Over the past 18 months, 104 people have been supported with temporary accommodation and 91 people have been supported with long term housing through the projects across East Sussex. In Hastings, the number of people rough sleeping on a typical night has fallen from 48 in November 2018 to around 14 in January 2020.

The new business case for the Social Lettings Agency is being implemented by the team, including expanding the private sector leasing scheme and identifying suitable properties for a second phase of investment in emergency accommodation.

A total of 19 units secured for temporary accommodation through the capital programme as of January 2020.

The new triage system was successfully introduced in Q2

A total of 242 people have been assisted through the Syrian Refugee programme in East Sussex. In Hastings, the project exceeded its target by resettling 102 individuals. The programme is being extended for a further 12 months, with a target to resettle a further 20 individuals in Hastings during that time.

The government has confirmed the council will continue to receive Flexible Homelessness Support Grant and a new Homelessness Reduction Act Grant in 2020/21. The grants

are used to support the council's homelessness prevention activities and improve access to accommodation for homeless households through our social lettings agency and landlord incentive schemes. The council has also secured additional funding through the Connecting Hastings and Rother Together (CHART) programme, for a new project to improve access to specialist employment and tenancy readiness training for homeless households.

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

Q3 Update

Energy Generation

Ground Mounted Solar Project

The key studies for each of the proposed solar farm sites have been completed and reviewed. Of the four proposed sites, two sites have been discounted for further development at the moment due to their proximity to potential WW2 aircraft crash sites. To further investigate these sites a licence from the MOD will be required.

Formal Consultation with Natural England via the Discretionary Advice Service (DAS) has been requested and we are awaiting for NE quotation regarding the costs and expected timeframe for them to analyse the DAS application.

Solar Car Port

The feasibility work to understand the potential for solar car ports on the Councils industrial estate car parks has completed. There is potential to install solar car ports on some of the Councils industrial estates car parks where roof top solar is not an option due to existing roof structures, subject to further energy data analysis with individual businesses and a ground condition survey at some sites.

Hastings Housing Company Ltd:

A project team are continuing their work with the HHC board to review the governance arrangements and will be reviewing the business plan for the company to reflect the latest CIPFA guidance and the Councils overall capital expenditure

programme. No further acquisitions are anticipated in 2019/20

Commercial Property Purchases

Further commercial property investment opportunities were identified and are being evaluated. The purchase of 26-28 London Road and 35 Shepherd Street was agreed by Cabinet on 4 November and has proceeded to completion.

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 outline planning work completed in line with agreed

¹ Previously known as Freshfields (Lower Tier)

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

Q3 Update

- A public consultation event was held on 31st October to provide stakeholders with an opportunity to view and comment on emerging proposals for the Bulverhythe Housing Development.
- The planning pre-application forum for the Bulverhythe Housing Development rescheduled to 13th January 2020 due to purdah. Submission of a planning application is now scheduled for May / June 2020.
- Developers have submitted a planning pre-application linked to Pilot Field and Tilekiln. Discussions between officers and developers are ongoing regarding their plans to bring forward development.
- Bohemia Masterplan Delivery Programme:
 - Leisure and Cultural Centres Options Appraisal – final business case and recommendations to be presented to Cabinet in January 2020
 - Working with SECamb to look at provision of a new Make Ready Centre
 - Discussions ongoing for potential development of Travelodge site (hotel & housing provision)
- Legal agreements for West Marina are very near

finalisation.

- Outline planning application granted for land rear of 419-447 Bexhill Road.
- Outline planning application to be submitted for Mayfield E in Q4.
- Report will go to Cabinet in January 2020 setting out proposed activities to develop a town investment plan and responding to the government's town fund initiative. The objective is to produce a proposal to the government by end of summer 2021 to negotiate and agree on a 'Deal' for the town to deliver jobs and inclusive growth.
- Country Park Visitors Centre: The straw walls are now complete and being rendered and the roof installed. Services are installed and building works are continuing. Project updates continue to be posted on social media.

Local Plan Review:

- The evidence base continues to be developed with the first stage of evidence informing the plan becoming available in early 2020
- Officers are working jointly with Rother District Council on the Sustainability Appraisal scoping report
- Focused engagement with local stakeholders is scheduled in January 2020

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)
- Page 23
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.

Q3 Update

The leadership team have received the DMA report and continue to make use of the findings to inform difficult and challenging budget reductions. The recent general election, Brexit preparation and Christmas have caused a delay to restructuring work and budget preparation and the government settlement has further strained the process. Nevertheless a draft corporate plan and budget have been developed identifying significant challenges and propose circa 30 FTE redundancies. Councillors have yet to decide final senior management structure or approach to selection. Once decided it will then be appropriate to revisit blueprint work to set the future direction of travel for the organisation in line with a new chief officer team.

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 maybe further amended or become ‘exclusions’ and ‘dependencies’ as the scoping work and project documentation is firmed up.

Q3 Update

- Continued to work with the Councils renewable energy consultants to complete the four studies needed to inform the ground mounted solar project. Following this work, of the four sites being considered, two have now been discounted. An application was submitted to Natural England’s Discretionary Advice Service for the remaining two sites; the timetable and associated costs for this service are expected early in the New Year.
- Continued working with specialist contractors to review and develop revised renewable and low carbon policies for the local plan. This work includes a detailed analysis of the towns carbon emissions which will inform the interim climate change strategy
- Began the work to develop an interim draft climate change strategy by the end of January 2020
- Completed the FLAG funded Marine Litter Project and drafted a Single Use Plastics Policy for the Council
- The Energy Development and Delivery Project Manager started in post 2nd December 2019.

Appendix B: Performance Indicators

The table below shows performance indicator figures for Q1-3 2018 & 2019 (April 1st to December 31st). 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 Apr 18 - Dec 18 and Actual Apr 19 - Dec 19 show performance at the end of the third 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 Q3 was met or not. The last two columns give the target for Q3 and yearend 2019/20.

Notes on performance and targets are included after the table

Name	Improvement Direction	Actual Apr 18 - Dec 18	Direction of Travel	Actual Apr 19 - Dec 19	Status Apr 19 - Dec 19	Target Apr 19 - Dec 19	Target Apr 19 - Mar 20
1. Improved street and environmental cleanliness (levels of litter, dog fouling, detritus, graffiti and flyposting)	Smaller is better	Street cleanliness surveys are conducted 3 times a year, no results available in Q3 (Q2 was 5%, on target)					5%
2. Percentage of household waste sent for reuse, recycling and composting	Bigger is better	30.5%	Better	32.5%* (See note below)	Met	30%	30%
3. The average number of failed bin collections (per 100,000 collections)	Smaller is better	107	Worse	144	Not Met	100	100
4. % of food establishments which are broadly compliant with food hygiene law	Bigger is better	99%	Same	99%	Met	92%	92%
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	307,902	Worse	303,610	Not Met	307,500	417,600
7. Number of visitors to the White Rock Theatre	Bigger is better	83,070	Better	91,468	For information only - No targets set		
8. Number of visitors to Hastings Museum and Art Gallery	Bigger is better	32,978	Better	51,675	Met	34,500	45,500

Name	Improvement Direction	Actual Apr 18 - Dec 18	Direction of Travel	Actual Apr 19 - Dec 19	Status Apr 19 - Dec 19	Target Apr 19 - Dec 19	Target Apr 19 - Mar 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%	Worse	90.0%	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	94.9%	Worse	82.9%	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	98.4%	Worse	87.0%	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	80.0%	Better	97.6%	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	87.7%	Better	89.4%	Met	70.0%	70.0%

Name	Improvement Direction	Actual Apr 18 - Dec 18	Direction of Travel	Actual Apr 19 - Dec 19	Status Apr 19 - Dec 19	Target Apr 19 - Dec 19	Target Apr 19 - Mar 20
18. Private sector homes meeting the required standard	Bigger is better	124	Worse	108	Not Met	150	200
19. Number of homelessness cases prevented	Bigger is better	379	Worse	274	Met	225	300
20. Average length of stay in emergency accommodation	Smaller is better			181		See note below	
21. % of customers self-serving online (through those transactions currently available on line)	Bigger is better	63.1%	Better	66.7%	Met	65.0%	65.0%
Number of transactions online	Bigger is better	26,930	Better	28,455	For information only - No targets set		
Number of transactions via other channels (of those where online is available)	Smaller is better	15,737	Better	14,225			
22. The proportion of working days/shifts lost due to sickness absence	Smaller is better	7.01	Better	6.81	Not Met	4.70	6.25
The proportion of working days/shifts lost due to short term sickness absence	Smaller is better	3.74	Same	3.74	For information only - No targets set		
The proportion of working days/shifts lost due to long term sickness absence	Smaller is better	3.27	Better	3.07			
23. Average number of days to process new housing benefit claims	Smaller is better	18	Better	14	Met	15	15
24. Average number of days to process changes to housing benefit claims	Smaller is better	7	Better	5	Met	5	5
25. Average number of days to process new Council Tax Reduction claims	Smaller is better	15	Worse	15	Met	15	15
26. Average number of days to process changes to Council Tax Reduction claims	Smaller is better	7	Better	3	Met	5	5
27. % Council Tax collected in year	Bigger is better	86.9%	Worse	86.0%	Not Met	88.0%	96.3%

Name	Improvement Direction	Actual Apr 18 - Dec 18	Direction of Travel	Actual Apr 19 - Dec 19	Status Apr 19 - Dec 19	Target Apr 19 - Dec 19	Target Apr 19 - Mar 20
28. % Non-domestic rates collected in year	Bigger is better	85.4%	Worse	83.6%	Not Met	84.2%	98.0%

Notes:

2. Recycling figures shown are for Q2 (Apr - Sept) for this year and last year, as these are the latest figures available. Collecting, collating and verifying all the information takes a couple of months to complete.

3. See note in Appendix A Waste services about bin collection performance

6. Leisure centre attendance for April - December was below target. In the last quarter (Oct - Dec) attendance at both centres was higher than for the same quarter last year. It is anticipated that this improved performance is likely to be continued in Q4, however the yearend target is unlikely to be met due to the lower attendance figures earlier in the year. Freedom Leisure state that a rise in parking charges was a factor in these lower attendances. For more information about activity at the leisure centres see Appendix C.

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.

11. - 17. See comments in Appendix C below about possible impacts of staffing on future performance.

18. As in the previous quarter an increased number of complaints coupled with increased demand to audit temporary accommodation has meant enforcement follow up work has reduced. It is unlikely this indicator will be met in future years due to resource levels so will need to consider reducing it at year end.

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 three 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.

Appendix C: Further Updates

1. From July to October inclusive, once the **Anti-Social Behaviour Public Spaces Order** had been modified to include more areas, the council's Warden and Legal Services Teams worked closely with the Police and the Business Improvement District Manager to address anti-social behaviour primarily associated with street drinkers and aggressive beggars in the town centre. But also in St Leonards and the Old Town. They met fortnightly to review intelligence and to agree tactics for patrolling, and to agree legal actions to be taken against persistent offenders. This joint working was in addition to the Warden Service regularly attending Police daily briefings, which they have been doing since the Warden Service achieved Community Safety Accreditation in January 2018.
 2. This approach almost immediately resulted in a reduction in the number of street drinkers meeting together and causing ASB in parts of the town that had become street drinking hot spots. Wellington Square is a good example. We engaged with 46 different offenders for drinking offences, and 22 different people for aggressive begging offences. The relative success of this work is illustrated by the fact that only 18 of the 46 people had to be dealt with for repeat drink offenses, and only 8 of the 22 people for aggressive begging.
 3. The legal enforcement measures available to the council and police are extremely time consuming and unwieldy, and in most scenarios require enforcement officers to issue 'warning letters' giving offenders the chance to comply before more formal Notices can be issued. Then if these are also not complied with it is necessary to prosecute the offenders in the

Magistrates Court, which can also take a long time because the Court service is under a lot of pressure. Despite these difficulties we issued 15 Community Protection Warning Letters for drinking offences, and 4 of them were escalated to Community Protection Notices. We also issued 2 Community Protection Warning Letters for aggressive begging with 1 then being escalated to a Community Protection Warning Notice. We also issued 8 Fixed Penalty Notices for failing to surrender alcohol.

4. So far 3 of the most prolific offenders have been prosecuted for breaching drinking related legislation, and 1 for aggressive begging. A further 5 court cases are pending for drinking offences, and another 1 for aggressive begging. Plus we are preparing 3 more cases for drinking offences.
5. Senior management have also recently met with the Sussex Police Chief Superintendent for East Sussex and the Divisional Commander for Hastings and Rother, and agreed that this partnership approach will be repeated next summer. It should be even more successful then, as there will be 6 new Police Community Support Officers deployed across the Old Town, the town centre and Central St Leonards.
6. The **Planning Service** has remained understaffed during the first three quarters, due to a combination of vacant posts and staff sickness. A temporary consultant has been employed at principal level, helping to keep performance figures just above target, but risks remain to future performance when delayed applications are determined. Two full time posts remain to be recruited to, one senior and one principal planner, however advertisements have recently been placed with interview dates

anticipated around February and appointment, if suitable candidates apply, around July 2020.

7. Recruitment is also underway in the **Development Control Enforcement Team** to assist with meeting targets on Empty Homes, amongst other matters. It is also proposed to increase staffing hours very slightly in the new year, until a permanent appointment is made, to allow time to be spent on Empty Homes work.
8. The town's current **Selective Licensing Scheme** will end in October 2020, and an exit review for the scheme was published in Q3. A consultation has commenced for a new scheme proposed to start later in 2020. More information is available on the Council website [here](#).
9. The council secured additional funding from the Ministry for Housing Communities and Local Government's Cold Weather fund to provide **temporary accommodation for rough sleepers over winter**. To date, 11 former rough sleepers have been accommodated through the scheme. Learning from our approach has been shared with the other housing authorities in East Sussex, who are developing similar schemes. Former rough sleepers accommodated through the Cold Weather Fund receive ongoing support from the Rapid Rehousing Pathway and Rough Sleeping Initiative to find suitable long term accommodation.
10. The council is continuing to review its **landlord incentive schemes** to improve access to accommodation in the private rented sector for homeless households, particularly those leaving emergency accommodation and supported

accommodation. This included the launch of a new rent guarantor scheme in November.

11. The council reviewed its **Severe Weather Emergency Protocol** (SWEP) arrangements with partners during quarter 3, to ensure these are up to date over the winter period.
12. In Quarter 3 **Hastings Museum and Art Gallery** exceeded 50,000 visitors for the first time. The new programme of regularly and targeted events is continuing to draw in new and returning visitors. Our schools programme is continuing to grow as well with the Lego Innovation Studio being very popular with schools.
13. **Hastings Arts Leverage Fund** totalling £10k for the year 2019/20, was completely allocated by the end of October 2019 and levered over £259k into Hastings from Arts Council England, an increase of over £50k from last financial year.
14. In November, **Hastings and Rother Arts Education Network** (HRAEN) presented "Navigating the Changing Educational Landscape – the National Curriculum and the Arts" a Continuing Professional Development day attended by 33 education professionals from 17 schools from Hastings and Rother. The HRAEN Schools Connect Royal Shakespeare Company HOA programme is currently engaging 15 schools in the area, while in November, Hofesh Shechter dancers worked with over 50 students from Hastings, St Leonards and Arks Alexandra Academies with more workshops and a performance planned for 2020.

15. **Active Hastings** During Q3, 429 residents took part in an Active Hastings session, with over 1400 visits to sessions. The current data shows that 40% of participants were from areas of the town that are in the most deprived 20% of areas nationally (15% were from the 2% most deprived and 31% were from the 10% most deprived SOAs). 34% were not meeting the recommended 150 minutes per week of physical activity.
16. The comprehensive weekly Active Hastings programme continued. A highlight of Q3 was the Older People's week took place in October, with 21 free sessions available for older people to try out.
17. Stage one of CHART application was successful. A stage two application for the Active Hastings Academy will be submitted in Q4. The proposal will provide opportunities for unemployed adults, living in the CHART areas in Hastings, to prepare for, and move into, education or training, job search or employment, by improving their employability and key life skills through a sports-themed personal development programme.
18. Two successful Safer Hastings Partnership JAG Funding bids (totalling £4.5k) will provide floodlights for outreach sessions and a gym instructor for the very popular Friday Night Project during 2020.
19. Sussex Police have agreed £4k for Street sessions and Optivo have renewed their funding for Linley Drive sessions for November to March 2020 during this quarter.
20. Ofsted rated the outdoor preschool at the Adventure Playground as 'outstanding in all areas' in December. This is the playgrounds first Ofsted inspection.
21. The playground continues to engage with the immediate local families and includes outdoor pre-school sessions 3 days per week (all fully booked), forest school sessions (pre-school and teenagers), parent and toddler groups and a volunteers programme.
22. **Leisure centre attendance** has improved this quarter (October - December) with attendances higher than Q3 last year. Q3 participation in the GP referral scheme increased by 62% compared to Q3 last year. Falaise fitness attendances have improved in Q3. The GP referral scheme has been well attended and the pathway from the end of the course to the health membership has been well advertised to the course attendees. These increased attendances are in-line with targets, after dipping during the first two quarters. At Summerfields the gym attendances have been increased, as well as sports hall usage. Two new interactive walls will be launched in the new year in studio 2, which will improve attendance figures in Q4. We expect the higher attendance rates to be maintained throughout Q4.
23. The evidence base for the **Local Plan** continues to be developed with the first stage of evidence informing the plan becoming available in early 2020. The next stage of evidence commences in January 2020 and findings will become available from March. Officers are working jointly with Rother District Council on the Sustainability Appraisal scoping report stage which sets the 'sustainability objectives' and baseline indicators for the sustainability appraisal. This is a technical exercise and will be the subject of consultation with Natural England, the Environment Agency and Historic England but it also presents an opportunity to engage with them and other

key stakeholders on plan scope (e.g. County Council and Rother and Hastings CCG). Focused engagement with local stakeholders is scheduled in January 2020. This will not present options or policy but it will outline next steps of process and invite views on plan development. In parallel with this early engagement, we will create development/ policy scenarios to test through the sustainability appraisal and development viability assessment.

Resort services

24. As noted for Q2, the beach, and sea, were very popular in 2019, and the RNLI lifeguards had a very busy year, with 4 lives saved, 7 people rescued, and 16 assisted, the highest figures since the RNLI took over the operation of the service. A full report will be going to the March charity committee.

25. Disappointingly the West Hill lift remained 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. At one point it appeared that the whole drive wheel might have to be replaced, a very time-consuming and expensive operation, but we have now been advised that the wheel is repairable, and the HSE have agreed with this course of action. We are optimistic that the lift will reopen by Easter.

Major projects

Bohemia

26. Continuum, the consultants engaged to look at options for the new leisure and cultural centre on Bohemia, completed their

report as planned during November. A way forward, including the commissioning of site surveys and topographical work, was agreed at our cabinet meeting in December.

27. Work is still 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

28. Steer, our transport planners working on this project, completed their report this quarter, although its distribution was delayed due to 'purdah' restrictions around the general election. It has now been published.

29. This document is the principal output of the DESTI-SMART programme as far as we are concerned, and we are sharing its contents, and learning, with our European partners.

Wayfinding

30. A draft wayfinding strategy is being prepared, this will set out costed options for improving wayfinding in Hastings.

31. Options for delivery will then be prepared.

Marketing

32. The new www.visit1066country.com website was publicly launched on 14th October, Hastings Day, and has been very

well received by the trade and public, with a number of partners choosing to upgrade their membership as a result.

33. The Herring Fair took place over the 23rd/24th November, and although much more gentle than both the Midsummer Fish Fest and Seafood & Wine Festivals, still generated good publicity and feedback. The festival was single use plastic free, following on from our commitment to eliminate single use plastic from events on council land.

- The **Youth Council** now hold their weekly meetings from the Xtrax building.
- All members of the YC have become reading ambassadors for 'Get Hastings Reading' for Education Future Trust.
- The YC held their annual Youth Awards which had 16 awards presented across 12 different organisations.
- The YC have been part of a social mobility fund application. It is for campaigning for cheaper young people's travel in Hastings.
- **Community Cohesion** - events that were part funded and supported by the council. Winter Festivals of Faiths and Cultures which was organised by Interfaith Forum.
- HBC helped the Chinese Association find a new facility to practice and meet as an organisation.

CHART

Call 1

- 2 projects approved, currently contracting, one started date Mid November 2019 and in the process of recruiting a

project manager and setting up, the other is awaiting planning permission, due in Jan 2020

- 1 resubmitted project approved by LAG and in contracting phase. Lead applicant has raised queries regarding match funding

Call 2

Five Expressions of Interest progressed to full application

- One application approved by LAG just before Christmas and entering contracting phase
- One application due by 31 January 2020 but delay with match funding confirmation
- One application under LAG consideration for approval – decision due 10 January 2020
- One application in development deadline 13 January 2020
- One application withdrawn

Call 3

- Three Expressions of Interest received and approved to progress to full application
- All in application development with deadlines for each submission 10th, 17th and 24 January 2020 respectively

34. **Trinity Triangle Heritage Action Zone** second stage bid submitted late December. Final approval expected end of January for project start in April 2020. The project will fund a conservation officer role within the council.

35. **ERDF low carbon** bid was unsuccessful.

36. Hastings is one of the only 101 towns eligible to bid for up to £25 million from the **Town Fund** which was launched by the

government in November 2019. This is a significant opportunity to help kick-start the next phase of Hastings' regeneration using the drawdown of the Town Fund and leveraging of other public and private investment to maximise its impact. Town Fund activity started with a readiness checklist submitted to MHCLG on 19th Nov 2019. We have also commenced work to establish the Town Deal Board by end of January. Further guidance on the programme is expected from the government by end of January 2020 and this will help to determine how we consult on the development of the plans for the Town Deal over the next six months.

37. The **Fisheries Local Action Group** (FLAG) programme will end at the end of March 2020.

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38. All projects are now complete with final project claims being submitted to the managing authority by the end of December. There will be some mopping up time in January before projects receive their final payments.

39. This leaves the estimated financial position as £576, 200 for project costs (an underspend of £23,800 or 4%)

40. This will affect how much management and admin money we can claim which will be £192,054.01 instead of £200,000. However, this does not affect actual costs as we had reduced staff time on the programme.

41. In general we see the programme as being a success, not only with the projects that have taken place but also with the continued engagement with the LAG and wider fishing community. The final quarter of the programme will focus on

evaluation and legacy planning, sharing success stories and organising a closing event.

42. The **Contact Centre** received 19,361 telephone calls and 6,063 face to face visits in Q3. 96% of customers were satisfied that their query was answered in the Contact Centre. An online beach hut management process has been introduced, and customer contact for the service has been transferred to the Contact Centre.

43. The communications team have delivered **Plain English training** for staff in key service areas; Planning, Environmental Health, Housing and Waste. Staff were engaged and committed to improving customer communication.

44. The council successfully delivered a short notice **General Election** in very challenging circumstances in December 2019. Council staff worked together as one team to achieve the huge range of tasks that are required to deliver a compliant election.

45. The third quarter saw continued detailed work by accountants, service managers and councillors in producing the budget and identifying savings for the 2020/21 **budget process**. Savings of £1.959m have been identified for 2020/21 resulting in the deletion of 30.7 full time equivalent posts. The provisional local government finance settlement was received late in the quarter and the resource this identified have been built into the budget. There was little good news in the settlement and the squeeze on budgets and resources continues unabated. Despite the hard work of all involved the draft 2020/21 budget still relies in using £1.248m of reserves to produce a balanced budget so the process of identifying savings and efficiencies will need to

continue into the next financial year to produce a sustainable budget going forward.

46. Further **commercial property** investment opportunities were identified and are being evaluated. The purchase of 26-28 London Road and 35 Shepherd Street was agreed by Cabinet on 4 November and has proceeded to completion. More properties for **temporary accommodation** were identified and four properties were purchased. These will help to meet the council's homelessness duties and reduce the councils expenditure on bed and breakfast accommodation whilst provide better quality accommodation for those in need.
47. Accountants meet with **External Audit** to identify learning opportunities from the 2018/19 audit process and identified areas where processes can be improved to lead to a quicker, smoother audit for 2019/20. Planning for the 2019/20 **close of accounts** commenced as did planning for the interim audit early in 2020.
48. The mid-year **Treasury Management** report, which advises of the Treasury Management activities and performance during the current year, was produced and taken to Cabinet early in the new year.

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Agenda Item 5



Report to: Overview and Scrutiny Committee

Date of Meeting: 5 March 2020

Report Title: Financial Monitoring Quarterly Reports for 2019/20 – Quarter 3

Report By: Peter Grace, Chief Finance Officer

Purpose of Report

To provide a financial summary of service expenditure at the end of December 2019 (excluding capital financing charges and recharges).

Recommendation(s)

To accept the contents of the report and the actions within the Conclusion and Management 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 when looking for cost reductions in order to balance the budgets in future years.

Background

1. The 2019/20 budget agreed by Council was £13,325,158. This figure excludes the contingency budget (£300,000) and also redundancy costs (£1,046,000 estimated). The internal recharges are also excluded from this report.

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	9,503	568	653	(85)
Corporate Resources	4,390	4,084	(306)	(118)	(188)
Total	13,325	13,587	262	535	(272)

2. By this stage of the year the forecast outturn position should be becoming clear. The monitoring process is aided for the third quarter by the work undertaken by managers and accountants to set the budget for the next financial year and review the current year expenditure in order to provide a revised budget. This monitoring report maintains the format of reporting variances in forecast outturn compared to the original budget. The expected outturn for 2019/20 mirrors the revised budget considered by Cabinet on the 10 February 2020.
3. The Revised Budget for 2019/20 forecasts a service expenditure deficit of £262,000 which will be funded from the Transition Reserve and other Specific Reserves.
4. Once use of reserves is excluded service expenditure shows a positive variance of (£272,000). Appendix 1 provides a detailed analysis of each directorate and this report seeks to provide further narrative on the main variations identified within Table 1.

Operational Services

5. The total directorate shows an adverse variance of £568,194 between the original 2019/20 budget and forecasted outturn.

Environmental Health

6. The service is showing a positive variance of (£27,425) against the 2019/20 original budget.
7. The Environmental Protection contractor budget has ongoing savings identified (£10,000).
8. The Licensing Team has salary savings identified (£21,000) but faces reduced income of £10,000 in respect of "Pavement / Tables and Chairs", as licensing responsibilities are returning to East Sussex County Council. Local licensing is anticipating additional income of (£20,000) in other areas - mainly taxis. It is also anticipated that income from Gambling Licensing will reduce by some £6,400 as fewer establishments are opening.
9. Pest Control is showing an estimated reduction of £12,000 in income following the introduction of new charges for rat treatments having less take up than expected.

Parking

10. The service is showing an adverse variance of (£21,687).
11. 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 vehicle lease is not being renewed and (£1,000) of ongoing savings identified within supplies and services.
12. Off Street Parking is showing a forecast reduction of income against the budget of £40,000. However, early indications on the removal of winter tariffs suggest less resistance than anticipated and if this continues the shortfall could be made up in the last quarter. There are cash collection savings of (£9,500) from the new contract however it is anticipated that there will be an additional £18,000 in bank fees due to increased usage of Chip and Pin and the Ringo payment methods.

Waste

13. The service is showing a positive variance of (£311,549).
14. Public Conveniences will cost some £14,030 more due to increased utility costs. One of the main reasons for this is the cesspit emptying costs at West of Haven (Chalets).
15. There is a saving of (£15,000) on systems costs following the end of the Waste contract.
16. For the Street Cleansing DSO salary costs are expected to be some (£31,000) lower due to changes in weekend working arrangements and reduced use of overtime and agency workers. Fuel costs are reduced due to lower fuel prices

and the servicing costs of the newly acquired vehicles are lower than budgeted: This results in a (£54,430) reduction in forecast spend against the original budget on vehicles.

17. The £19,000 income for Weed Spraying will no longer be received as this service has gone back to East Sussex County Council. Recycling credits are higher than budgeted (£11,420) – received for the first quarter and no credits receivable thereafter.
18. The Refuse Collection budget is showing large savings of (£188,560) on the Waste contract. Some £35,500 of this has been moved to Recycling to purchase additional pink sacks, whilst the remainder comes from significant reductions in the variable costs. The variable costs are coming in at less than £5,000 per month compared to £20,000 per month overall. This can partly be attributed to Fly Tipping collections now being undertaken by the DSO and lower collections for clinical waste. An additional (£5,000) has been raised this year from the sale of some of the bin stock.
19. The Green Waste contract costs are forecast to be (£51,290) under budget. This is due to the new Waste contract being budgeted at the 9,999 customer threshold whilst the existing customers are still around 6,500. There is an additional (£20,000) expected from Green Waste income.
20. The remaining balance is made up from various other minor under and over spends which can be found in Appendix 1.

Amenities

21. The service is showing a positive variance overall of (£92,703) against the 2019/20 original budget.
22. The main variance is a refund received for Business Rates at the Cemetery and Crematorium (£86,260), the refund is for the last three years with the annual saving going forward being (£35,000).
23. The remaining balance is made up of various minor under and over spends which can be found in Appendix 1.

Marketing and Major Projects

24. The service is showing a positive variance of (£26,526).
25. The Marketing Administration budget is showing a positive variance of (£9,700), Employees (£2,150), and Transport (£1,960).
26. Civic & Ceremonial - Mayoral Allowance Expenses (£6,350) has been moved into Cost of Democracy within Corporate Services.
27. 1066 Marketing includes an underspend of (£7,000) which will be carried forward into 2020/21 as the budget is jointly funded with Rother DC

28. The two fish fairs are showing additional income of (£10,000).
29. “Happy Harold” Trolley Bus has needed repairs costing £11,000.
30. Breakdowns of the variances are shown in Appendix 1.

Regeneration

31. The service is showing a positive variance of (£388). The variances are shown in Appendix 1.

Leisure

32. The service is showing a positive variance of (£49,878) against the 2019/20 original budget. Programmed repairs at the Sports Centres are not being undertaken in 2019/20. The Play Development Officer has left the council.
33. Breakdowns of the variances are shown in Appendix 1.

Resort Services

34. The service is showing an overspend of £85,853 against the 2019/20 original budget.
35. Cliff Railways are showing an adverse variance of £79,354 as one of the lifts has been out of action needing repair. The 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 – whilst awaiting repair. The repairs budget will also be significantly overspent.
36. White Rock Theatre is showing a positive variance of (£41,467) as backdated profit share has been received.
37. St. Clements Caves is showing an adverse variance of £21,000 with regards to the profit share. Negotiations are ongoing with Blue Reef Leisure for a new contract for future years.
38. A breakdown of the variances is shown in Appendix 1.

Housing and Built Environment

39. The service is showing an overspend of £323,163 against the 2019/20 original budget.
40. The Homelessness budget is showing a projected overspend of £248,510. 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 should improve “move on” options from bed & breakfast accommodation. The Council is also undertaking a second

round of capital investment in its own temporary accommodation in order to manage the increasing demand more cost effectively.

41. Social lettings is showing an adverse variance of £18,521 mainly due to additional staff being recruited in anticipation of the increasing property portfolio – currently being purchased. A revised business case was presented to Cabinet on 7 October 2019.
42. Local Land Charges - Income has continued to drop compared to previous years and the number of personal searches has reduced. A projected £66,425 adverse variance is expected due to reduced income.
43. Development Management is showing a positive variance of (£55,359), £60,000 being carry forward from the scanning project, (£51,000) related to restructure from vacancies, (£18,000) following the latest budget review meeting and £14,000 from a reduction in income.
44. The remaining balance is made up from various other minor variances which are shown in Appendix 1.

Corporate Services

45. The total service shows a surplus of (£306,522) between the original 2019/20 budget and forecasted outturn.
46. Internal Audit are showing a forecast overspend of £16,464. 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 £4,464 reduction in income as 1st level controller costs for the European grant funding Climate Active Neighbourhoods (CAN) project are not recovered due to changes in staffing.
47. Accountancy and Exchequer services are showing an under spend of (£11,814). £24,000 was carried forward for external staffing at year end of which (£12,000) is to be transferred to Internal Audit to cover externalised work. The rest is made up of minor variances identified in the supplies and services budgets.
48. The Revenues and Benefits service is showing an under spend of (£100,996). Salaries are showing a (£104,000) saving following a reduction in agency spend and salary slippage. Systems spend is estimated at an additional £74,000 as a number of major enhancements are being introduced in 2019/20 and in 2020/21. Universal Credit Deliver Partnership income of £57,000 will not be received by the Council as the money is being paid directly to delivery partners e.g. Citizens Advice Bureau (CAB): The expenditure budget has also been reduced by (£40,000) to reflect this. New Burdens income of (£86,750) has been received for the year.

49. Corporate Expenses is showing an overspend of £42,920 due to price increases for software and the continuing costs of legacy systems during the ERP implementation.
50. Finance Other is forecast to show an underspend of (£299,380). Some (£150,000) of this is due to the reduced cost of the new insurance contract; the savings have been entered here but will be reflected across all the services at year end. The Invest to Save budget (£150,000) has been removed as any items allocated have been entered against the relevant cost centre with the balance going back to the Invest to Save reserve.
51. Corporate Management costs are showing a (£18,072) underspend; this is mainly due to lower external audit costs following the external tender exercise by PSAA (£2,000) and also a backdated refund received in banking fees of (£16,000), which will offset additional ERP costs. A claim for additional External Audit fees (£11,000) has been received and is being considered.
52. Tax Collection is showing additional income of (£12,000); the Business Improvement District (BID) administration fees being recovered in 2019-20.
53. Corporate Policy is showing an anticipated underspend of (£37,528). 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 Operational Services - the overall saving being (£11,824).
54. The Transformation Team (Digital by Design) is showing an underspend of (£27,605) due to staffing changes.
55. The Registration of Electors budget is showing an anticipated over spend of £9,340 due to the recent system upgrade incurring additional support costs and the need to run the systems in parallel before switching completely.
56. The Contact Centre is showing a saving of (£58,309) for the year due mainly to salary savings for 2020-21 (PIER) being achieved early with some slippage in vacant positions; total salary savings being (£51,960). 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.
57. IT Services are forecasting a saving of (£38,068) mainly due to staff changes. There is a reduction of (£5,000) for employee leased cars.
58. The Communications and Design Team are forecasting a saving of (£11,007) due to staff changes.
59. 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 revision of costs amounts to £295,000; the overall level of subsidy being received reducing from some £36m to £30m in 2019/20, as the transfer to Universal credit continues (on average around 50 claims per month).

60. Estate rental income is showing a surplus of (£148,500) due to high occupancy and increases following new commercial acquisitions and rental reviews. Surveyors costs this year will increase by some £41,000. The net surplus is forecast to be (£107,500).
61. The remaining balance is made up of other variances - shown in Appendix 1.

Capital Programme

62. The original capital budget for 2019/20 was £19,251,000 (Gross) and has been revised to £18,461,000 (£15,580,000 net of grants and contributions). As Table 2 below shows the spend to the end of December is £10,880,000. The year-end position is forecast to be under the original budget by (£740,000). Further details are included in Appendix 2.

Table 2: Capital Programme

Directorate	Original Budget 2019/20	Spend to End December 2019	Forecast Outturn	Forecast Variance to Original Budget
	£'000	£'000	£'000	£'000
Operational Services	13,759	9,543	11,475	(2,234)
Corporate Resources	5,492	1,338	6,986	1,494
Total	19,251	10,880	18,461	(740)

Operational Services - Capital

63. Operational Services capital budgets have been reviewed with service managers and at this stage of the year an underspend of (£2,234,000) is forecast.
64. The Disabled Facilities Grant (DFG) spend has been revised down by (£300,000); this will be placed in the DFG Reserve to be used in future years.
65. The Energy (Solar Panels) Project (£1,661,000) has been profiled into 2021-22.
66. The Hastings Housing Company spend this year has been revised down by (£705,000) to reflect actual spend and budget transfers to Temporary Accommodation.

67. Temporary Homelessness Accommodation reduced spend (£182,000) - due to capital expenditure including the purchase of 22 Wellington Square falling in an earlier period.
68. Restoration of Pelham Crescent and Arcade is anticipating an underspend of (£35,000) this financial year due to slippage into 2020/21. The Road at Pelham Arcade scheme is forecasting no expenditure this year (£114,000) as the service priority is given to the repair of Pelham Crescent and Arcade.
69. 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) and may be recoverable as part of the £6.9m grant receivable (claimable in arrears). £900,000 of the £6.9m is included in the 2019/20 revised budget – financed from external funding.
70. Spend on coast protection has been revised up by £79,000 due to monies being carried forward from prior years.
71. The Country Park Interpretive Centre has had (£356,000) profiled into 2020-21 due to some on site delays in digging foundations and the winter period preventing works from taking place.
72. Works on Buckshole and Shornden Reservoirs are showing a spend of £50,000 out of the £71,000 brought forward from 2018-19 with the rest going to anticipated works in 2020-21.

Corporate Services - Capital

73. 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.
74. The conversion costs of 12/13 York Buildings with 6 new flats increased following additional conservation requirements and the delays in obtaining approvals. A further £192,000 of expenditure was approved by Cabinet and added to the original budget. Expenditure on this scheme is estimated at £654,000 in 2019/20.
75. The purchase of land and property at London Road and Shephard Street resulted in an increase of £1,350,000 to the budget – following Cabinet approval.
76. £100,000 has been to the Capital programme in 2019/20 for the redevelopment of Harold Place for a new restaurant development (£1.2m in total).

Conclusion and Management Action

77. The forecast outturn position for service expenditure is a positive variance of £272,000. The position will continue to be monitored.
78. The variances detailed in this report, along with changes in borrowing costs, etc. will lead to a deficit of £1,798,000 at the year-end if not offset by further savings. This compares to an originally forecast deficit of £1,747,000. The deficit will be funded through the use of the Transition Reserve and other Specific Reserves.
79. Capital is forecast to be under budget by £740,000 at year end – after allowing for additional budget increases agreed by Cabinet and Council meetings in the year. The position will continue to be monitored.

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
Review of 2019/20 under and over spends and setting revised budget and budget for 2020/21.	2020/21 Budget	19 February 2020	Chief Finance Officer / Chief Accountant
Performance Review	Overview and Scrutiny Committee	5 March 2020	Chief Finance Officer

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	No
Environmental Issues	No
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	No
Local People's Views	No
Anti-Poverty	No

Additional Information

Appendix 1 Operational Services and Corporate Resources – Revenue Summary Q3
Appendix 2 Operational Services and Corporate Resources – Capital Summary Q3

Officer to Contact

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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	543,588	671,698	(7,512)	0	(7,512)
Food Safety	20276	14,870	6,791	19,010	4,140	0	4,140
Health & Safety Enforcement	20277	2,190	(203)	(550)	(2,740)	0	(2,740)
Environmental protection	20279	31,280	13,563	19,780	(11,500)	0	(11,500)
Health & Safety Corporate	20278	23,130	18,650	22,800	(330)	0	(330)
Pest Control	20280	22,720	39,571	34,356	11,636	0	11,636
Local Licensing	20281	17,530	(124,251)	(12,775)	(30,305)	0	(30,305)
Scrap Metal Licensing	20282	(380)	(2,129)	(380)	0	0	0
Liquor Licensing	20283	(84,400)	(70,659)	(84,400)	0	0	0
Gambling Licensing	20284	(31,400)	(16,923)	(25,000)	6,400	0	6,400
Street Dog Service	20285	34,060	29,450	35,060	1,000	0	1,000
Neighbourhood Safety	20299	102,560	(9,184)	102,531	(29)	0	(29)
Safer Hastings Partnership	20300	0	57,842	0	0	0	0
Domestic Violence	20301	0	0	0	0	0	0
Emergency Planning	20286	34,390	26,833	34,620	230	0	230
Environmental Health Total		845,760	512,939	816,750	(29,010)	0	(29,010)
Parking and Enforcement Team	20317	533,910	376,930	462,184	(71,726)	0	(71,726)
Off Street Car Parking	20287	(2,187,380)	(1,739,266)	(2,131,672)	55,708	(13,000)	42,708
Hornbye Car Park	20288	(2,470)	(10,206)	(3,360)	(890)	0	(890)
CCTV Control Room	20290	189,990	150,279	192,584	2,594	0	2,594
Waste and Environmental Enforcement Team	20297	(54,000)	(5,817)	(5,000)	49,000	0	49,000
Abandoned Vehicles	20289	0	1,663	0	0	0	0
Parking Services Total		(1,519,950)	(1,226,418)	(1,485,263)	34,687	(13,000)	21,687

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
Waste Services Management and Administration	20316	286,580	220,895	273,791	(12,789)	0	(12,789)
Public Conveniences	20315	268,490	234,736	282,520	14,030	0	14,030
Refuse Collection	20293	1,321,380	737,456	1,152,320	(169,060)	(19,500)	(188,560)
Street Cleansing	20295	301,670	337,063	341,990	40,320	(11,500)	28,820
Street Cleansing - DSO	20323	1,291,140	722,333	1,194,710	(96,430)	(2,700)	(99,130)
Recycling	20294	652,290	525,230	669,660	17,370	0	17,370
Greenwaste	20296	(130,810)	(318,370)	(202,100)	(71,290)	0	(71,290)
Together Action	20298	19,000	7,054	26,000	7,000	(7,000)	0
Waste Services Total		4,009,740	2,466,396	3,738,891	(270,849)	(40,700)	(311,549)
Open Space Management	20170	225,180	176,704	222,554	(2,626)	0	(2,626)
Hastings Country Park - Parking	20312	(34,200)	(36,887)	(35,190)	(990)	0	(990)
Watercourses	20302	17,390	11,430	19,430	2,040	0	2,040
ESCC Highway Tree Maintenance	20291	(3,000)	(9,887)	(3,000)	0	0	0
Cemetery & Crematorium	20303	(508,610)	(510,128)	(678,807)	(170,197)	71,570	(98,627)
Welfare Funerals	20304	3,240	42,646	8,240	5,000	0	5,000
Travellers Costs	20305	17,960	18,466	18,360	400	0	400
Town Centre	20306	25,140	10,041	11,920	(13,220)	0	(13,220)
Allotments	20307	(18,140)	(22,879)	(21,870)	(3,730)	0	(3,730)
Ecology	20308	12,750	2,000	7,690	(5,060)	5,000	(60)
Arboriculture	20309	129,850	98,178	144,814	14,964	(15,000)	(36)
Parks & Gardens	20310	1,018,830	826,448	1,248,276	229,446	(201,070)	28,376
Hastings Country Park	20313	105,130	59,952	88,900	(16,230)	7,000	(9,230)
INTERREG - Upstraw Project	20319	0	169,249	0	0	0	0
Countryside Stewardship	20314	24,000	104,519	24,000	0	0	0
Amenities Services Total		1,015,520	939,853	1,055,317	39,797	(132,500)	(92,703)
Director of Operational Services	20174	155,970	90,080	155,868	(102)	0	(102)
Director of Operational Services Total		155,970	90,080	155,868	(102)	0	(102)

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	122,360	(9,700)	0	(9,700)
Meteorological Expenses	20239	1,240	431	820	(420)	0	(420)
Civic & Ceremonial Expenses	20240	22,190	6,549	15,840	(6,350)	0	(6,350)
Community Awareness	20226	5,100	1,323	3,100	(2,000)	0	(2,000)
1066 Country Campaign	20222	95,260	32,281	113,730	18,470	(25,169)	(6,699)
Tourism Marketing	20223	0	(22)	(0)	(0)	0	(0)
Battle Marketing	20224	0	(6,680)	0	0	0	0
Tourist Information Centre	20225	52,010	40,708	48,760	(3,250)	0	(3,250)
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	4,130	(3,970)	0	(3,970)
R.T.P. Events	20233	12,030	8,000	18,000	5,970	0	5,970
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)	(6,965)	(6,505)	0	(6,505)
Midsummer Fish Festival	20237	9,600	12,255	4,998	(4,602)	0	(4,602)
Herring Fair	20238	0	(2,135)	0	0	0	0
Marketing and Major Projects Total		348,630	126,941	347,273	(1,357)	(25,169)	(26,526)

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	134,689	699	0	699
Regeneration Activity	20208	284,050	112,693	197,762	(86,288)	0	(86,288)
Planning Policy	20211	334,120	48,141	327,018	(7,102)	0	(7,102)
Cultural Activities	20212	114,030	40,763	116,088	2,058	0	2,058
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
British BID DCLG - Loan Fund (Business improvement District)	20273	0	0	0	0	0	0
Renewable Energy Solutions	20321	66,090	45,525	86,120	20,030	0	20,030
Externally Funded:							
White Rock Area Development	20209	0	24,632	135,379	135,379	(59,000)	76,379
Hastings Fish Brand	20326	0	37,652	(2,795)	(2,795)	0	(2,795)
Fisheries Local Action Group (FLAG)	20216	(8,430)	7,113	(10,168)	(1,738)	0	(1,738)
Coastal Communities Fund	20217	0	99,659	30,575	30,575	(30,575)	0
CHART CLLD	20269	(15,800)	173,141	(15,900)	(100)	0	(100)
Regeneration Total		1,273,210	908,888	1,357,397	84,187	(89,575)	(5,388)

Operational Services

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	113,930	33,850	0	33,850
Falaise Hall	20258	12,870	7,159	12,870	0	0	0
Sports Centres	20259	110,840	(8,077)	38,840	(72,000)	0	(72,000)
William Parker	20260	0	0	0	0	0	0
Opening Doors	20271	0	350	(0)	(0)	0	(0)
Sports Development	20261	31,160	0	0	(31,160)	0	(31,160)
Street Games	20262	(10,940)	(892)	(10,940)	0	0	0
Active Hastings	20264	49,990	59,657	69,422	19,432	0	19,432
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
Sports for All	20263	0	(14,366)	0	0	0	0
Leisure Services Total		306,000	107,772	256,122	(49,878)	0	(49,878)

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)	(98,166)	79,354	0	79,354
Seafront	20250	260,410	120,980	270,210	9,800	0	9,800
St Clements Caves	20247	(30,990)	(10,000)	(9,990)	21,000	0	21,000
Chalets & Private Hut Sites	20248	(272,160)	(167,763)	(266,974)	5,186	0	5,186
Coast Protection Sea Defences	20242	2,230	(15,755)	1,400	(830)	0	(830)
Navigational Aids	20243	1,440	4,440	4,600	3,160	0	3,160
Environmental Schemes (Net Huts)	20244	12,300	1,575	22,340	10,040	0	10,040
Hastings Castle	20246	(19,580)	7,942	(24,400)	(4,820)	0	(4,820)
White Rock Theatre	20249	547,000	278,420	505,533	(41,467)	0	(41,467)
Museums & Art Galleries	20251	278,880	152,531	306,696	27,816	0	27,816
Fisher's Museum	20252	590	214	590	0	0	0
Education - Museum	20253	25,020	1,555	0	(25,020)	0	(25,020)
Exhibitions - Museum	20254	33,170	26,925	23,807	(9,363)	0	(9,363)
Museums & Schools Project	20327	0	(3,773)	30,039	30,039	(30,000)	39
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	829,263	115,853	(30,000)	85,853

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	394,000	106,200	(11,500)	94,700
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	86,320	(1,140)	0	(1,140)
Local Land Charges Register	20181	(133,010)	(86,460)	(66,585)	66,425	0	66,425
Development Management	20180	439,880	220,884	444,521	4,641	(60,000)	(55,359)
Homelessness	20182	864,408	912,108	1,012,918	148,510	0	148,510
Flexible Housing Support Grant	20183	(100,000)	(1,048,468)	0	100,000	0	100,000
Social Lettings	20184	(21,740)	98,893	(3,219)	18,521	0	18,521
Homelessness Strategy	20185	124,750	33,386	82,244	(42,506)	0	(42,506)
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
Building Control	20179	62,760	7,533	59,450	(3,310)	0	(3,310)
Housing Solution Services	20197	10,590	49,588	70,987	60,397	(63,467)	(3,070)
Housing - Works in Default	20198	0	0	0	0	0	0
Housing Renewal	20191	259,040	123,181	266,207	7,167	(9,628)	(2,461)
Selective Licensing	20195	(68,380)	(103,218)	57,710	126,090	(126,090)	0
Housing Licensing Team	20196	(19,440)	(178,031)	(21,260)	(1,820)	1,820	0
Dangerous Structures	20200	2,500	5,656	7,500	5,000	0	5,000
EXTERNAL FUNDED							
Housing NHS Clinical Commissioning Group	20202	(180)	222,623	(180)	0	0	0
Controlling Migration Fund	20193	0	(80,329)	52,839	52,839	(52,839)	(0)
Rough Sleepers Prevention	20207	0	(236,609)	0	0	0	0
Syrian Resettlement Programme	20206	(11,290)	984,975	(11,264)	26	0	26
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	2,431,745	644,867	(321,704)	323,163
DIRECTORATE TOTAL		8,935,168	5,511,415	9,503,362	568,194	(652,648)	(84,454)

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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	173,870	221,581	(4,959)		(4,959)
Director of Corporate Services and Governance	20101	157,300	113,528	154,905	(2,395)		(2,395)
Internal Audit Services	20107	164,960	127,511	181,424	16,464		16,464
Accountancy & Exchequer Services	20109	781,660	585,241	793,846	12,186	(24,000)	(11,814)
Revenues and Benefits Service	20110	1,629,990	1,276,092	1,529,204	(100,786)		(100,786)
Fraud Joint Working Initiative	20108	10,000	315	9,000	(1,000)		(1,000)
Corporate Expenses	20120	356,960	473,904	399,880	42,920		42,920
Employment Areas	20130	(380,190)	(379,819)	(399,690)	(19,500)		(19,500)
Unit Factories	20131	(1,348,290)	(1,496,650)	(1,410,340)	(62,050)		(62,050)
Properties & Estates	20132	(2,877,540)	(2,942,210)	(2,901,280)	(23,740)		(23,740)
St. Mary-in-the-Castle	20133	11,820	622	11,820	0		0
Housing Benefit Payments	20126	(418,670)	0	(122,720)	295,950		295,950
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	12,152	276,620	(299,380)	150,000	(149,380)
Corporate Management Costs	20124	118,170	(153,938)	75,880	(42,290)	34,968	(7,322)
Corp. Man. Non-distributed Costs	20125	765,420	444,038	768,000	2,580		2,580
Council Tax Benefit-Pymts/Admin	20128	0	0	0	0		0
Tax Collection Costs	20129	(232,170)	(18,000)	(244,170)	(12,000)		(12,000)
Personnel and Business Support	20111	454,180	324,648	455,474	1,294		1,294
Corporate Policy and Partnerships	20102	282,190	185,507	244,662	(37,528)		(37,528)
Democratic Services	20103	113,700	78,556	113,430	(270)		(270)
Legal Services	20106	371,380	303,762	377,411	6,031		6,031
Digital By Design	20115	214,230	160,139	186,625	(27,605)		(27,605)
Corporate POD Expenses	20112	146,670	117,852	156,100	9,430	(11,600)	(2,170)
Admin.Bldgs.-Town Hall	20116	45,340	100,088	75,800	30,460		30,460
Admin.Bldgs.- Murial Matters House	20117	299,550	250,605	343,820	44,270		44,270
Admin.Bldgs.-General Expenses	20118	61,000	15,878	61,000	0		0
Admin Bldgs - HBC Archive, Castleham	20119	42,640	22,762	42,710	70		70

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	59,282	67,510	9,340		9,340
Sustainable Development	20145	2,330	95	0	(2,330)		(2,330)
Hastings Pier - Closure	20147	0	1,610	0	0		0
Local Strategic Partnership	20144	0	0	0	0		0
Cost Of Democratic Processes	20138	352,890	272,996	351,855	(1,035)		(1,035)
Borough Council Election Expenses	20139	0	296	0	0		0
European Election Expenses	20328	0	16,749	0	0		0
General Election Expenses	20140	0	(78,066)	0	0		0
County Council Election Expenses	20141	0	150	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	431,563	598,213	(56,357)	(1,500)	(57,857)
Contact Centre - Trading Account	20114	(2,000)	(1,187)	(2,000)	0		0
Building Surveyors	20105	131,540	100,095	133,521	1,981		1,981
Shelters and Seats (Highway)	20148	15,210	4,676	15,130	(80)		(80)
Naming and Numbering Streets	20149	8,210	4,899	8,163	(47)		(47)
Decorative Lighting	20150	78,400	48,561	106,040	27,640	(29,500)	(1,860)
DCE-Information Technology Division	20121	595,710	413,572	557,508	(38,202)		(38,202)
IT Reseve Expenditure	20122	310,750	165,241	243,000	(67,750)		(67,750)
Land & Property Systems-GIS	20123	22,870	40,514	26,040	3,170		3,170
Communications and Design	20324	111,390	71,793	100,383	(11,007)		(11,007)
Corporate Systems - ERP	20318	0	0	0	0		0
Foreshore Trust	Various	0	0	0	0	0	0
Directorate Total		4,390,460	1,472,299	4,083,938	(306,522)	118,368	(188,154)

Cost Centre	Description Of Scheme	Service Area	Programme Manager	Assistant Director	Original Budget	Revised Budget	Spend to End Dec 2019	Forecast Outturn	Forecast Variance to Original Budget
					£000's	£000's	£000's	£000's	£000's
71227	Private Sector Renewal Loans	Housing	Matt China	Andrew Palmer	50	93	21	93	43
71228	Disabled Facilities Grant (DFG)	Housing	Matt China	Andrew Palmer	1,500	1,200	854	1,200	(300)
71229	Empty Homes Strategy	Housing	Eleanor Evans	Andrew Palmer	100	50	0	50	(50)
71254	Hastings Housing Company	Housing	Andrew Palmer	Andrew Palmer	5,000	4,295	4,295	4,295	(705)
71266	Purchase of Temporary Homelessness Accommodation	Housing	Michael Courts	Andrew Palmer	2,500	2,318	2,457	2,318	(182)
71231	Restoration of Pelham Crescent and Arcade	Housing	Jane Stephen	Andrew Palmer	182	147	24	147	(35)
71232	Road at Pelham Arcade	Housing	Jane Stephen	Andrew Palmer	114	0	0	0	(114)
71256	Energy Generation	Regeneration	Chantal Lass	Victoria Conheady	1,661	0	(0)	0	(1,661)
71269	Energy - Ground Mounted Solar	Regeneration	Chantal Lass	Victoria Conheady	84	84	0	84	0
71240	Groyne Refurbishment	Regeneration	Aaron Woods	Victoria Conheady	75	35	0	35	(40)
71241	Harbour Arms & New Groynes	Regeneration	Kevin Boorman	Victoria Conheady	338	457	121	457	119
71242	Further Sea Defence Works	Regeneration	Kevin Boorman	Victoria Conheady	150	150	0	150	0
71244	Public Realm Improvements	Environment	Mike Hepworth	Mike Hepworth	50	31	2	31	(19)
71258	Buckshole and Shornden Reservoirs Statutory Protection Works	Environment	Stuart Alexander	Mike Hepworth	0	50	18	50	50
71248	Country Park Interpretive Centre	Environment	Murray Davidson	Mike Hepworth	662	308	247	308	(354)
71249	Playgrounds upgrade programme	Environment	Murray Davidson	Mike Hepworth	102	124	33	124	22
71255	DSO - Waste and Cleansing service (Vehicles)	Environment	Cameron Morley	Mike Hepworth	780	762	752	762	(18)
71265	Priory Street Multi Storey Car Park	Environment	Paul Cosson	Mike Hepworth	120	120	0	120	0
71268	DSO - Waste and Cleansing service (Depot Works & Equipment)	Environment	Cameron Morley	Mike Hepworth	256	316	140	316	60
71271	Lower Bexhill Road	Environment	Andrew Palmer	Andrew Palmer	35	935	449	935	900
Operational Services					13,759	11,475	9,543	11,475	(2,284)
71215	New parcels of land - Sandrock playing field	Estates	Amy Terry	Peter Grace	23	0	0	0	(23)
71224	CR16 New ERP system	Corporate	Stephen Dodson	Peter Grace	0	18	13	18	18
71253	Conversion of 12/13 York Buildings budget approved Cabinet 3 April 2017	Estates	Amy Terry	Peter Grace	602	654	0	654	52
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	88	0	88	(38)
71260	Commercial Property Investments 311-323 Bexhill Road	Estates	Amy Terry	Peter Grace	0	0	0	0	0
71261	Commercial Property Investments 311-323 Bexhill Road	Estates	Amy Terry	Peter Grace	4,741	4,741	1,228	4,741	0
71272	Proposed Business Centre - Churchfields	Estates	Amy Terry	Peter Grace	0	35	40	35	35
71274	London Rd, Shepherds Street	Estates	Amy Terry	Peter Grace	0	1,350	57	1,350	1,350
71276	Harold Place Restaurant Development	Estates	Amy Terry	Peter Grace	0	100	0	100	100
	14/15 York Buildings	Estates	Amy Terry	Peter Grace	0	0	0	0	0
Corporate Resources					5,492	6,986	1,338	6,986	1,494
Grand total					19,251	18,461	10,880	18,461	(790)

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



