

Public Document Pack

Hastings and St Leonards Local Strategic Partnership Agenda

Monday, 27 January 2020 at 10.00 am

Birch Suite, Fifth Floor, Muriel Matters House, Breeds Place, Hastings. East Sussex, TN34 3UY

Please report to the reception located in the Tourist Information Centre on arrival.

For further information, please contact Pranesh Datta tel: 01424 451784 or email: pdatta@hastings.gov.uk

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1. Welcome and Apologies for Absence <i>(Chair)</i>	
2. Declarations of Interest	
3. Minutes and Matters Arising from 14th October 2019 <i>(Chair)</i>	1 - 58
4. HBC Council Budget <i>(Councillor Peter Chowney, Leader of the Council and Finance and Property Portfolio Holder)</i>	59 - 140
5. HBC Corporate Plan <i>(Mark Horan, Continuous Improvement and Democratic Services Manager)</i>	141 - 150
6. AOB	
<hr/> ----- <i>LSP meeting ends</i> -----	
Town Board Inaugural Meeting	
For further information on the Town Deal please view – https://www.hastings.gov.uk/regeneration/towndeal/	
8. Convening the Town Board <i>(Hastings Borough Council)</i>	151 - 178
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(Hastings Borough Council)

10. AOB

Agenda Item 3 Public Document Pack

Hastings and St Leonards Local Strategic Partnership

Minutes 14 October 2019

Present:

Clive Galbraith, Chamber of Commerce (outgoing Chair)
Carole Dixon, Education Futures Trust (new Chair)
Steve Mainwaring, Hastings Voluntary Action
Vanessa Biddiss, Optivo
Sean Dennis, Chamber of Commerce
Jim Sharpe, East Sussex College Hastings Campus
Helen Kay, Hastings Opportunity Area
Inspector Olivia Carol, Sussex Police
Councillor Martin Clarke, East Sussex County Council
Richard Watson, Hastings and Rother Clinical Commissioning Group
Tracy Rose, Hastings Community Network
Catherine Orbach, Hastings Community Network
Simon Hubbard, Hastings Borough Council
Catherine Vale
Hugh Sullivan (Press)
Chris Gibbs, Hastings Borough Council (Minutes)

Apologies for absence noted for:

Councillor Peter Chowney, Hastings Borough Council
Dr John Smith, University of Brighton Academies Trust
Julie King, East Sussex Fire and Rescue Service
Bruce Campbell, Department for Work and Pensions
John Shaw, Sea Change

80	<u>MINUTES AND MATTERS ARISING (CHAIR)</u> Clive Galbraith thanked the group and welcomed Carole Dixon to the position of chair. Carole thanked Clive for his hard work and enthusiasm and in particular noted his consistent desire for change and improvement.	
81	<u>DECLARATIONS OF INTEREST</u> None.	
82	<u>MINUTES AND MATTERS ARISING</u> <u>RESOLVED</u> – that the minutes of the meeting held on 15 th April 2019 be approved as a true record.	

Matters arising:

- a) Professor Whitty follow up visit was held last week. It was to help councillors understand what was said and what was done and achieved on the day. Darrell Gale director Public Health had a follow up meeting with Chris Whitty. But he is looking at establishing a county pot of funding which he would like to make available to councillors for research to better understand health needs in deprived Boroughs. Professor Whitty is now Chief Medical Officer for England and it is hoped his visit will be influential in shaping future policy towards public health in coastal towns.
- b) There is a programme of stakeholder meeting groups about the proposed merger of local Clinical Commissioning Groups (CCGs) into a single East Sussex CCG. It is expected it will come in to effect on the 1st April next year if agreed.
- c) Work on the coastal prospectus for the LEP is proceeding in parallel with the South East LEPs development of a Local Industrial Strategy (LIS). There is now cross-over in the employment of consultants between the 2 work streams which may be beneficial.
- d) No further news on Hastings Pier other than the owner is apparently putting his hotels in Eastbourne on the market and committing to the future of the 2 Piers.

83

EDUCATION AND SCHOOL EXAM RESULTS

(Helen Kay, Programme Director, Hastings Opportunity Area)

Members asked questions arising from the key stage 2 part of the presentation:

Question: What is the definition of a disadvantaged child as referred to in the presentation?

Answer: A child in receipt of Child Premium

Question: How are disadvantaged children doing?

Answer: This is demonstrated in the first couple of slides (attached to minutes).

Question: Are any schools in particular not doing so well?

Answer: Baird school just received a good OFSTED rating so we had high expectations, it did not do as well as we hoped

It was noted that Hastings schools are performing above the national average at key stage 2, the question is how to keep hold of the progress

from KS2 and translate it to key stages 3 and 4. ARK have made great progress this year and St Leonards is making good progress too, even though it isn't at its 2017 levels.

Performance across secondary schools is improving however there is still progress to be made in maths. There is new leadership in place across these schools.

Helen informed the group that the data in the presentation is provisional and not yet validated so there may be some change in the future.

Question: Are there figures to show comparisons against other opportunity areas?

Answer: No as Hastings is the only area with this data

Question: Should we be looking at students who require additional support needs?

Answer: This hasn't been done yet but would be a good idea.

Helen commented that the academy trusts are doing a lot of good work. The opportunity area is doing more work at primary level to prevent exclusions and the numbers of school movers should start to come down.

The group asked for the results to be shared when they are validated.

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EAST SUSSEX COLLEGE - EXAM RESULTS TITLE TBC

(Jim Sharpe, Principal at East Sussex College Hastings Campus)

Jim informed the group that the results are un-validated so there may be some change in the final results. This is the first full school year post merger and we are pleased with performance.

The new 2 year A-Levels are much harder and there is a much higher retention from first year to second. Hastings Campus is performing a pilot for the new T-Levels.

Members asked questions:

Question: Is there a specific reason for the drop in English results?

Answer: There has been a change in specification so instead of it being on a seen text it is now on an unseen one so it is much harder. The college has also struggled to retain good quality English teachers.

Question: You mentioned less mental health support being available, why is this?

Answer: There is less funding available to support the posts in the college to help with mental health issues.

	<p>Question: Is the amount of pupils needing to retake GCSE's more or less than last year?</p> <p>Answer: It is broadly the same; however the cohorts are getting bigger. 1500 students a year do maths and English retakes.</p>	
85	<p><u>THE FIRS - DEVELOPING AN ASSET WITHIN THE COMMUNITY</u></p> <p><i>(Carole Dixon, Chief Executive Education Futures Trust)</i></p> <p>Education Futures Trust took on the Firs which was a derelict site built on top of a landfill. Volunteers have since been working really hard on clearing and improving the site. The last 2 years have been really constructive and have developed a plan with large community input. People have contributed what they want to see in the final outcome.</p> <p>The area is across two wards – Baird, which is in the bottom 1% for deprivation, and St Helens which is (relatively) affluent. The community will have access 24/7 and there will be gyms and table tennis tables. There are concerns around vandalism and dog fouling.</p> <p>The site is attractive to young people who can use the facilities in their own time. There is a Multi Use General Area (MUGA), a five a side pitch and a baseball pitch. This pitch is used by the South Coast Pirates who recently won their league and went on to play in the semi-final nationally. Volunteers teach stool ball to young people as it is a Sussex sport.</p> <p>The educational provision is really crucial to this site. Students with challenging behaviour or ones that do not work well at schools and ones at risk of crime use the site.</p> <p>There has been an opening event attended by 220 local people. They played, made models and painted. Most people came from Malvern Way with their buggies. A new project called secret garden has just started, it attracted £10k and there is now a garden with storyteller areas this is a testament to what can be done. There have been loads of community donations and we are currently looking at CHART funding.</p>	
86	<p><u>HASTINGS OPPORTUNITY AREA - DELIVERY UPDATE</u></p> <p><i>(Helen Kay, Programme Director, Hastings Opportunity Area)</i></p> <p>Members asked questions about the presentation:</p> <p>Question: What is going to happen next with funding potentially ending in 2020?</p> <p>Answer: It is dependent on the political situation. The opportunity area may continue with reduced funding next year. The more progress and impact that</p>	

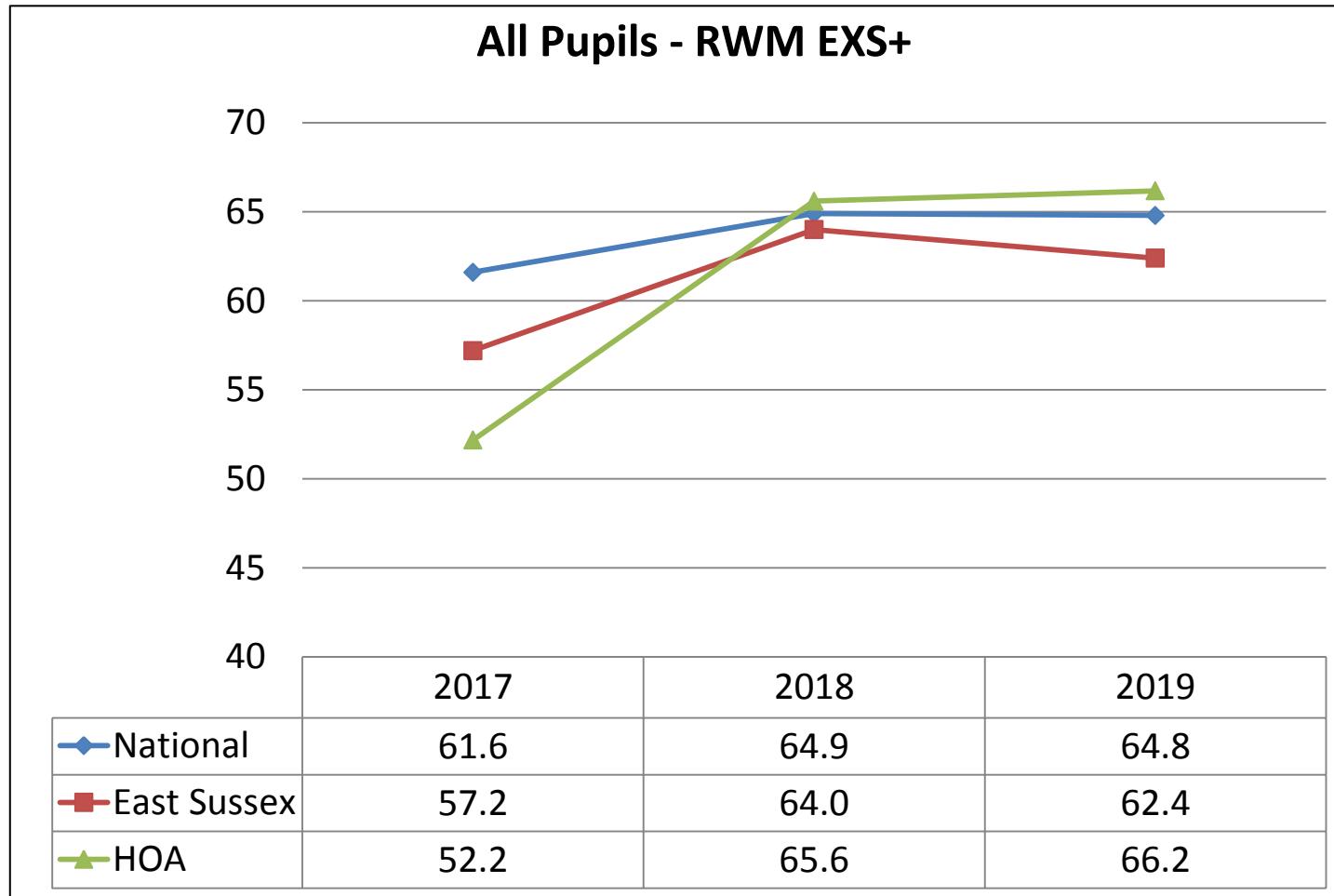
	<p>can be demonstrated the more likely that there will be a successor programme.</p> <p>It was suggested a working group be set up to look at building on the progress of the opportunity area.</p>	
<u>87</u>	<p><u>THE TOWN FUND</u></p> <p><i>(Simon Hubbard, Director of Corporate Services, Hastings Borough Council)</i></p> <p>Simon commented that although there has been lots of publicity around the money arriving, the question is how is this going to be set up. Hastings Borough Council has heard from Central Government that there will be a prospectus in the future. Simon said he is not sure what it is for yet. Local authorities are looking at working in a regional context. As soon as Hastings Borough Council knows more, then they will inform partners and convene the partnership discussion.</p>	
<u>88</u>	<p><u>BREXIT UPDATE</u></p> <p><i>(Simon Hubbard, Director of Corporate Services, Hastings Borough Council)</i></p> <p>The following observations were made:</p> <ul style="list-style-type: none"> • Regional structures are in place covering a range of transport, order, supply and community elements. HBC feeds into both national structures via East Sussex County Council (ESCC) and into Sussex Resilience Forum. • Assistance and liaison has been organised with the Food Bank to help ensure supplies if there is a hard exit. • Environmental Health now authorised to issue food export health certificates – a particular issue for the fishing fleet. • If a hard or rapid exit looks likely additional monitoring staff will be put in place over the holiday period • There was a general concern about cover over Christmas if this becomes an emergency over this period. • Fortunately there was no evidence of a local spike in hate crime, but the police were monitoring this. • Businesses were encouraged to check out this growth hub and LOCATE websites for information <p>Members were urged to report any concerns regarding hate crime, potential</p>	

	protests or disorder and feedback via 101.	
<u>89</u>	<u>NEXT MEETING DATE</u> 27 th January 2020 - Agreed	

HOA - Data Slides: KS2

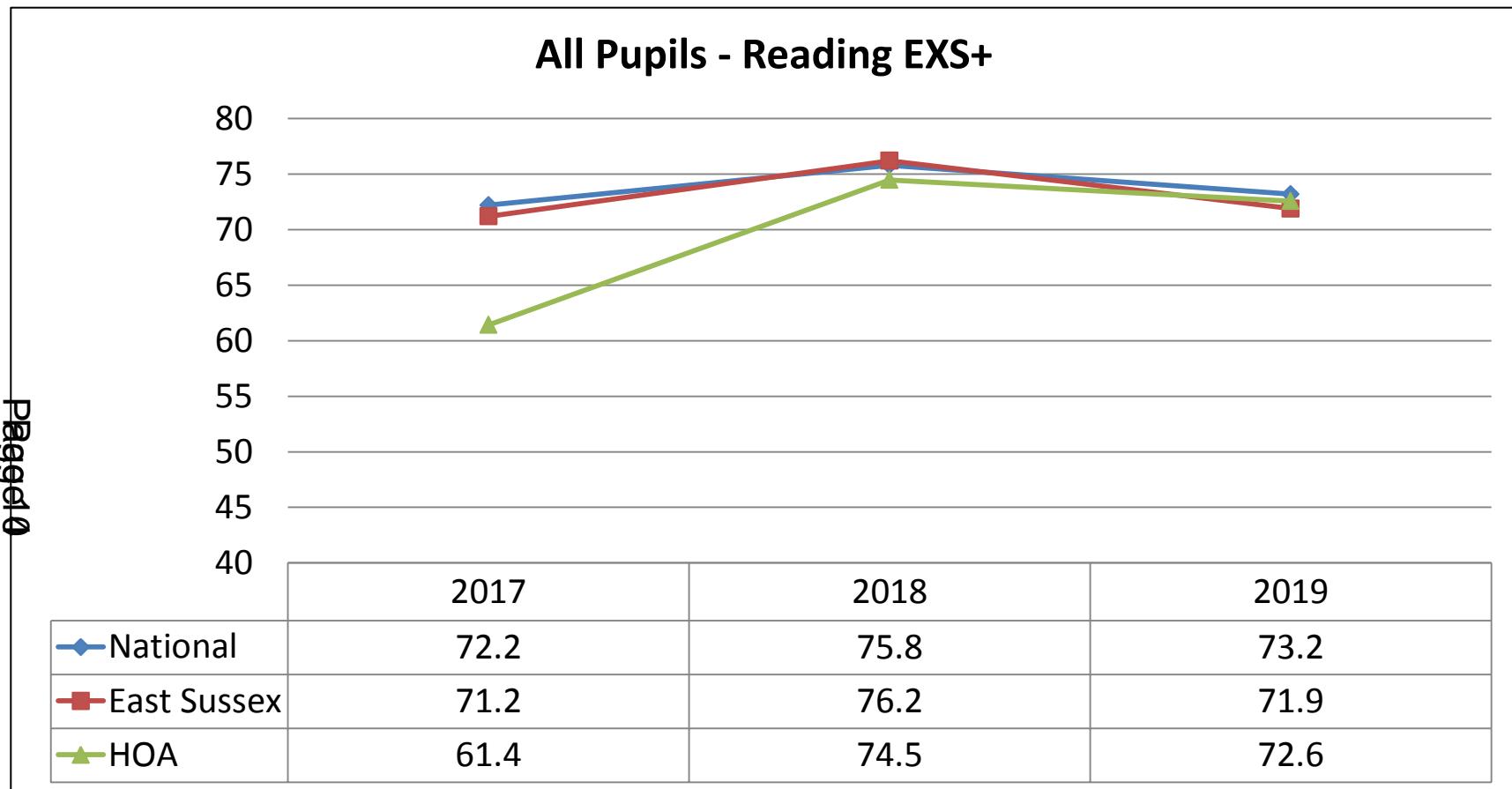
Overarching HOA – KS2 provisional results

Hastings Opportunity Area – Key Stage 2 Provisional results



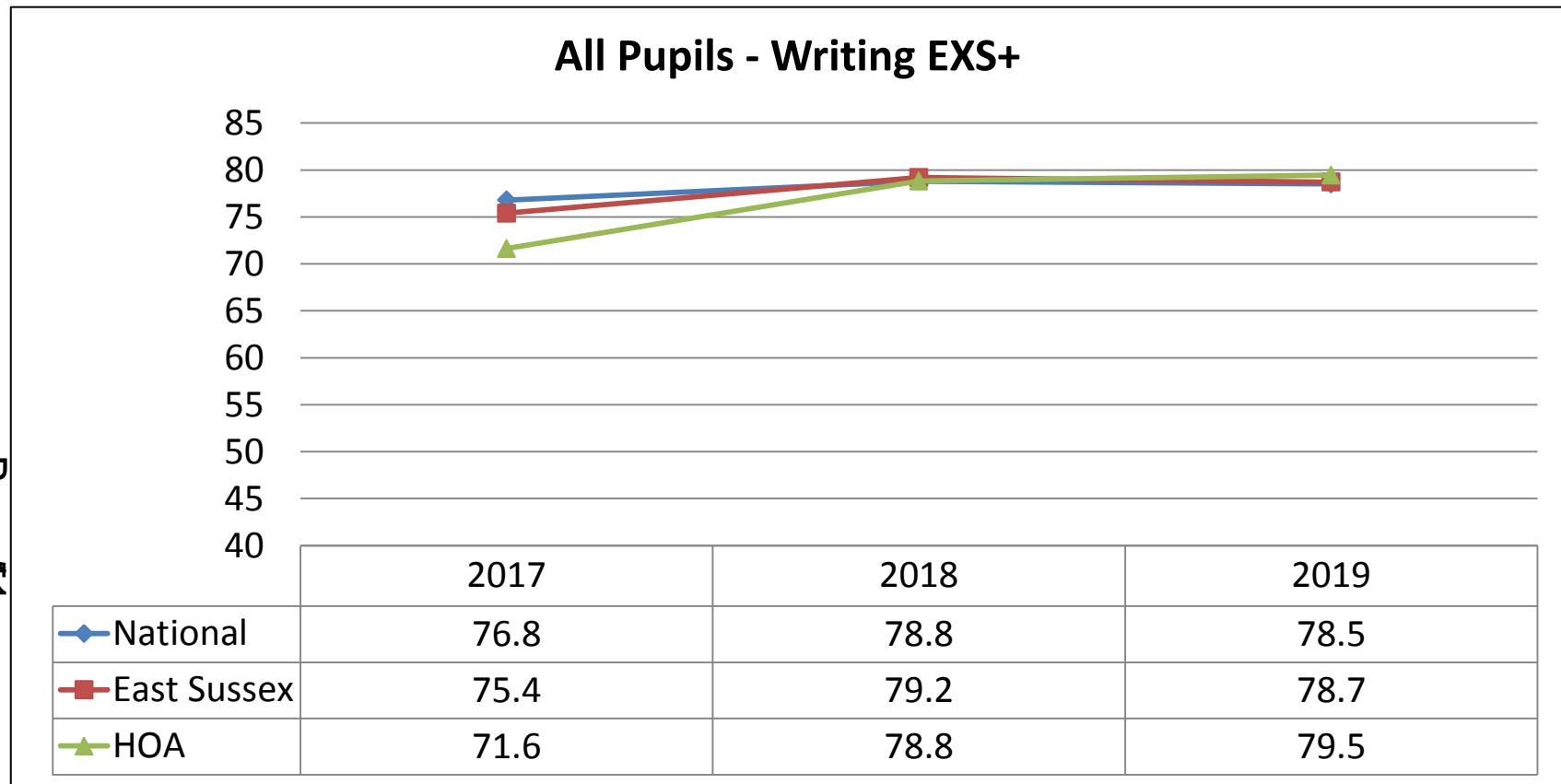
66.2% of Hastings pupils at KS2 achieved the expected standard for Reading Writing and Maths. This represents a **0.6 pp increase** on an already significant improvement in 2018 (65.6% from 52.2% in 2017) and places Hastings schools **above the national average** by 1.4pp.

Hastings Opportunity Area – Key Stage 2 Provisional results



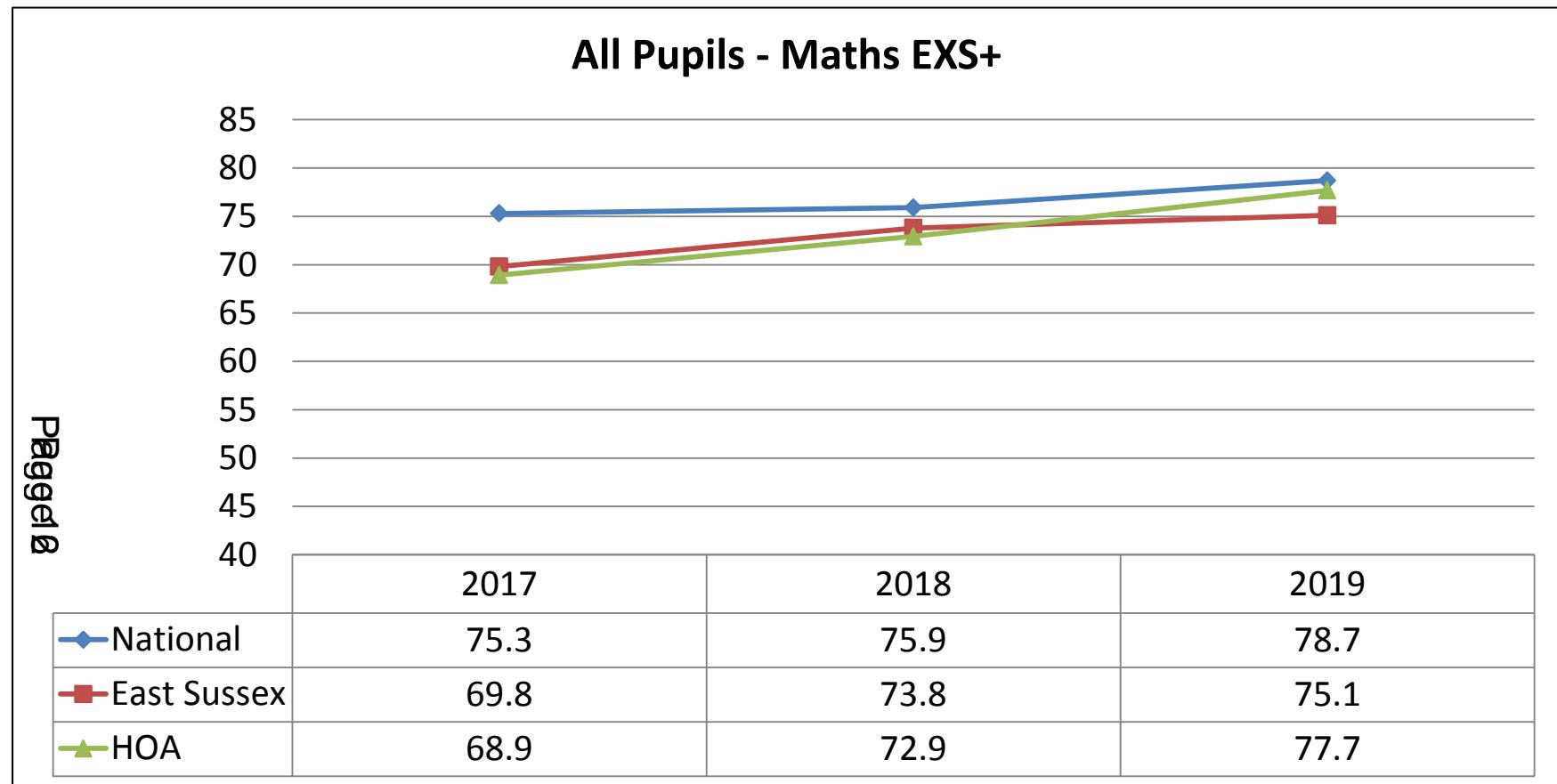
Reading: **72.6%** of Hastings pupils achieved expected standard in reading – **a decrease of 0.9% pp** from the previous years of 74.5% (where there had been a significant increase from the previous year of 13.1%). Nationally there was a fall of 2.6pp this year. Hastings pupils are therefore **0.6pp below the national average** this year.

Hastings Opportunity Area – Key Stage 2 Provisional results



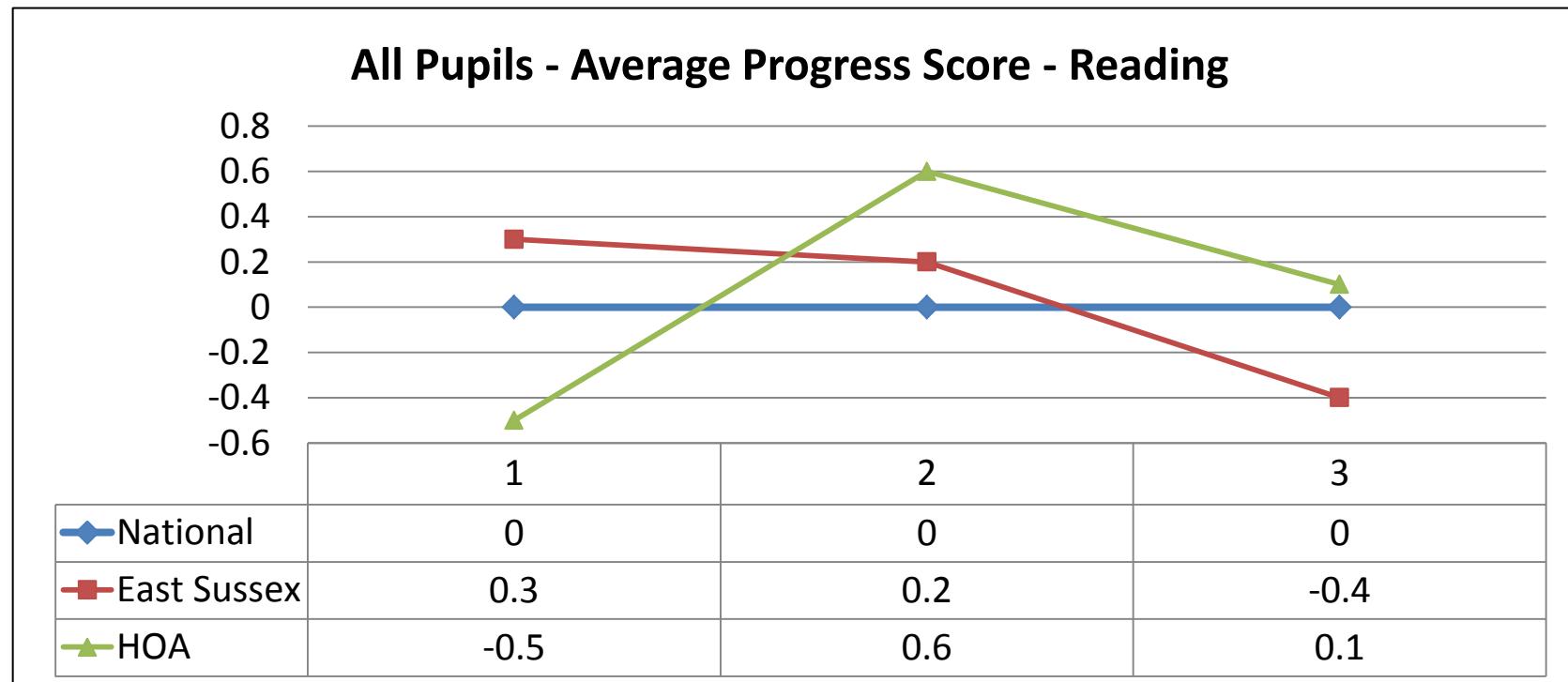
Writing: **79.5%** of Hastings pupils achieved expected standard in writing – a **0.7% increase** from the previous year, where there was again a significant increase from 2017 of 7.2%. There was a **national decrease of 0.3pp** in writing, and an **East Sussex decrease of 0.5pp**. Hastings pupils are **1.0pp above the national average**

Hastings Opportunity Area – Key Stage 2 Provisional results



Maths: **77.7%** of Hastings pupils achieved expected standard in Maths, a further **4.8% increase** since 2018 (where there was again a significant increase from 2017 of 4%). There was a national increase this year in Maths of 2.8%, placing Hastings pupils **1.0pp below the national average**.

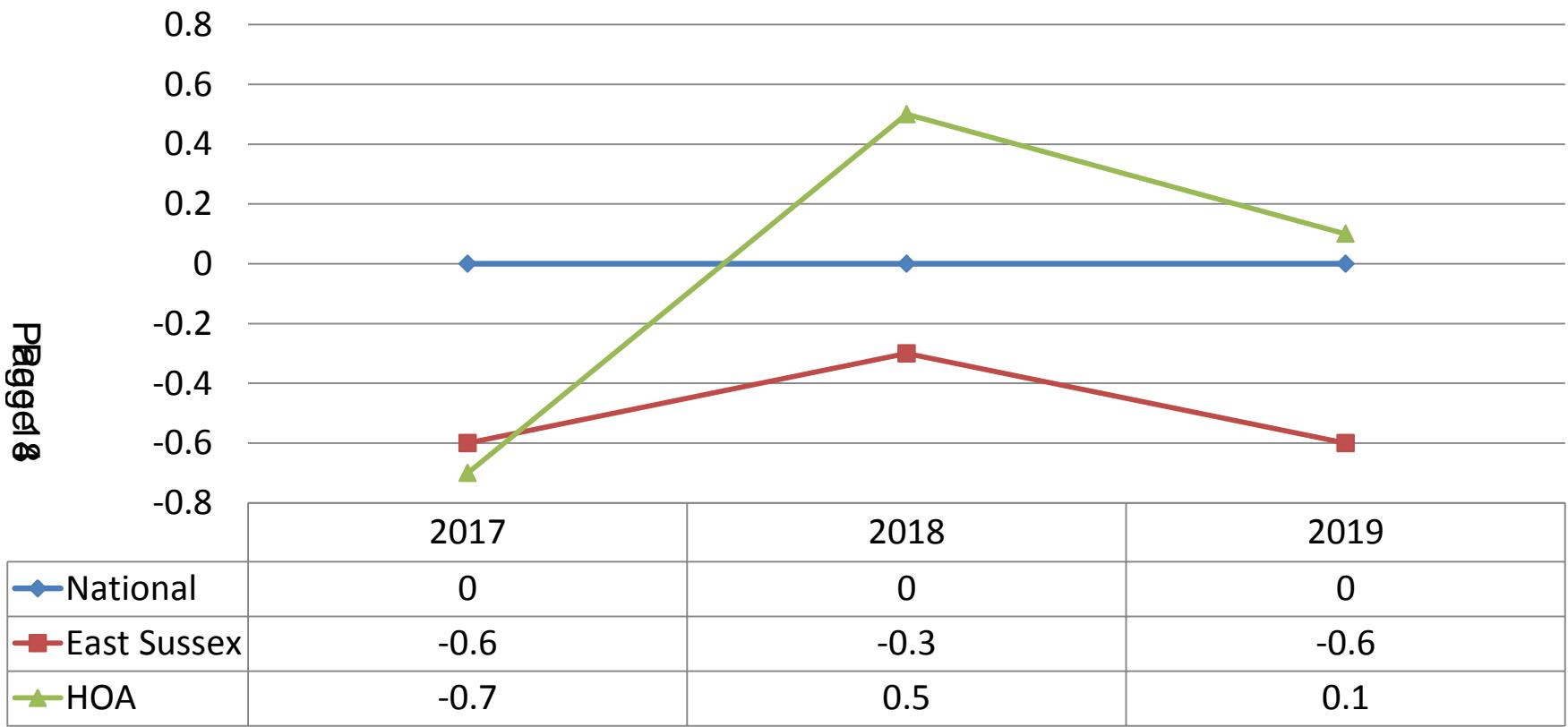
Hastings Opportunity Area – Key Stage 2 Provisional results



National progress scores from 2017-2019 across reading, writing and maths remains largely static. However in Hastings whilst there was a significant increase in 2017-2018 in reading, writing and maths (11pp in reading, 12pp in writing and 8 pp in maths) there has been a significant decrease in average progress scores this year in all 3 areas (0.5 in reading, 0.4 in writing and 0.8 pp in maths). HOA is however above the national average of 0.1 and 0.5 above the East Sussex average.

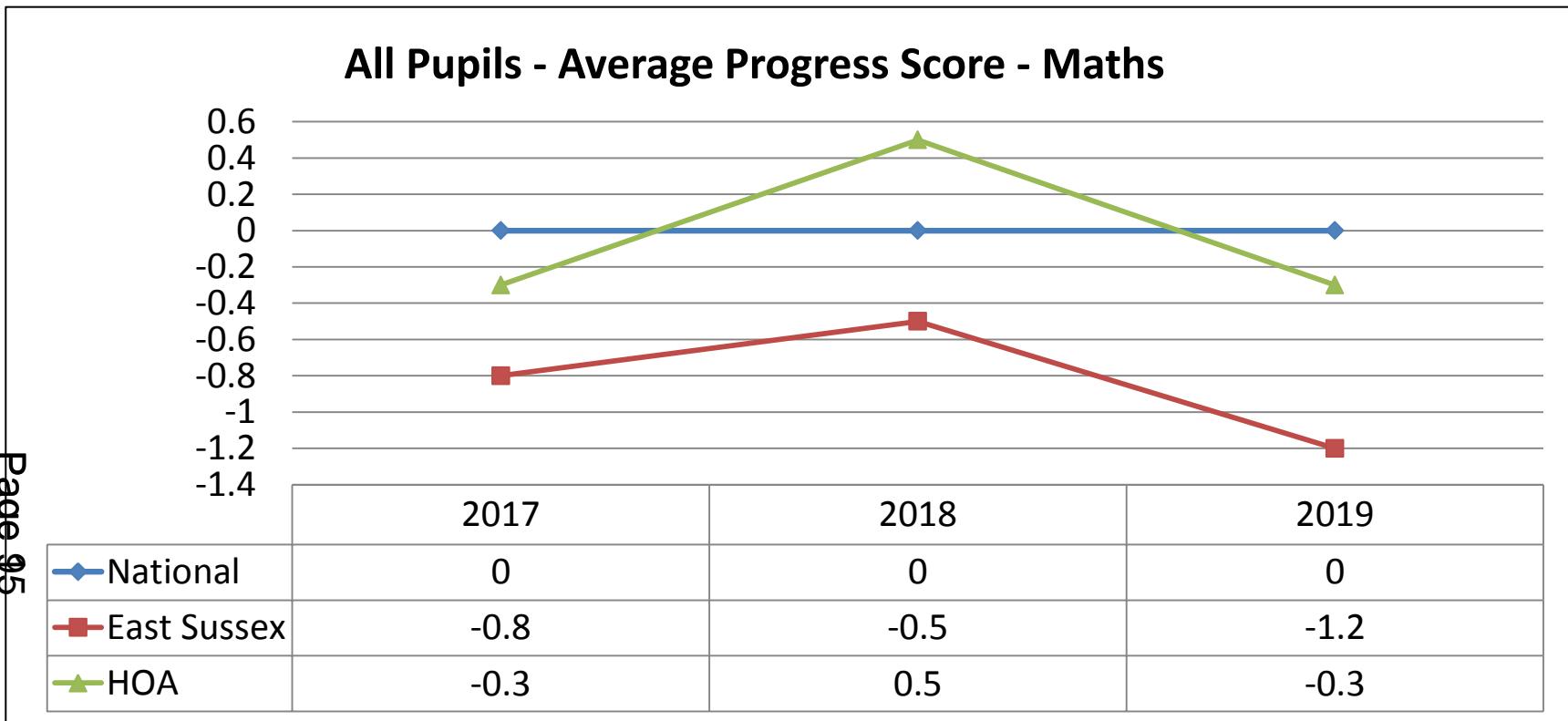
Hastings Opportunity Area – Key Stage 2 Provisional results

All Pupils - Average Progress Score - Writing



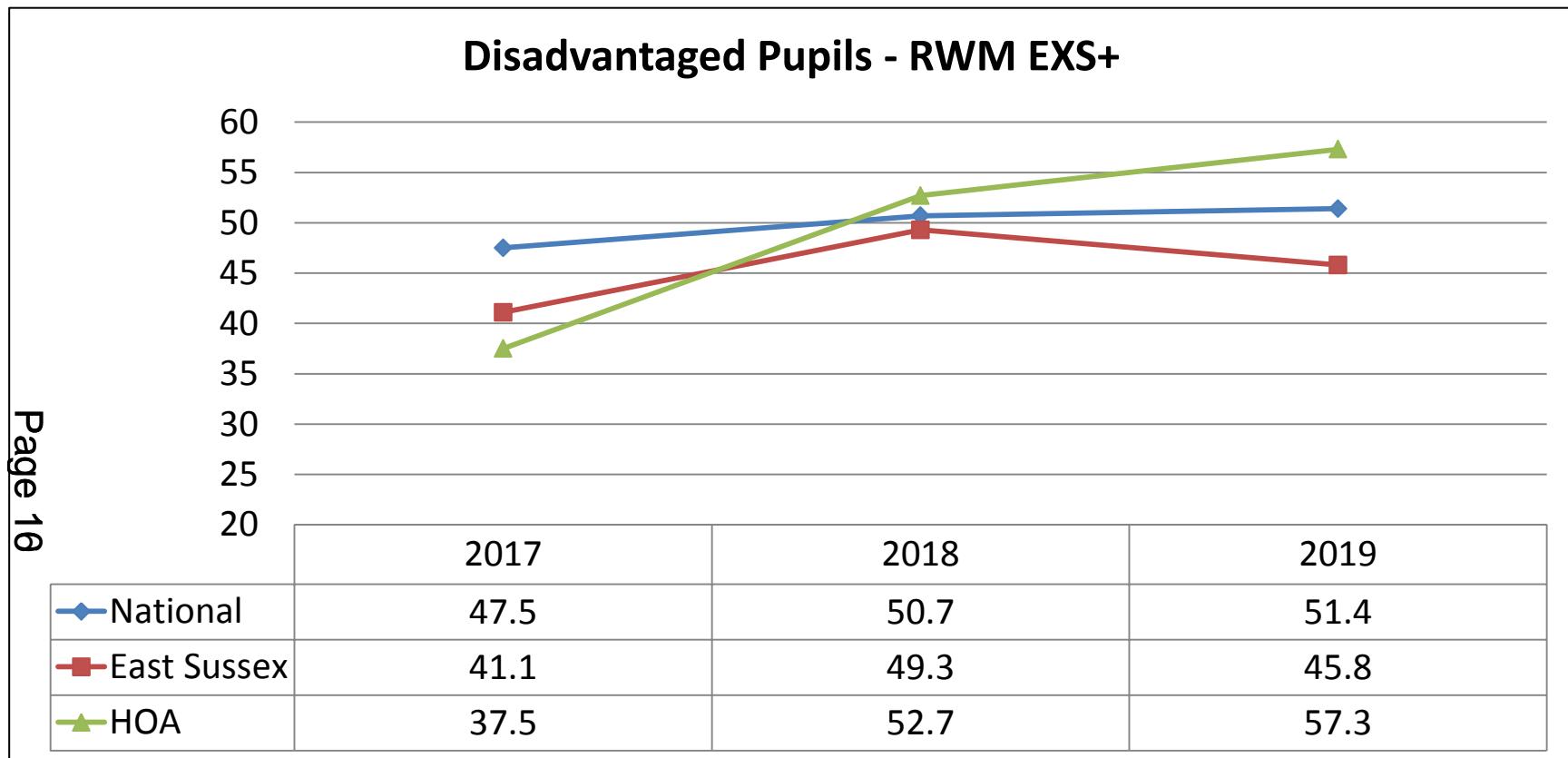
Average progress scores for HOA in writing have fallen by 0.4 points. East Sussex average scores have fallen by 0.3 points. Hastings schools are 0.1 above the national average and 0.7pp above the East Sussex average.

Hastings Opportunity Area – Key Stage 2 Provisional results



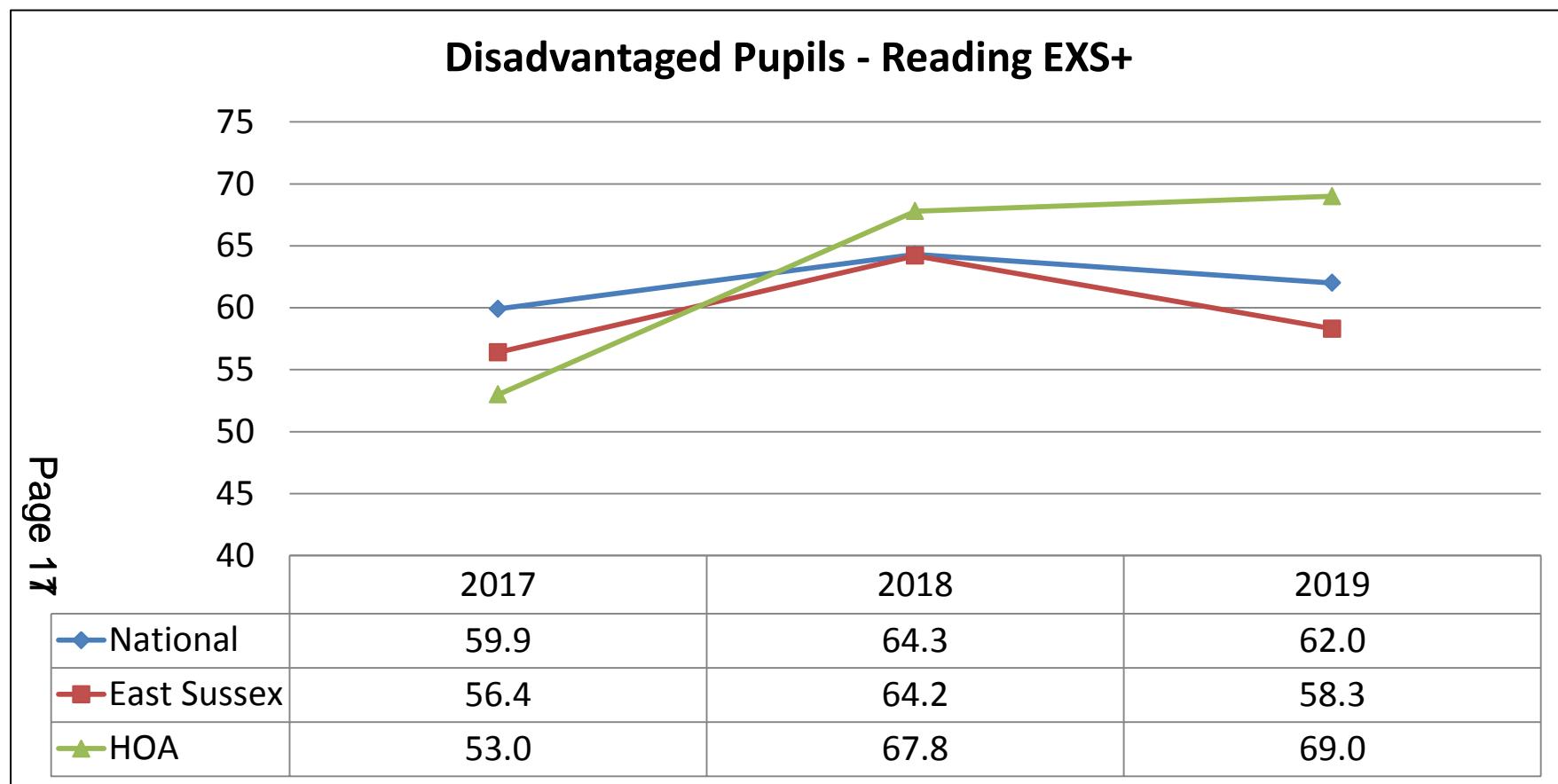
In Maths, average progress scores for HOA have fallen by 0.8 points. East Sussex average scores have fallen by 0.7 points. Hastings schools are 0.3 below the national average but 0.9 pp above the East Sussex average.

Hastings Opportunity Area – Key Stage 2 Provisional results



The significant progress made in reading, writing and maths for disadvantaged pupils in 2017-18 of 15.2pp has been maintained this year, albeit at the much lower level of **4.6pp** (from 52.7pp in 2018 to 57.3pp in 2019). **HOA schools are above the national average by 5.9pp.**

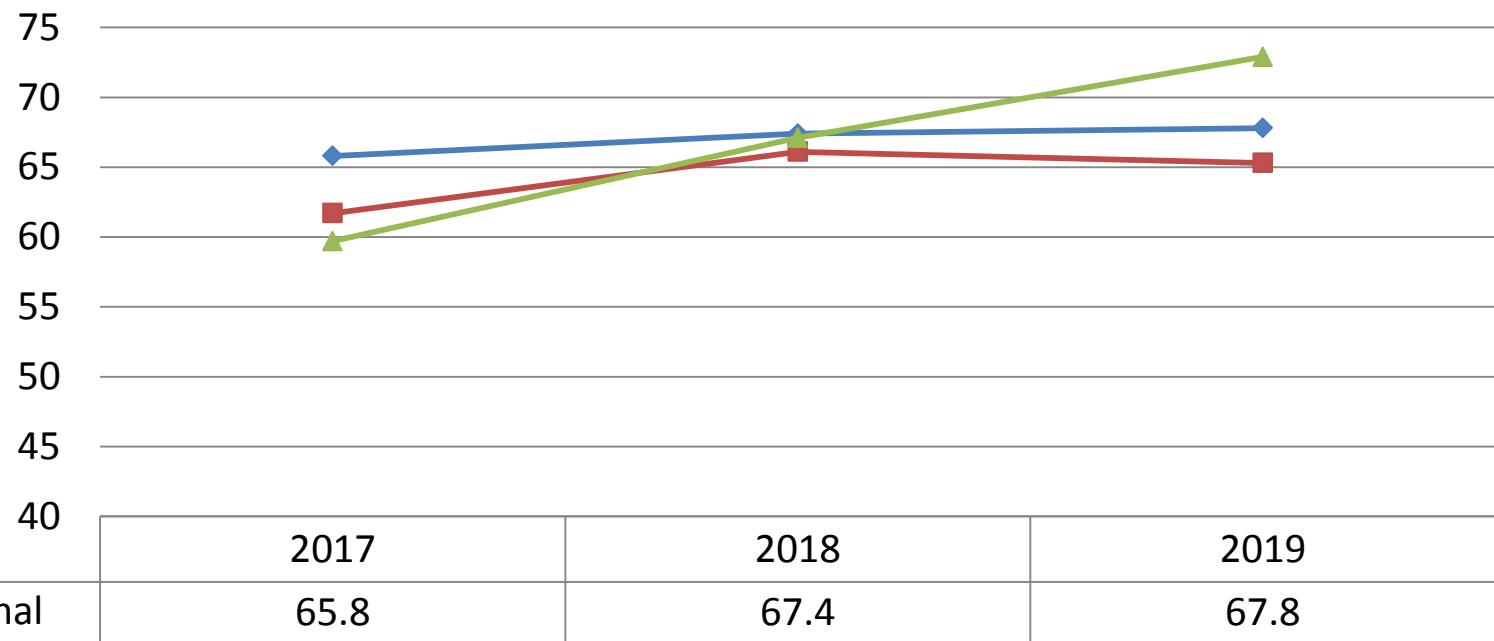
Hastings Opportunity Area – Key Stage 2 Provisional results



Progress in reading for disadvantaged pupils, has been maintained at 1.2pp (67.8pp in 2018 to 69pp in 2019). National average decreased by 2.3pp and East Sussex decreased by 5.9pp. HOA is above the national average by 7.0pp and above the East Sussex Average by 10.7pp.

Hastings Opportunity Area – Key Stage 2 Provisional results

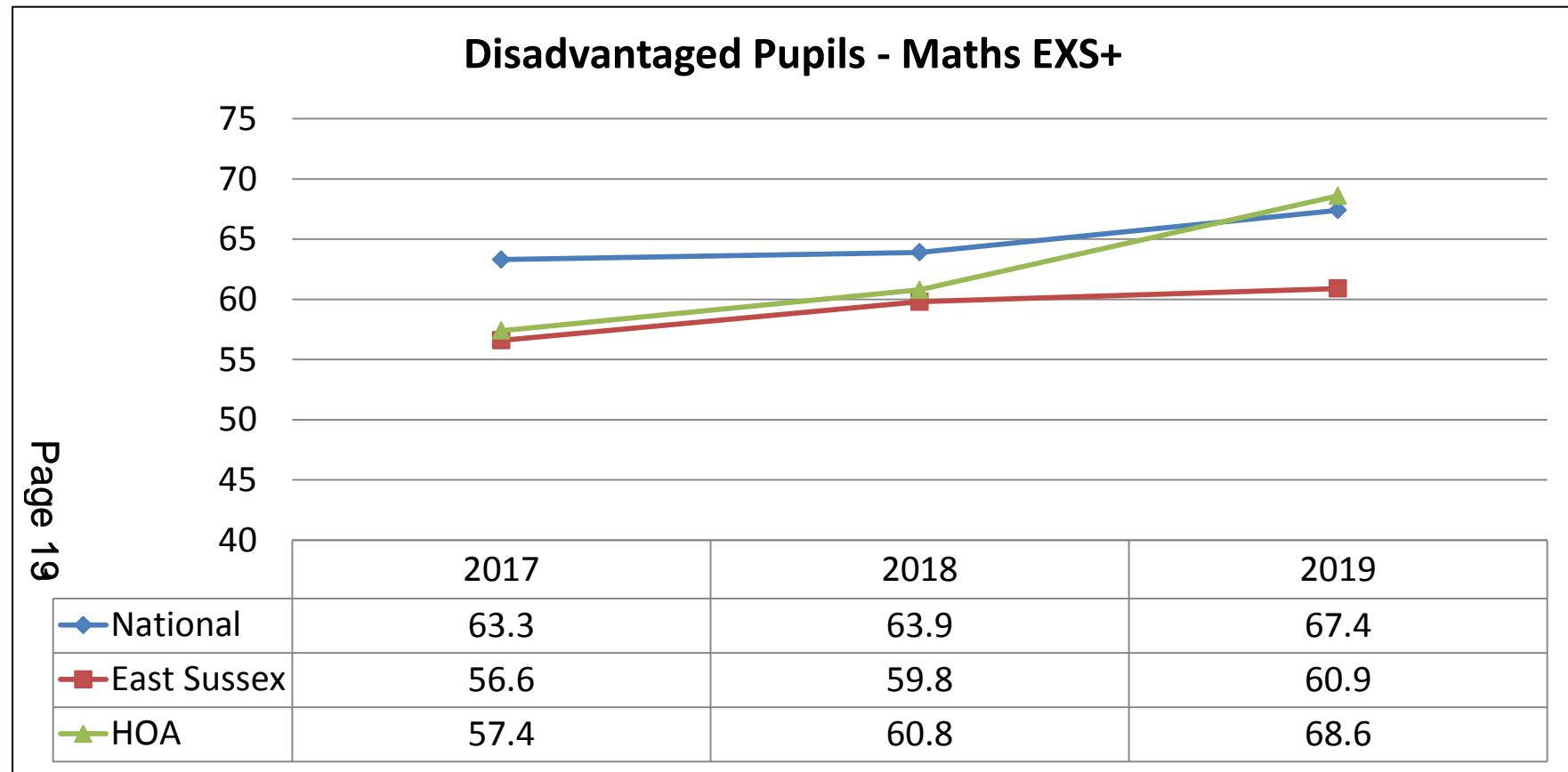
Disadvantaged Pupils - Writing EXS+



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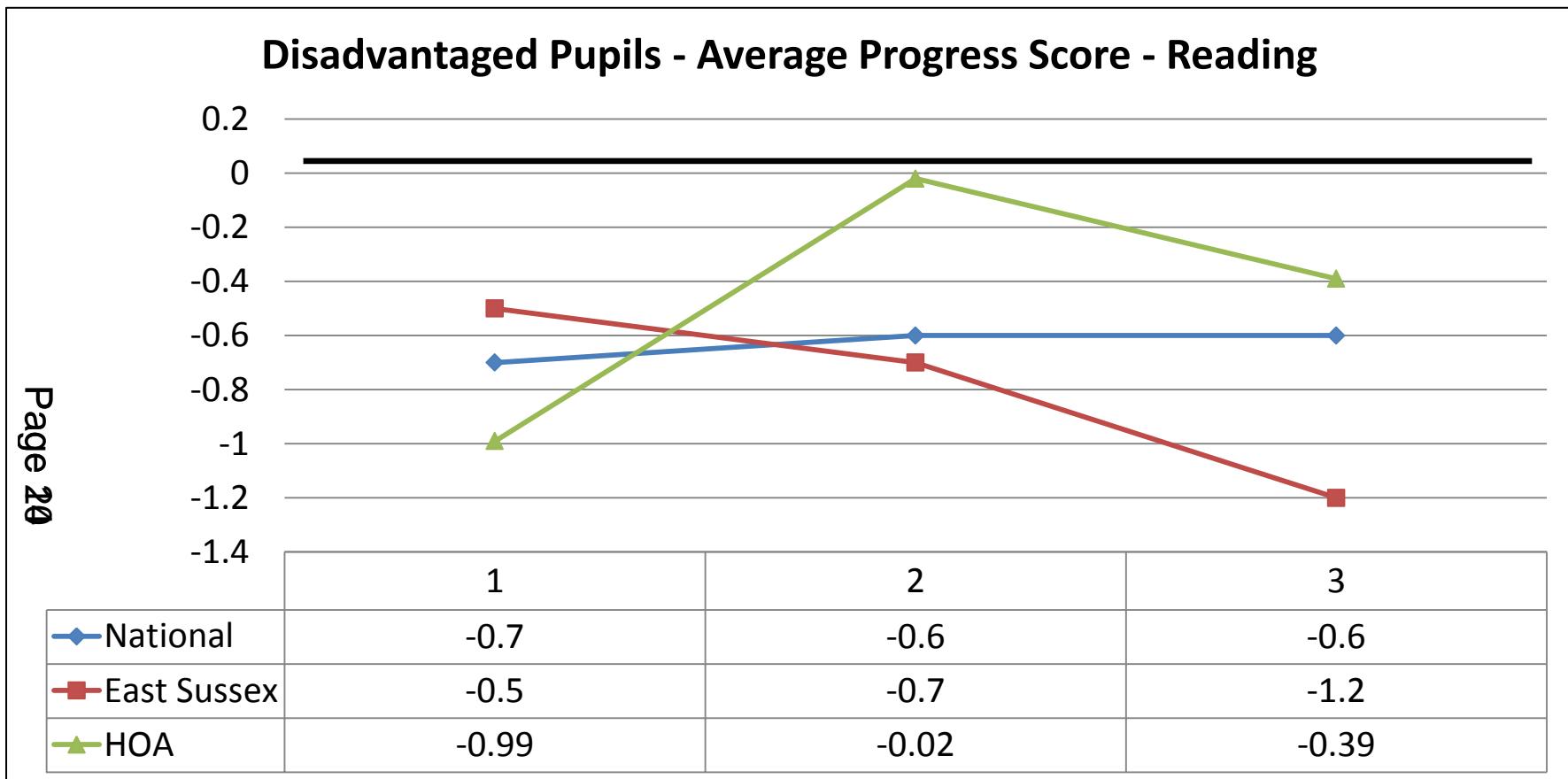
Progress in writing for disadvantaged children has increased by 5.8pp. The national average increased by 0.4pp and East Sussex decreased by 0.8pp. HOA is above the national average by 5.1pp and 7.6 pp above the East Sussex Average.

Hastings Opportunity Area – Key Stage 2 Provisional results



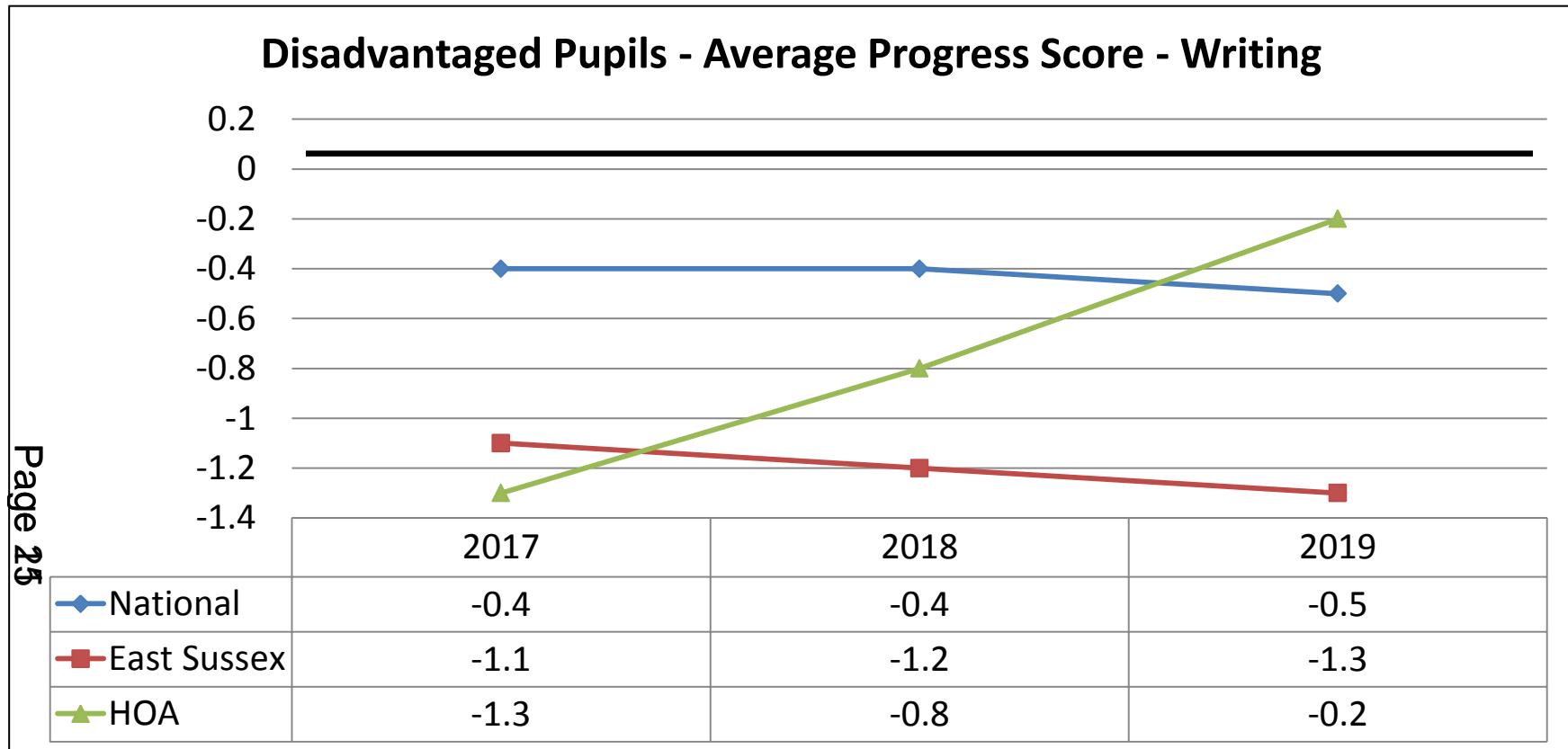
Progress in maths for disadvantaged children has increased by 7.8pp. The national average increased by 3.5 pp and East Sussex increased by 1.1pp. HOA is above the national average by 1.2 pp and 7.7 pp above the East Sussex Average.

Hastings Opportunity Area – Key Stage 2 Provisional results



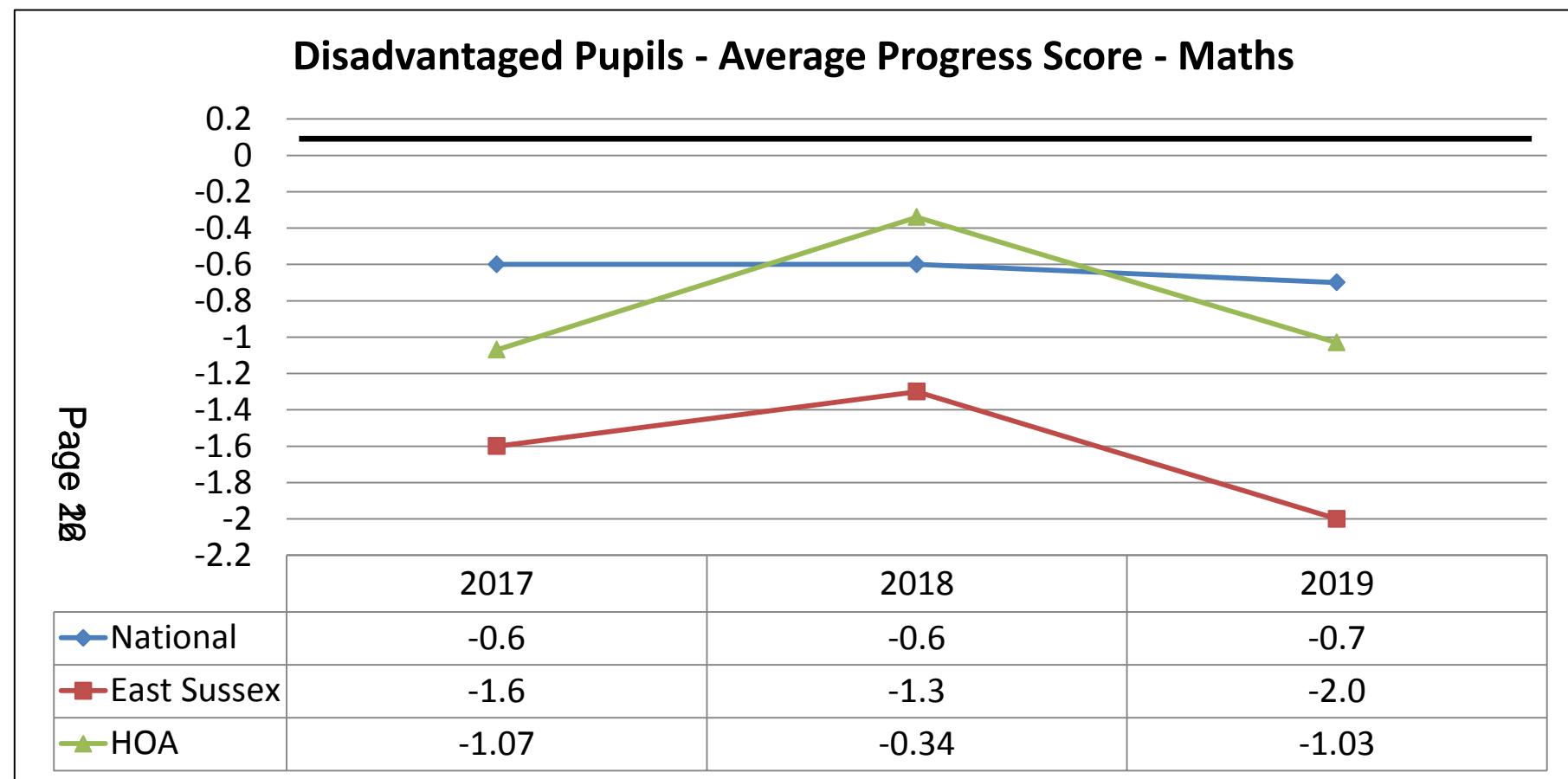
There has been a fall of 0.37 points in average progress scores in reading for Disadvantaged pupils in Hastings. The national scores remained at -0.6 and Sussex pupils had a fall of 0.5 points. HOA is 0.21 points above the national Average and 0.81 points above East Sussex average.

Hastings Opportunity Area – Key Stage 2 Provisional results



There has been an increase of 0.6 points in average progress scores for writing disadvantaged pupils in Hastings. There was a fall of 0.1 for national scores and a fall of 0.1 points for East Sussex. HOA is 0.3 points above the national average and 1.1 points above the East Sussex average.

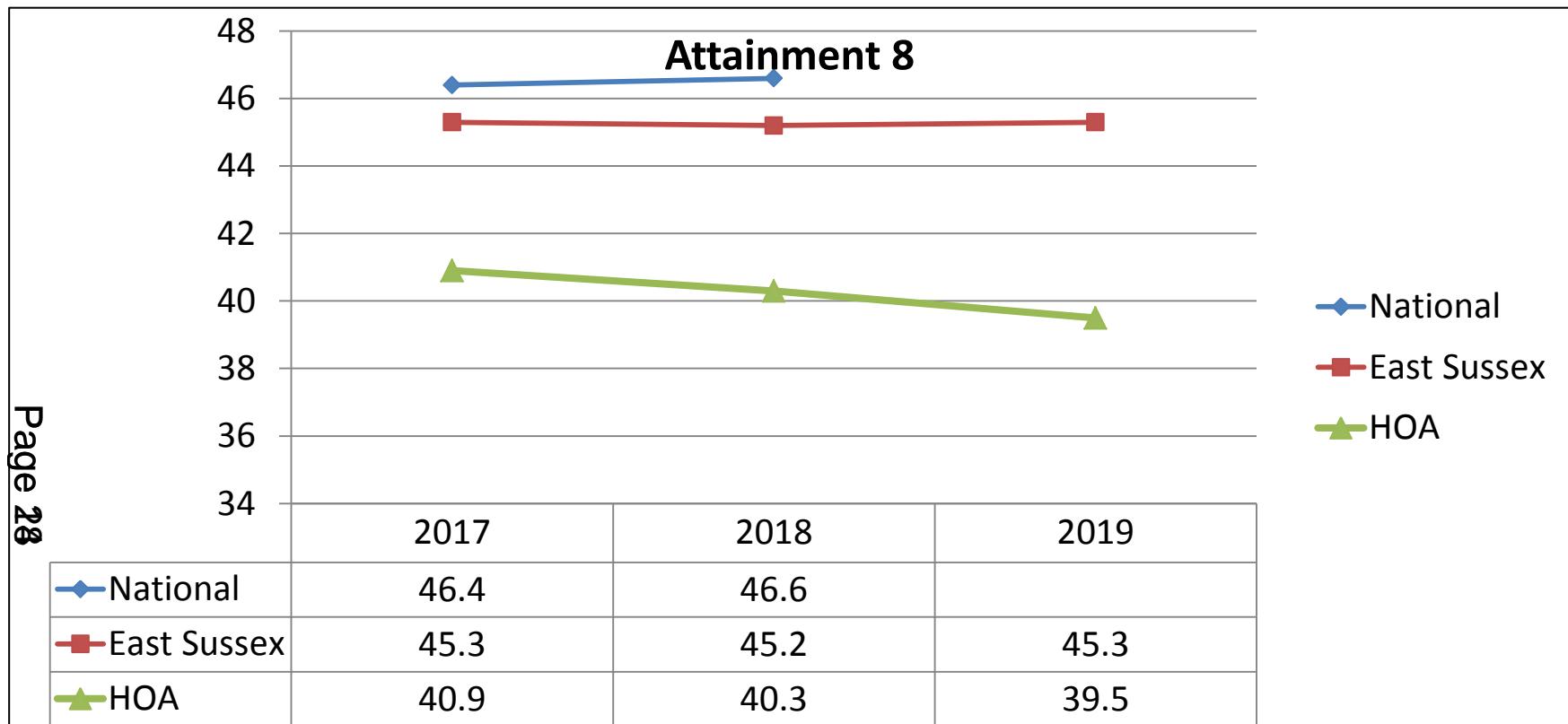
Hastings Opportunity Area – Key Stage 2 Provisional results



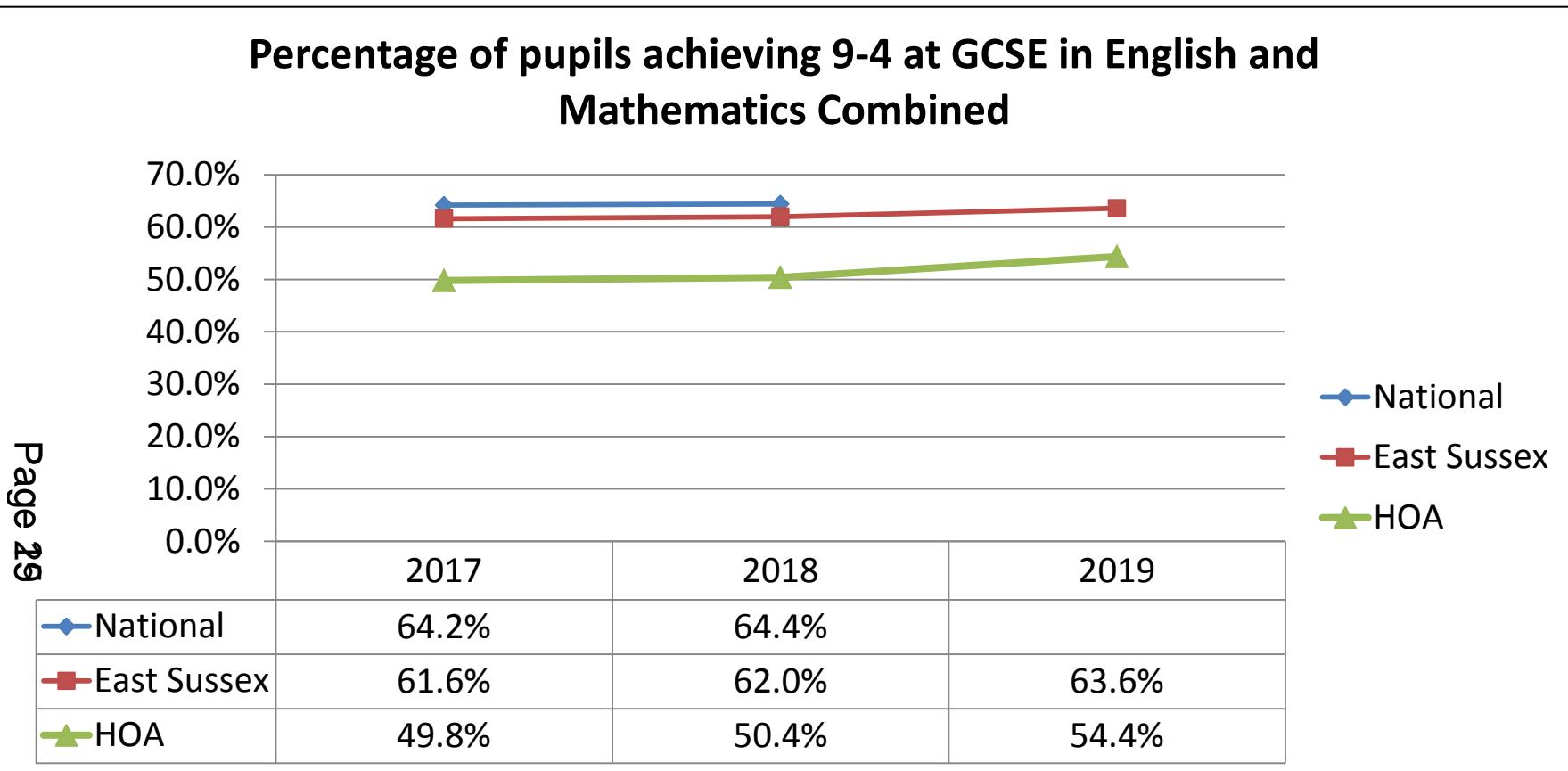
There has been decrease of 0.68 points in average progress scores in maths for disadvantaged pupils in Hastings. There was a national fall of 0.7 points. HOA is 0.33 points below the national average but 0.97 points above the East Sussex average.

Provisional results Key Stage 4 data

Hastings Opportunity Area – Key Stage 4 Provisional results

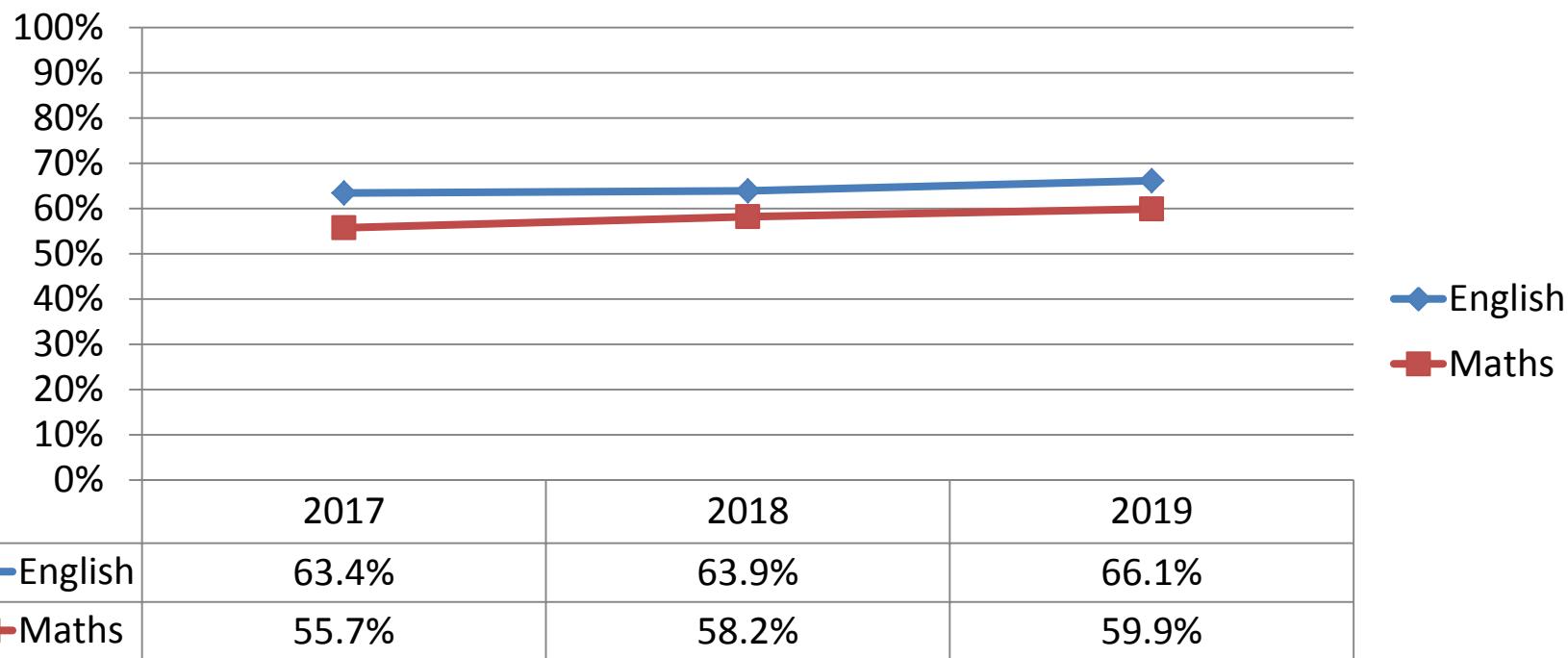


There has been a decrease of 0.8 points in the attainment 8 progress scores for HOA schools, in comparison to an increase of 0.1 points for East Sussex schools



There has been an increase of 4.0 pp for HOA schools in the percentage of pupils gaining grades 9-4 in English and Maths combined, in comparison to an East Sussex average increase of 1.6pp.

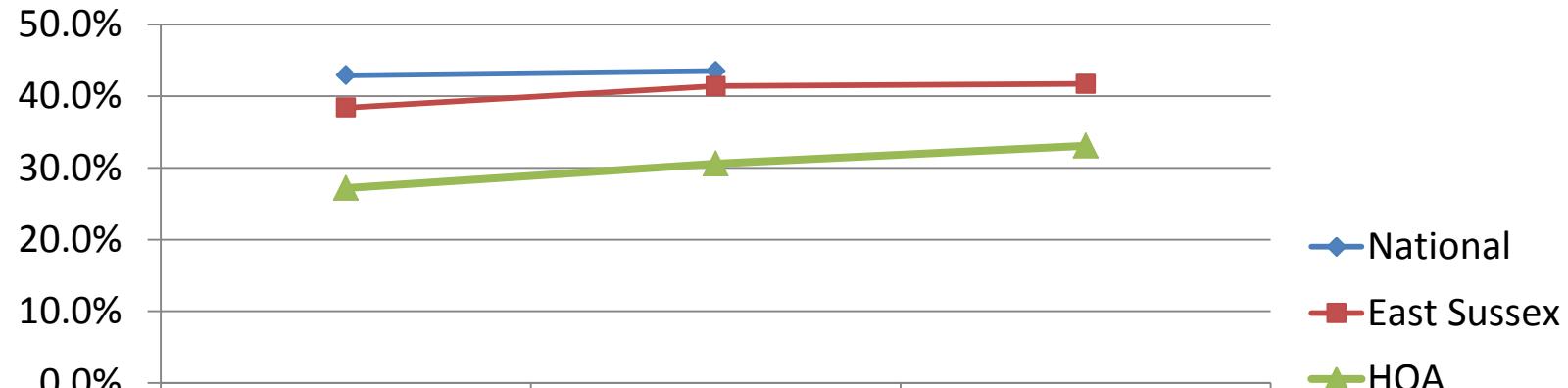
**HOA schools only - KS4 % achieving English and Maths 9-4 2019
(Ebacc subject area)**



English: 66% of pupils in Hastings schools gained grades 9-4 in English, an increase of 2.2pp. In East Sussex – 74.8% of pupils gained grades 9-4, an increase of 1.3pp.

Maths: 59.9% of pupils in Hastings schools gained grades 9-4 in Maths, an increase of 1.7pp. In East Sussex, 69.6% of pupils gained grades 9-4, an increase of 1.9pp.

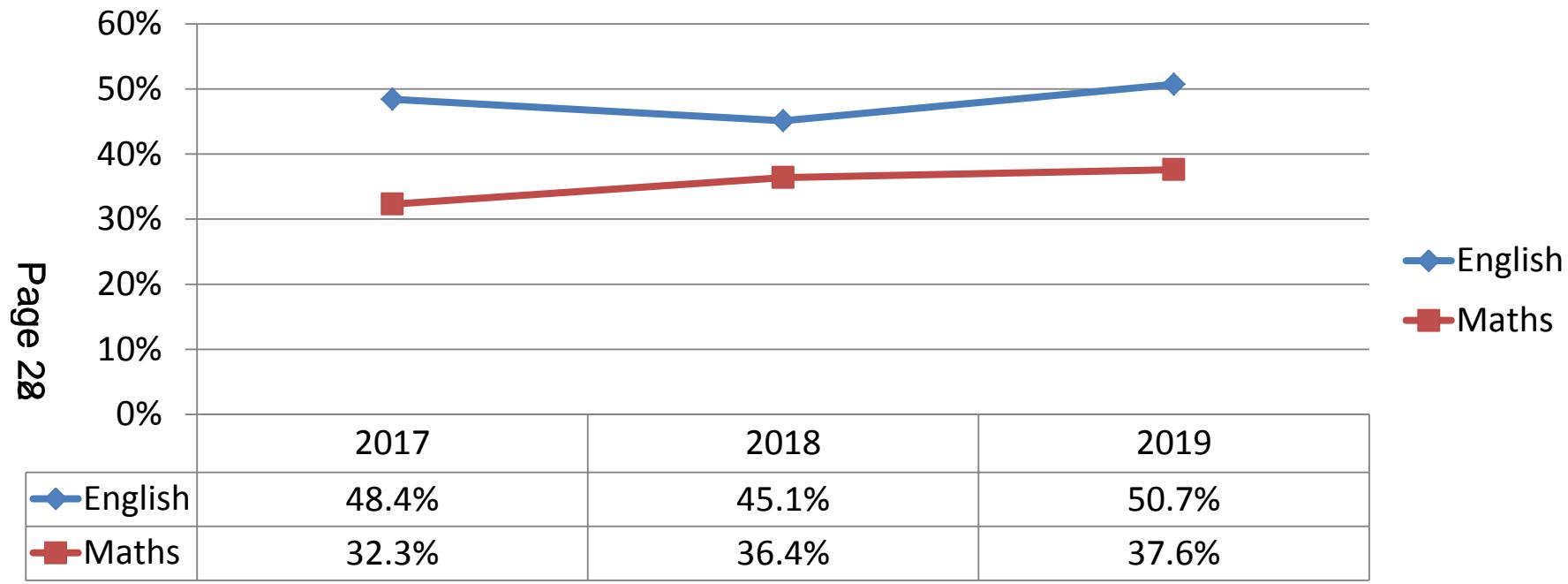
Percentage of pupils achieving 9-5 at GCSE in English and Mathematics combined



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There has been an increase of 2.5 pp for HOA schools in the percentage of pupils gaining grades 9-5 English and Maths combined, in comparison to an East Sussex average increase of 0.3pp.

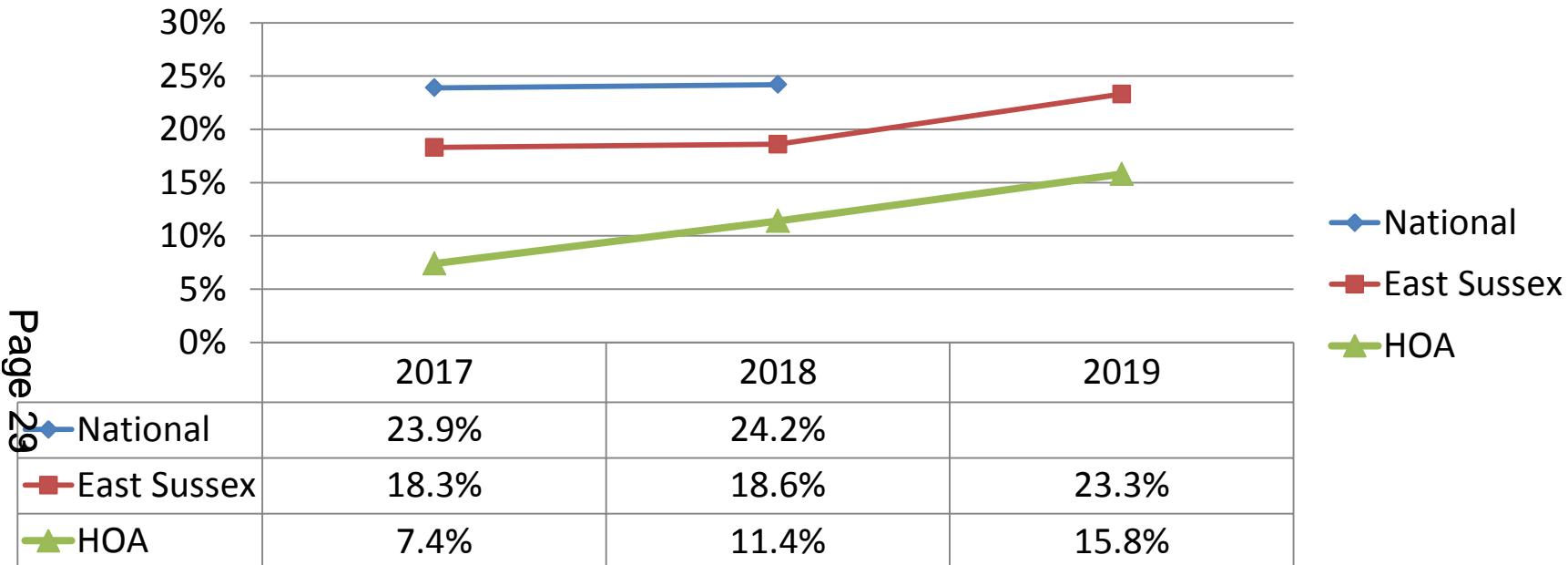
HOA schools only - KS4 % achieving English and Maths 9-5 2019 (Ebacc subject area)



English: 50.7% % of pupils in Hastings schools gained grades 9-5 in English, an increase of 5.6pp. In East Sussex – 59.9% % of pupils gained grades 9-5, an increase of 1.1pp.

Maths: 37.6% % of pupils in Hastings schools gained grades 9-5 in Maths, an increase of 1.2pp. In East Sussex, 47.2% of pupils gained grades 9-5, an increase of 0.1 pp.

Percentage of pupils achieving 9-4 at GCSE in the Ebaccalaureate subjects

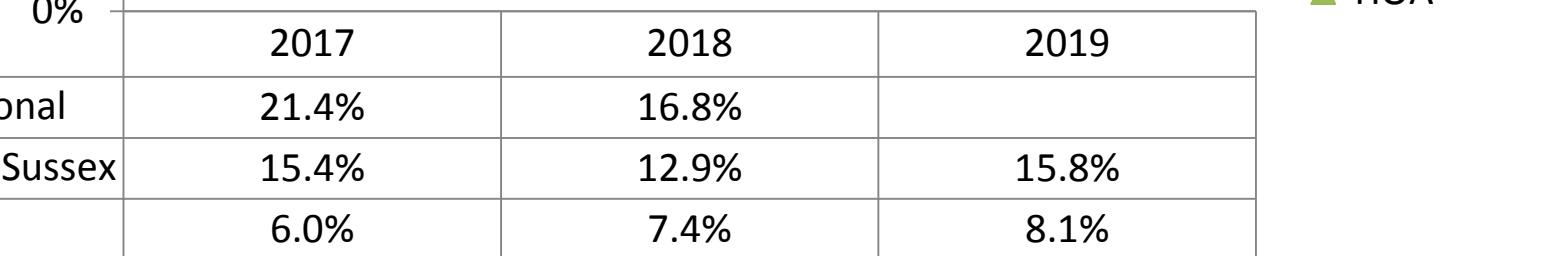
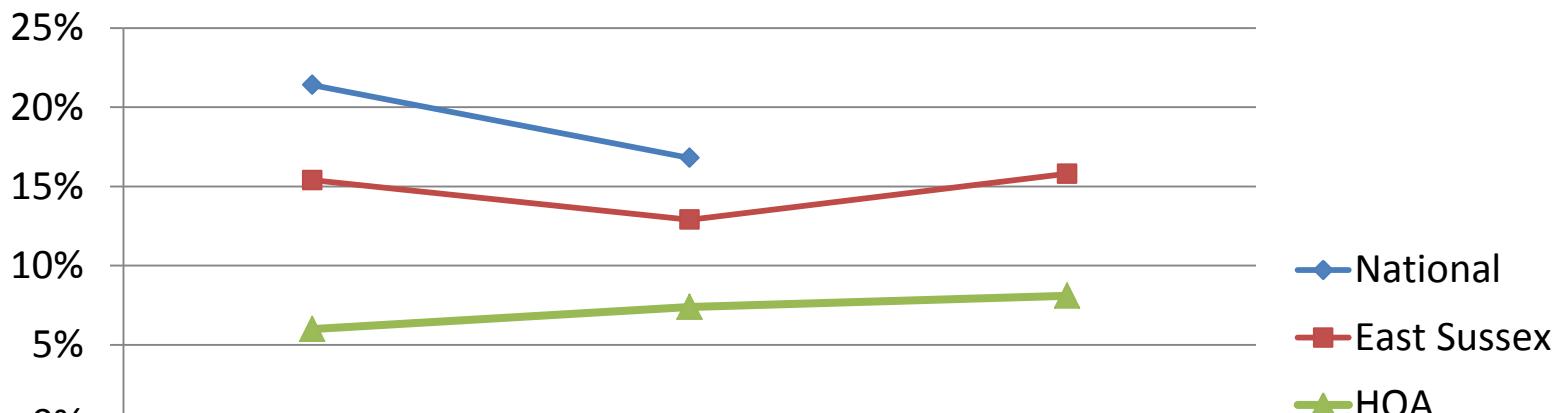


There has been an increase of 4.4 pp for HOA schools in the percentage of pupils gaining grades 9-4 in the Ebacc subjects, in comparison to an East Sussex average increase of 4.7 pp.

Hastings Opportunity Area – Key Stage 4 Provisional results

Percentage of pupils achieving 9-5 at GCSE in the Ebaccalaureate subjects

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There has been an increase of 0.7 pp for HOA schools in the percentage of pupils gaining grades 9-5 in the Ebacc subjects, in comparison to an East Sussex average increase of 2.9 pp.

UPDATE ON COLLEGE PROVISION

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Inc. Outcomes for Students

Academic Year 2018/19



EAST SUSSEX COLLEGE
HASTINGS





Headline Outcomes Academic Year 17/18* All Enrolments

All Outcomes for learners (classroom/WBL/partners)	Achievement 18/19	National Rate**	18/19 vs NR
Overall (inc. E&M)	87.8%	84.9%	+2.9%
Overall (exc. E&M)	90.3%	88.4%	+1.9%
16-18 overall (inc. E&M)	82.2%	80.0%	+2.2%
16-18 overall (exc. E&M)	88.8%	84.9%	+3.9%
19+ (inc. E&M)	91.5%	88.0%	+3.5%
19+ (exc. E&M)	91.2%	90.4%	+0.8%

* Unvalidated

**17/18



Outcomes By Qualification Type

Outcomes for learners (all exc. Acquire)	Achievement/Pass Rate 18/19	National Rate	18/19 vs NR
A level (Year 2)	81.1% (94%)	84.8% (97%)	-3.7%
Vocational	91.3%	85.9%	5.4%
Functional Skills E&M*	85.5%	78.0%	7.5%
GCSE Maths 4 to 9*	40%	31%	+9.0
GCSE English 4 to 9*	27%	30%	-3.0%
External Partners	90.9%	86.3%	+4.6%

*retake students (condition of funding)



Ofsted & The FE Commissioner

1. Monitoring visit – Ofsted November 2018 & FE Commissioner March 2019
2. New Education Inspection Framework – Change of focus
3. All merged Colleges are inspected within 3 years of merger
4. Inspection is prioritised on a “level of risk” basis
5. Whole group inspection

Minute Item 85



Education Futures Trust

Strategic Implementation Plan: The Firs

Contact for further enquiries

**Carole Dixon
Chief Executive**

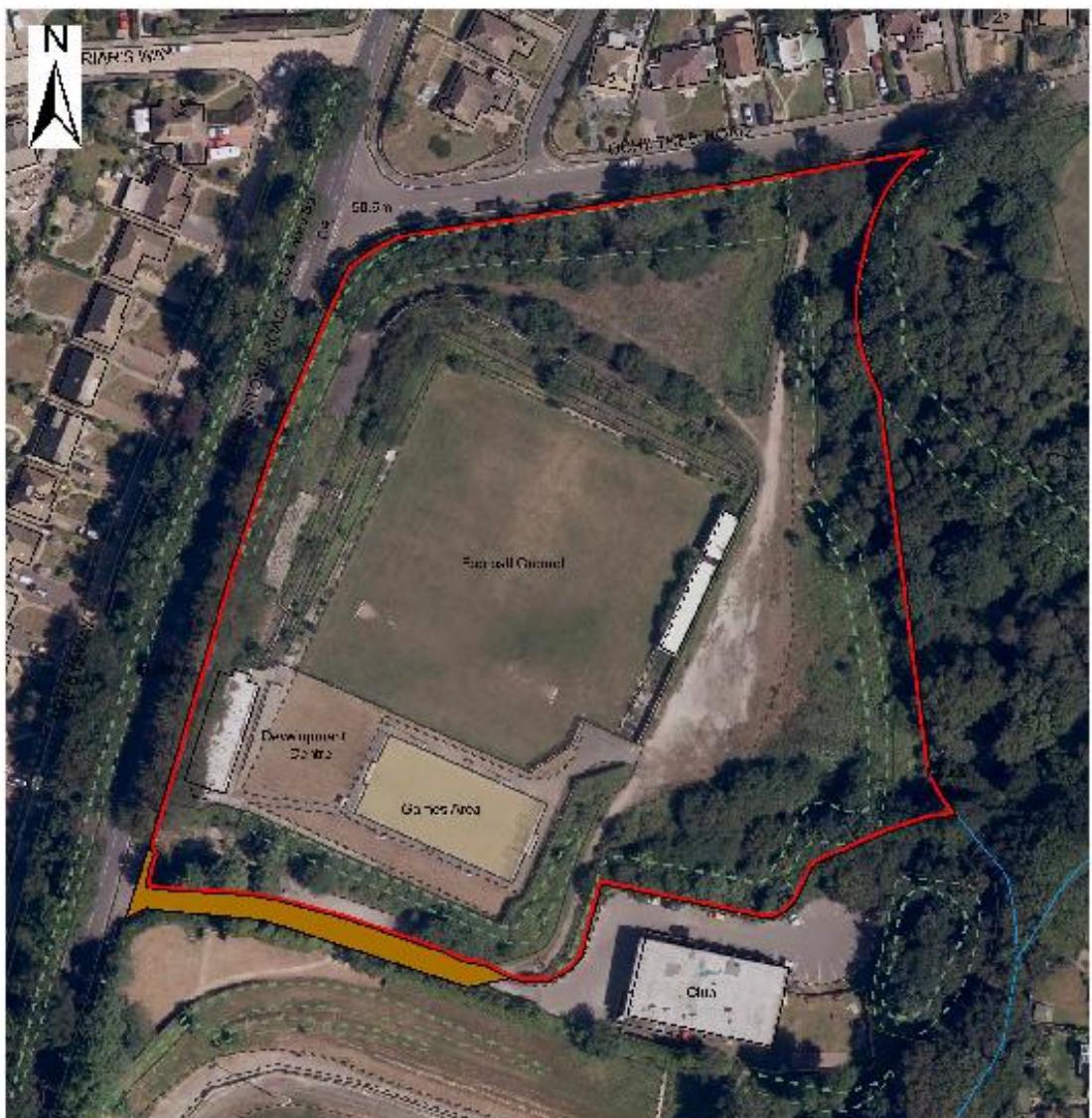
**The Firs
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Hastings
East Sussex
TN34 2AX**

**Telephone 01424 722241
Mobile 079616 74015
E-mail carole@educationfuturestrust.org
Website www.educationfuturestrust.org**

**Charity Number: 1146171
Company Number: 7852922**

Our children. Our families. Our community.

Registered Charity Number: 1146171 Company Number: 7852922
Patron: Baroness Diana Scott OBE



The Hrs
Elphinstone Road
Hastings



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Muriel Matters House, Braeds Place,
Hastings, East Sussex TN34 3UY
Tel: 0344 421 0161
Email: estates@hastings.gov.uk

Date: Mar 2017

Scale: 1:1,250

Drawn: ST

Drawing No: ESAD 1604A

Our children. Our families. Our community.

Registered Charity Number: 1146171 Company Number: 7852922
Patron: Baroness Stedman Scott OBE
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Strategic Plan

1. Purpose

The purpose of this document is to present the trustees' strategic overview of The Firs development, and to provide guidance for the whole life of the project.

2. Strategic Outline

2.1. Purpose

This document provides the trustees' strategic overview of The Firs development.

The primary aim of the development at The Firs is to establish a sustainable future for the charity to ensure the ongoing delivery of appropriate services for the most vulnerable local residents. The development will increase the charity's reach through the regeneration of the site, to those requiring support, particularly those living in poverty and disadvantage thus enhancing the economic and social well-being of local people.

During 2019, the development will deliver a 100% increase in the numbers accessing the site, with an ongoing 10% increase annually during the following 10 year period until 2030.

EFT's Income from the site will be established during 2019 for the first time, with the baseline of Hastings Borough Council's income tripled in the year. For the following 2 years, the income generation will be doubled, with an ongoing 10% increase annually thereafter until 2030.

This development will provide Hastings Borough Council with a unique offer for residents and businesses through an improved physical resource that will deliver sporting, environmental, educational, cultural and leisure opportunities, in addition to delivering a potential income stream for the Charity. Along with the prospect of improved health and wellbeing for local people, The Firs will enhance volunteering and employment opportunities in the town.

2.2. Background

In 2017, through the presentation of a business plan to Hastings Borough Council, Education Futures Trust (EFT) was successful in its bid to transform the semi-derelict, underused brownfield site at The Firs, Elphinstone Road, into a therapeutic, outdoor learning facility (see Appendix 1). This plan, and subsequent documents, will build on the original submission.

With the support of local residents, community members, council members and officers, negotiations over the lease were finalised at the end of 2018. Pro-bono support from The Cranfield Trust, A4 Architects and Mayer Brown International LLP enabled the vision to be transformed into reality, ready to be taken forward in 2019.

Our children. Our families. Our community.

Registered Charity Number: 1146171 Company Number: 7852922

Patron: Baroness Stedman Scott OBE

The charity's intention to develop a unique identity for the facilities will provide sustainability for the organisation through the creation of stable income streams. With a mix of sporting facilities, play areas, community spaces, woodland and quiet places, this phased development will educate and inspire local people and visitors.

The EFT will utilise existing structures and green spaces: preserving and enhancing both the natural environment and the man-made developments, taking account of the needs of local people and the EFT's mission.

2.3. Policy Statement

EFT intends to develop a physical resource that will be made available to local communities, whilst serving the economic and delivery needs of the charity. Combined with an area for community use, which will contribute to the well-being of borough residents and enable improved life chances for the most vulnerable, The Firs will offer an enclosed multi-purpose central area that will offer a safe place for the charity's specialist provision, as well as celebrations and events.

Through the lease, the charity will need to provide the public with access to the multi-games area that it is obliged to maintain, whilst also allowing overflow parking for the local football club on identified areas. Additionally, it is the intention of the charity to allow 24/7 access to parts of the site for the public, including areas that are identified for play and recreation.

Service users, volunteers and staff will benefit from access to additional facilities and fenced off areas, including those in the centre of the site. Safety and security will be paramount when developing these spaces as many will be available to the most vulnerable, including children under 5. Maintenance of appropriate insurance, including £10 million public liability, will be fundamental to the charity upholding its responsibility to service users.

Community groups, businesses and educational establishments will be encouraged to take advantage of the site as part of the drive to generate income for the maintenance of the site and the charity's activities, whilst individuals will be encouraged to use the public areas, such as the multi-games area, green gym and the play facilities, at times when they are not booked by groups.

It is anticipated that the development of the site will take place over a period of 10 years. The flexible design of the phases ensures that it will be possible to be responsive to funding opportunities and the changing needs of the charity and local people, whilst ensuring that delivery of activities can continue throughout the period.

2.4. Governance

The charity has a well-developed, strong board of trustees (see Appendix 2) who hold a range of strategic roles. The trustees hold monthly board meetings and they hold overall responsibility for The Firs development. Trustees will retain oversight of the project development through reports to the monthly board meetings. This document will provide the basis for the development, and will be supplemented

with an operations plan, a risk assessment and project initiation plans.

The development has been divided into phases and no phase will commence without sign off from the board of trustees.

Operational oversight will sit with the Chief Executive, who will delegate responsibilities to appropriate managers, staff and volunteers.

A 50 year lease has been negotiated with Hastings Borough Council, with a break clause after 25 years. Plans submitted to Hastings Borough Council with the lease will form the basis of any development on the site: any major deviation from the submitted plans will be presented to the council in advance of work.

Planning permission will be sought for the development of the site and all plans will conform to relevant legislation.

Following the processes listed in the Delegated Powers documentation, contracts will be drawn up for work involving external providers,

Insurance cover of £10 million public, employers and product liability, has been extended to cover the whole site and will be regularly reviewed.

The appointment of an Estates/Facilities Manager will ensure that the project moves forward, remains focused and delivers timely outcomes. Linked to the strategic and operational plans, project initiation documents will provide structure for all phases and themes and provide clarity to trustees as well as staff and volunteers working on the project.

2.5. Assumptions

The plan is written based on the following assumptions:

- the lease will be agreed and signed early in 2019;
- board support will be forthcoming;
- planning permission is obtained;
- Hastings Borough Council's support for the Trust continues, including approval of necessary amendments;
- Hastings Borough Council have accepted responsibility for consequences of historic use of the land;
- funding is identified and available;
- staffing levels are adequate;
- support from the local community continues;
- demand for use of the facilities increases;
- the site retains the capacity for development.

2.6. Drivers

The key driver for the charity is to identify a sustainable method to deliver flexible services to the residents of Hastings. The need for a dedicated, safe space has become crucial for the work with the most vulnerable service users. The Firs, as a

unique facility for the borough, will provide a sustainable future for the charity by introducing new income streams, additional space and enhanced profile.

Additional drivers:

- delivering an educational service for local schools and other educational establishments leading to an increase in educational services;
- local residents and community desire to protect, enhance and access the green and recreational spaces;
- Hastings Borough Council's need to make best use of the site and provide recreational facilities for residents;
- support from the borough council to enable the charity to provide services to the most vulnerable residents;
- desire by all involved to develop a unique resource for the south-east;
- increased annual usage of The Firs in the first 5 years of ownership from the baseline of January 2019:
 - 10% increase in education services;
 - community use established in year 1, with a subsequent 10% increase;
 - additional sports introduced to the site e.g. baseball, hockey and stool ball;
 - sport use increased by 5%;
 - volunteer input increased by 55 in years 1 and 2 and then maintained thereafter;
 - organised activities increased by 5% in year 1 and 10% thereafter.

2.7. Exit strategy

The lease has been negotiated for a period of 50 years. The charity has to return the land to a similar or better state than it is on handover, and a detailed photographic record has been created to accompany the lease. The land is vandalised and in a poor state of repair, so the liability to the Trust has been minimised. Prior to the end of the lease, negotiations will be required to decide on the future of the facilities.

Should the charity experience difficulties, or cease to exist, the lease will be forfeited and foreclosed with the land returning to the council. Liability for damage will sit with the Trust. As the office sits within the lease the charity, if still in existence, would no longer have occupation of the building and would need to renegotiate a lease or vacate the space.

2.8. Financial Statement

Education Futures Trust board of trustees will be responsible for signing off the phases of development. This will enable funding to be identified and as such is not dependent upon funding being available at the time of signing. It is not necessary for one phase to be completed before another is started, but due diligence will be

required to ensure that progress remains manageable and timely.

The total cost of the work to complete the whole project is estimated at £1.5 million, but the project is designed so that progress can be halted or paused at the end of any phase. Trustees will retain oversight and formal permission to commit spend to any new phase will be required. Materials such as the strategic and operational plans, alongside detailed project implementation documents will inform decision making. This will protect the charity and ensure that sufficient resource is available to progress to a new stage.

A range of funding methods will be sought to avoid reliance upon one source; providing additional protection for the charity, whilst helping to deliver change for different stakeholders and users.

2.9. Income Generation

The development of The Firs will provide the Trust with a range of income streams. These will be developed over the phases, but where trustees feel that the requirements to increase income becomes paramount, then these areas of development will be prioritised. Anticipated new areas of income include:

- room hire;
- exclusive use of the multi-games area;
- café revenue;
- hire of sports facilities/spaces;
- nursery;
- events;
- residential;
- educational visits;
- business team days;
- weddings.

Funding will be sought from a variety of sources covering the key elements of community, environment, education and sport. Ahead of the lease, successful bids have been made to:

- Lund Trust
- Community Safety
- Active Access for Growth
- Postcode Lottery.

We will continue to build on the pro-bono support from businesses such as:

- A4 Architects
- Mayer Brown International LLP
- The Cranfield Trust

whilst augmenting the support received from local businesses and partners such as:

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- Hastings Direct
- B & Q
- The Darvell Community.

In the spirit of the principles behind the development, which is to embed the resource within the local community, we will involve volunteers, service users and residents at all stages from development to delivery. They will shape the design and services, whilst their skills will be advanced and enriched as they contribute to bringing about the change. This will reduce costs; particularly in the early stages when there will be a need to show progress in order to demonstrate intent.

Once underway, we believe that developing a therapeutic outdoor learning centre at The Firs will unite the local community and deliver a drive for change in this deprived neighbourhood and across the whole of Hastings.

Signed:



Allison Baines,
Chair of Trustees,
Education Futures Trust.

Date: February 2019

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Appendix 1: The Firs: a therapeutic outdoor learning centre

The Firs - Concept Master Plan



The Firs - Education Futures Trust

- Sustainability is at the heart of this proposal and feeds into all the learning that takes place on the site. High quality landscaping and facilities will attract corporate clients for hire at weekends so providing an additional income stream.
- Rainwater is collected off all roofs and drained via a mix of channels and planted swales to a new wetland area combined with retention basin. Rainwater storage is integrated into all new buildings for use in garden areas.
- Old football pitch becomes a 'village green' with new cafe and training kitchen. Circular route around the site allows for running, riding trikes and scooters and connects all areas of the site.
- Cafe roof has potential for solar panels as do the camping pods.
- Existing 'woodland walk' extends into orchard area.
- Fir pit and barbecue space.
- Playspace and play route could potentially be made with the children are users of the site. Imaginative bespoke play offers something different from the standard play equipment.



Education Futures Trust, The Firs
Concept Master Plan 1:500 @ A2
4844(1)1100D Date: 16.11.2018

a4 Architecture
Delivering Practical Design Solutions

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Appendix 2: Trustees

Allison Baines (Chair), Retired headteacher
Geoff Burt, Department for Work and Pensions
Kevin Sinfield, A4 Architects
Kim Forward, Hastings Borough Councillor
Martin Yeandle, Education student
Ruth Ashenden, Pension adviser and teacher
Simon Hubbard, Director of Operational Services, Hastings Borough Council
Steve Manwaring, Director, Hastings Voluntary Action

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Hastings Opportunity Area:

- Initial work was undertaken with Hastings schools, colleagues, nurseries, businesses, service providers and the local community to understand what are the key priorities for Hastings. There was agreement that these were:
 - Maths
 - Literacy
 - Mental Health
 - Broadening Horizons
- And underlying themes:
 - Attendance and
 - Teacher Recruitment and retention
- Also taking forward work with Hastings secondary schools to reduce exclusions and improve the quality of teaching and learning.
- Our aim is to work in partnership with schools and key local partners, including parents, young people and children so that the programme addresses local needs and is fully responsive to local priorities.
- Work is overseen by a **Local Partnership Board**, chaired by **Richard Meddings**, which meets monthly and which has developed an overarching plan to achieve our shared ambition. And working groups for Maths, Literacy, Mental Health, Broadening Horizons, Attendance and secondary improvement oversee each strand



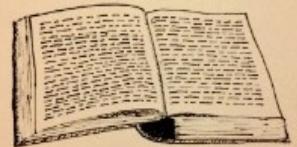
By 2020, at least 85% of pupils meet the expected standard in phonics

By 2020, pupils in Hastings are in the top half of the country in reading and English at all key stages, with disadvantaged pupils making more progress than disadvantaged children nationally.

What are we doing?

- **Literacy programmes for children aged 3-6:**
 - Improving Language and Literacy Skills for 3-6 year olds – 14 schools
 - Early Years Speech, Language and Communication Support – 25 early years settings
- **Get Hastings Reading – cross Hastings campaign.**
 - National Literacy Trust delivered:
 - Bus tour of primary schools with local performance poet Lucas Howard;
 - Hastings 100 reads;
 - Greg James and Chris Smith launch of new Kid Normal Book
 - Lost Words Trial
 - Recently commissioned consortium led by Education Futures Trust to take this work forward. They will be delivering campaign focused within local communities.

Improving literacy



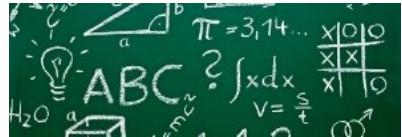
By 2020, at least 85% of pupils meet the expected standard in phonics

By 2020, pupils in Hastings are in the top half of the country in reading and English at all key stages, with disadvantaged pupils making more progress than disadvantaged children nationally.

What are we doing?

- **Literacy Fund:** Aim – for schools to lead on delivering evidence informed programmes to improve literacy, that fit their needs and to work across one or more schools. We are funding 13 projects. These include:
 - Daily Supported Reader and Destination Reader –
5 primary schools
 - Easy Peasy – schools across Hastings
 - Mind the Word Gap – 2 primaries and a secondary school
 - Real Creative – early years settings
 - Communication for learning – 8 schools
 - Power of Words – 3 primary schools
 - Accelerated Reader – 1 secondary and 2 primaries
 - Lexonik – secondary school
 - Bedrock Learning – secondary school
 - Oracy Project – secondary school
 - Vocabulary in the curriculum – primaries and secondary school

Raising attainment in maths



By 2020, schools in Hastings are expert in teaching maths for mastery approaches, as measured through evaluation surveys following the training of senior leaders, maths leaders and teachers

By 2020, pupils in Hastings are in the top half of the country in maths attainment at all key stages, with disadvantaged pupils making more progress than disadvantaged children nationally.

What are we doing?

- **'Mastery Mathematics'** - Supporting 12 schools and the college in Hastings to take part in an intensive programme to improve how maths is taught, aiming for teachers to become experts in teaching 'Maths Mastery'. We have recently funded the expansion of the programme, to include key stages 1, 4 and 5 alongside key stages 2 and 3.
- We are funding the development of a bespoke curriculum for pupils resitting maths GCSE at KS5.
- **Maths Challenges:** We are working with a number of organisations, to deliver an exciting range of maths challenges and events in Hastings schools from online competitions to innovative maths sessions in schools

Improving mental health and resilience



By 2020, pupils report increased personal and social wellbeing in school using the ‘Stirling Children’s Wellbeing Survey’. In 2017, 33% of boys and 34% of girls in Hastings aged ten recorded levels of high or maximum wellbeing for the ‘Stirling Children’s Wellbeing Scale. We will increase this to 50% by 2020.

What are we doing?

- Funding i-ROCK to expand its service from three days a week to five days a week and to enable i-ROCK to deliver interventions with young people.
 - In first 3 quarters – 641 number of young people accessed the service, an increase of 37% on the previous 3 quarters. The average age of young people is 17.5 with the mode age peaking at 15.
 - Supporting the delivery of an **emotional well-being service for 9-14 year olds (Key work service)**. Work begun in Hastings secondary schools to deliver this short term key work service to year 7 pupils and working with primary schools with highest level of need.
 - Sept 2017 to July 2019 the service has delivered **185** 1:1 interventions. **26** groups have been delivered - **147** children and young people attending.
 - Drop in sessions delivered in secondary schools with **475** young people coming along to these.
 - Enabled expansion of **Open for Parents**, so that every school has named parenting worker – to deliver evidence based parenting interventions; light touch seminars, one to one support, parenting groups. Schools can access more specialist support for parents who have more complex needs.

Improving mental health and resilience



By 2020, pupils report increased personal and social wellbeing in school using the 'Stirling Children's Wellbeing Survey'. In 2017, 33% of boys and 34% of girls in Hastings aged ten recorded levels of high or maximum wellbeing for the 'Stirling Children's Wellbeing Scale. We will increase this to 50% by 2020.

What are we doing?

- Providing support for schools to develop their **whole school approach to promoting children and young people's mental health**. This includes:
 - **Mental Health First Aid Training** for senior leaders in all Hastings schools;
 - 13 schools have booked places (42 staff), 3 sessions in November and 1 in January still to take place
 - Support for schools (consultancy support from Boingboing to work with schools to **develop approaches, policies and practice** to promote mental health and emotional well-being). This could include training or mentoring.
 - Consultancy support and training for schools re whole school approaches
 - Training for primary schools re promoting MHEW
 - 13 schools currently engaging with Boingboing re the 'offer'
 - Further 5 schools – initial engagement work in place
 - Commissioned BoingBoing to work with schools re PHSE/EHWB sessions – to co-produce and co-deliver quality sessions with schools

Broadening Horizons



All secondary and college aged pupils have at least four meaningful encounters with employers over the life of the Opportunity Area programme. All school and college pupils participate in regular extra-curricular enrichment activity. Young people have positive attitudes towards extra-curricular enrichment activity

What are we doing?

- Appointed two enrichment managers to work with schools and local communities to maximise impact of the broadening horizons strand
- Provided funding direct to all schools and colleges. Funding allocated according to number of children/yp in receipt of PP in the schools (£600k over the 2 years). All schools have engaged with the programme
 - 77% children across Hastings schools have engaged with school based enrichment activities in the last year
 - Plans to exceed the 10,000 new additional places filled in 2018-19 and schools' exceed PP profile
 - Additional funding for secondary schools and the College to co-ordinate and embed activities

Broadening Horizons



All secondary and college aged pupils have at least four meaningful encounters with employers over the life of the Opportunity Area programme. All school and college pupils participate in regular extra-curricular enrichment activity. Young people have positive attitudes towards extra-curricular enrichment activity

What are we doing?

- **Delivered Grant programme for Hastings wide Summer enrichment programme :**
 - 2018 - 9 organisations delivered a Summer Holiday Enrichment programme reaching over 700 children.
 - 2019 – 16 providers commissioned, targetting activiites in 9 most deprived wards. 16 organisations commissioned to deliver activities. 1867 children took part 79% disadvantaged
 - Winter programme 2018-19 - 12 organisations delivering Hastings wide activities
 - Winter programme 2019-20 17 providers delivering activities in 9 most deprived wards, linking with schools (stepping stones). Aim to increase numbers engaged and percentage of PP from 900 children 52% PP in 2018-19
 - Aim to increase numbers engaged and percentage of PP
- **Co-ordinating and delivering range of Broadening Horizons Activities**
 - Hastings Opportunity Day – October 25
 - Motivational speakers in all secondaries from Oct 19
 - Canary Wharf – June 2020 for year 9 disadvantaged able students as identified by academies
 - Kidzania – primaries booking in for 2020 ‘wow’ trip with careers focus
 - Athlete Mentor visits – 15 schools involved and now additionally members of Youth Sport Trust cluster
 - Badge Bonanza – launching across Hastings primary schools

Attendance



We have, in agreement with the Attendance Working Group, set a number of internal targets for attendance. These are for primary schools: Overall attendance to be in line with national average by July 2020 (aim 96%, current 94.8%) and reduce the numbers of persistently absent pupils in Hastings to bring in line with national averages by July 2020.
And for secondary schools: Overall attendance to be in line with national average by July 2020 (aim 95%, current 93.6%) and to reduce the numbers of persistently absent pupils in Hastings to bring in line with national averages by July 2020

What are we doing?

- Worked with schools to develop and launch a Hastings Wide Attendance Charter, that all schools that can, have signed up to:
- Funded a number of projects, designed by schools, to help them improve attendance in their school. These include:
 - 4 schools employing key workers to support families around attendance
 - Funding towards the cost of running school minibuses in 4 schools
 - Two additional educational welfare officers, working across 7 primary schools and 2 secondary schools
 - School Attendance managers/inclusion managers and additional pastoral support staff in 3
 - Support for alternative provision in 2 schools for children who find attending school challenging

Attendance



We have, in agreement with the Attendance Working Group, set a number of internal targets for attendance. These are for primary schools: Overall attendance to be in line with national average by July 2020 (aim 96%, current 94.8%) and reduce the numbers of persistently absent pupils in Hastings to bring in line with national averages by July 2020.

And for secondary schools: Overall attendance to be in line with national average by July 2020 (aim 95%, current 93.6%) and to reduce the numbers of persistently absent pupils in Hastings to bring in line with national averages by July 2020

What are we doing?

- Funded ESCC to deliver an enhanced free attendance support service for schools, for pupils whose attendance is between 85-95%
- Commissioned a social marketing company, to work with schools, parents and young people to create a positive campaign around attending school. We are aiming to launch this shortly.
Page 50
- Holding a seminar to share good practice – November 2019
- An event to celebrate improvements in attendance across Hastings schools and for individuals – Summer 2020

Secondary school improvement

The HOA is providing funding for mainstream secondary schools to improve the quality of teaching and provision within each school. This funding is focused around initiatives to embed quality teaching and learning and reducing exclusions.

What are we doing?

- **Support for improving the quality of teaching.**
 - Funding Ark Alexandra to support the development of Expert Teachers for English, Maths and Science
 - Funding The Hastings Academy and The St Leonards Academy to implement a programme called Teacher Effectiveness Enhancement Programme
- **Reducing Exclusions.**
 - Working closely with Principals from the 3 mainstream schools to develop shared approach to preventing exclusions across the 3 schools. Alongside this
 - Agreed funding for 3 mainstream secondary schools for in school provision for pupils most at risk of exclusion and initiated peer review process to support exclusions policy and behaviour management
 - Agreed and holding first Hastings review meeting of Hastings mainstream secondary schools principals – re shared strategy for pupils most at risk of PEX

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Agenda Item 4



Draft for consultation

Report To: Cabinet

Date of Meeting: 10 February 2020

Report Title: Revenue Budgets 2019/20 (Revised) and 2020/21, plus Capital Programme 2020/21 to 2022/23

Report By: Peter Grace

Chief Finance Officer

Key Decision: Yes

Classification: Open

Purpose of Report

1. This report presents the revised revenue budget for 2019/20 and a budget for 2020/21. The revised budget for 2019/20 takes account of the known variations to expenditure and income streams that have occurred since setting the budget in February 2019.
2. This report will be updated for Cabinet and full Council, potentially verbally, following the receipt of the final government grant settlement - generally received in early February.
3. In setting the budget for 2020/21, recognition has to be taken of the potential ongoing reductions in external funding and the uncertainties that exist for the years ahead in the absence of the Spending Review last year.
4. The report identifies that a balanced budget can be achieved in 2020/21 although this involves using £1.248m of reserves. The forecast deficit for 2021/22 is some £851,000, in 2022/23 it is estimated at £749,000, and in 2023/24 it is estimated at £573,000.
5. The alignment of the Council's available resources to its priorities requires further and immediate attention to achieve a sustainable budget in the years ahead. Financial rules and operating procedures need to be strengthened in some areas and strictly followed to ensure that the full Council is in full control of the reducing financial resources.
6. The Cabinet meeting on the 10 February is a key part of the budget setting process. The full Council meeting on the 19 February 2020 is responsible for setting a balanced budget and determining the Council Tax. Whilst significant savings of £1,959,000 have been identified, incorporating the loss of 31.7 full time equivalent jobs, there are unavoidable increases in costs that result in further use of the Council's fast diminishing reserves – £1,248,000 of the General Reserve being required. If the recommendations in the report are approved by Council there will be an increase in the Borough's part of the Council Tax in 2020/21 of 1.99%.

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7. Please note that the final grant settlement figures from government have not yet been received. Likewise not all the other grant figures will be received before determining the budget. As such some figures will remain as estimates and adjustments will be made to the figures detailed in this report e.g. figures for Disabled Facility Grants are not expected until well into 2020/21. Precept figures will be updated following receipt of the final figures from the Police and Crime Commissioner, the Fire Authority and East Sussex County Council (figures shown are purely indicative).
-

Recommendation(s)

Cabinet recommends that full Council:-

- (i) Approve the revised revenue budget for 2019/20 (Appendix A).
- (ii) Approve the draft 2020/21 revenue budget (Appendix A)
- (iii) Approve a 1.99% increase in the Borough Council's part of the Council Tax.
- (iv) Agree that the absolute minimum level of reserves that shall be retained be £6m (plus General Fund Balance).
- (v) Approve the Capital Programme 2019/20 (revised) to 2022/23 (Appendix P).
- (vi) Approve the proposed expenditure from the Renewal and Repairs Reserve, and Information Technology Reserve (Appendices J and I respectively) and those items from other reserves shown in Appendix H that can proceed without further reference to Cabinet or Council.
- (vii) Approve that the use of the monies in the budget and Reserves for "Invest to Save" schemes be determined by the Chief Finance Officer in consultation with the Leader of the Council.
- (viii) Approve the transfer of £500,000 from the General Reserve to the Redundancy Reserve to meet future costs.
- (ix) Agree that authority be granted to enter into a Funding agreement/ Memorandum of Understanding with the government (BEIS) on Minimum Energy Efficiency enforcement subject to no adverse grant terms, and that the necessary authority is granted for expenditure up to the level of funding received (£48,600 for 2019/20).
- (x) Approve the revised Land and Property Disposal Programme (Appendix L), and agree that disposals can be brought forward if market conditions make it sensible to do so.
- (xi) Agree that where a Capital scheme involves a net increase in overall costs to the Council, or where any guarantee is to be provided which does, or could, incur costs for the Council, such decisions are now made by full Council.
- (xii) Agree that, with immediate effect no Council properties or land be disposed of, either by sale or long leasehold, at less than market value without further express approval by Full Council.
- (xiii) Agree that schemes marked with an asterisk in the Capital Programme can proceed

without further reference to Cabinet or Council.

- (xiv) Agree that work on Priority Income and Efficiency Reviews (PIER) through the Strategic Oversight and Planning Board should continue, and where possible identify a sustainable budget for a period in excess of one year. A mid-year review, for members and officers, to be undertaken in the light of the continuing severe government grant reductions.
- (xv) Approve the detailed recommendations in Appendix M, which relate to the setting of Council Tax in accordance with Sections 31 to 36 of the Local Government Act 1992 (to be updated for full Council).
- (xvi) Approve that the budget be amended as necessary to reflect the final grant figures including Disabled Facility Grants - once received.
- (xvii) Approve that the determination of eligibility and award in respect of the Business Rate Retail Relief Scheme is delegated to the Chief Finance Officer for the next financial year and any extension period thereafter.
- (xviii) Full Council adopt the existing Council Tax Support scheme subject to amendments to allowances in line with national changes. Determination of the allowances to be delegated to the Chief Finance Officer in line with prior year practice.

Reasons for Recommendations

1. The Council must by law set a balanced budget. It will have used nearly all of its Transition Reserves to fund 2019/20 expenditure and hence must identify significant savings for 2020/21 in order to achieve a balanced budget. The redundancy provision and Redundancy Reserve will be fully exhausted.
2. Despite identifying PIER savings of £1,959,000 (£1,595,000 during this year's PIER process) these are insufficient to balance the budget in 2020/21 without the use of General and other reserves. Further service cuts need to be made throughout the year to achieve an ongoing sustainable budget and further redundancy costs can be expected.
3. Under resourcing looks set to continue in 2020/21 and beyond and this impacts heavily upon the Council's ability to provide services or grants across all areas of existing activity in future years. A major overhaul of the funding mechanism along with the Government's Spending Review, postponed until 2020/21 continues to provide considerable uncertainty on funding for 2021/22 and beyond.
4. The Council needs to be in a position to match its available resources to its priorities across the medium term and to maintain sufficient reserves and capacity to deal with potentially large and unexpected events in addition to fluctuations in income and expenditure levels. In the light of increased in-year spend on temporary accommodation (estimated at some £380,000 above budget) this requires a much greater degree of service cuts elsewhere and spend within housing areas must be reprioritised. It remains a possibility that additional funding may be received to mitigate these new burden costs, but details may not be known before the budget.
5. The Council is now exposed to a much greater degree of volatility in terms of its income from Non Domestic Rates and expenditure in terms of Council Tax Support claims – the

cost falling directly on the Council and the preceptors. The potential downside risks of Brexit and the increased reliance on income streams provide greater volatility to the Council's funding.

6. The Council has had enormous budget cuts every year since 2010, but work will need to continue to identify and make savings in order to continue to produce balanced budgets for future years – with consequential impacts on service provision.

Introduction

1. The Council continues to find itself in a very challenging financial period that is anticipated to extend beyond 2023/24. 2021/22 sees wholesale changes in the way in which local authorities are funded. There appears to be no easing of austerity for councils like ours.
2. The Council when setting the budget in February 2019 forecast that there would be a deficit in 2019/20 of some £1,747,000, and £2,436,000 in 2020/21. A balanced budget for 2019/20 being achieved by using significant amounts of the Council's reserves.
3. Whilst the Council has identified savings of some £1,959,000 for 2020/21, it is also incurring additional expenditure and reductions in some income streams. For example the full year effect of last year's increase in waste and street cleaning costs, along with the loss of recycling credits – similar additional costs being incurred by neighbouring Councils. Temporary accommodation costs have continued to increase dramatically throughout the year and are estimated to be approaching some £380,000 above the existing 2019/20 budget once borrowing costs for purchasing new temporary accommodation are included. The Council is investing some £5.766m in purchasing temporary accommodation within the town to mitigate the impact of the higher private sector costs currently being incurred. Some redirection of Flexible Homeless Support grant is occurring to offset these costs.
4. The deficit now forecast for **2019/20** is some £2,115,557. This figure includes redundancy costs which will be funded from revenue budgets, the redundancy reserve and also the General Reserve (as the Redundancy Reserve is insufficient). The direct costs and Pension Strain costs are estimated at £1.14million – depending upon which staff leave.
5. For **2020/21** following extensive service transformation work, service reviews and reductions, initiatives to generate additional income, as well as some budget growth, the deficit is estimated at some £1,248,000 if all savings identified and growth areas in the report are accepted. The level of risk within the budget and uncertainty within the forecasts has increased – particularly the uncertainties surrounding Brexit, business rate income, wage inflation (settlement unknown for 2020/21), and significantly higher demands on services.
6. During the year the Council commissioned the Local Government Association to undertake a Decision Making Accountability (DMA) review, to review where and how decisions are made and the level of management required. The result being options for the Council to consider on management layers and accountability, and ideas for groupings of services to provide greater capacity. The unplanned general election has meant that time was not available before this draft budget had to be published to consider the findings and come to conclusions about the future structure of the council. However a number of senior management posts have been identified as part of the budget proposals, including two from the senior team. It is expected that there may be further reductions identified as a formal senior management restructure is undertaken over the next few months.
7. The Fair Funding Review (the level and distribution of the monies between Councils) was postponed until 2020/21. Uncertainty remains about the promised introduction of the 75%

retention of business rates (now postponed to April 2021). The ending of the New Homes Bonus Scheme and what will replace it, if anything, provides more uncertainty. What does appear to be clearer is that of the funding available those providing adult and children's care services will receive greater priority – along with the police and teaching professions.

8. **The Council now finds itself in the most challenging financial period – and unless it balances its budget it will be unable to afford to undertake itself, or underwrite, the major redevelopment initiatives that remain so important for the town. Going forward the council can only sustain new initiatives where it can resource these in financial and human terms. Priority should be given to redevelopment initiatives which:-**
 - Produce income or are self sustaining
 - Can attract substantial external funding
 - Deliver key desired outputs on climate change, housing and economic growth
 - Address legal obligations
 - Can be demonstrated as viable and deliverable
- This makes it critical that future potential programmes like the Town Deal are effectively co-ordinated with the use of land and resources by the council and its partners. The Council will need to continue to fund staff and other costs against programmes like this in order to maintain current staffing levels.
9. **The Council must now seriously consider postponing all but the most important new initiatives and seek to preserve any remaining reserves until there is some clarity on funding and the ability to achieve a sustainable budget. The Council to concentrate on reviewing existing budgets and service provision, delivering those projects that produce income or have significant health and safety or climate change implications, and deliver those regeneration and economic development schemes that have significant funding attached.**
10. **Unless the budget is balanced the further use of reserves will take the Council to the point where it reaches the absolute minimum level that it should hold and leave nothing to fund the upfront costs of schemes and expenditure that cannot be capitalised e.g. cliff works, feasibility studies.**
11. **In terms of forward planning, even if the Council identifies sufficient savings to achieve a sustainable budget on current assumptions, until there is a degree of clarity and certainty for at least a significant part of the Council's funding stream in the years ahead the Council will need to prioritise its expenditure on the assumption of continued reductions in funding. It is understood that the MHCLG have been looking at a safety net where councils experience year on year reductions of greater than 5% p.a. This Council needs to prepare for such a scenario.**
12. **The Council's external auditors have in the past commended the Council on its approach to financial management and its approach to maintaining and enhancing reserves whenever possible. This approach has helped the Council in its transition to date. However, the Council must now further prioritise its limited resources, at least for a while, on areas that generate or will generate additional income or where costs can be reduced or activities cut or postponed. Regrettably this involves making staff reductions along with others being redirected to other priorities.**

13. Whilst funding and increased demand is of overriding concern, there are many positives in terms of what the Council can and does achieve. The council's existing programmes would be regarded as ambitious in many places. Currently a new hotel in Cornwallis Street, Harold Place development, units at Churchfields Industrial Estate, the town's Lower Tier and West Marina development are potentially valuable regeneration schemes. However given the town's economic and social position the council needs to stimulate economic growth and the provision of new housing. Using the revision of the Borough Plan and the opportunity the Towns Fund affords (£25m for Hastings – subject to successful application) it is critical to establish an attractive framework to encourage investment and ensure the Council's resources are effectively focused in partnership with others.
14. The council and its partners are awaiting a review of the Hastings and Rother regeneration programmes before identifying new priorities. It is possible this will expose the need for increased revenue funding. This will pose a key challenge and the Council will need to argue with government that revenue investment needs to accompany capital investment if regeneration is to generate good rates of economic and social return.
15. The importance of retaining reserves is becoming ever more apparent. The uncertainties surrounding future funding, the difficulties in achieving savings and the ability to meet unexpected increases in demand. The massive increase in Temporary Accommodation costs that the council is now experiencing has been possible largely because the Council has retained sufficient reserves.

Strategic Priorities

16. The Council's strategic priorities have been reviewed for 2020/21 in the light of the continuing challenges that the Council and the community face particularly in the light of the reduced funding levels and the climate change emergency. A revised Corporate Plan is due to be considered by Budget Cabinet and Budget Council along with this budget report.
17. The priorities are:
 - Tackling poverty, homelessness and ensuring quality housing
 - Keeping Hastings clean and safe
 - Making best use of our buildings, land and public realm assets
 - Minimising environment and climate harm in all that we do
 - Delivery of our major regeneration schemes
 - Ensuring the council can survive and thrive into the future
18. The Council's corporate plan continues to remain very ambitious when set against the background of reductions in grants and the continuing demand pressures – particularly around homelessness and temporary accommodation requirements.
19. The Council has a very good track record of achieving its objectives and improving performance, and will look to further enhance income streams too. It can continue to be well placed to deliver the programme in 2020/21 but must substantially refine its priorities. Significantly reduced resources will inevitably impact on service delivery in the years ahead.

Financial Planning - Medium Term Financial Strategy

20. The Medium Term Financial Strategy, approved in September 2019, provided indicative budget forecasts for the 5 year period 2019/20 to 2023/24. These have been updated within the budget papers attached.

21. Given the need to plan for future years, the Medium Term Financial Strategy, identified key principles to be followed when compiling the budget as well as identifying the financial risks and opportunities more closely. The Financial Strategy is robust in that it integrates the financial and policy planning procedures of the Council.
22. That robustness is built upon a foundation of key principles:
- (i) **Ensure the continued alignment of the Council's available resources to its priorities**

All key decisions of the Council relate to the Corporate Plan. Priorities are determined and reviewed in the light of any changes to the Plan.
 - (ii) **Maintain a sustainable revenue budget**

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

Whilst the principle remains sound the Council had consciously strengthened its reserves in the last few years, knowing that these will be required to ease the transition to a lower spending Council and to meet key corporate priorities. The Council required the use of these reserves to achieve balanced budgets in 2018/19, and again in 2019/20.
 - (iii) **Adequate Provisions are made to meet all outstanding liabilities**
 - (iv) **Continue to identify and make efficiency savings**

Each year there is a thorough examination of the Council's "base budgets" to identify efficiency savings and to ensure existing spend is still a Council priority (Priority Income and Efficiency Reviews – PIER). The Council established an Invest to Save Reserve to assist in this regard.
 - (v) **Review relevant fees and charges comprehensively and identify Income generating areas as a means of generating additional funding for re-investment in priority services.**
 - (vi) **Capital receipts and reserves will primarily be available for new investment of a non-recurring nature thereby minimising the overall financial risk**

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

Resources will, if available, finance invest to save schemes to help modernise and improve services and generate efficiencies in the medium term.
 - (vii) **Ensure sufficient reserves are maintained**

Some reserves were built up over a number of years and specifically identified to ease the transition to a lower spending Council and to meet key corporate priorities. These are now all but exhausted. A hardship fund was established in the February 2016 budget. Volatility within business rates and the Council Tax Support scheme resulted in the establishment of a separate reserve to smooth some of the fluctuations. The useable

earmarked reserves are reducing rapidly and this will impact significantly on Council priorities in future years e.g. funding of Renewal and Repair programmes.

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

It should be noted that the report produced by the Council's external auditors on the 2018/19 Final Accounts gave a positive opinion on the Council's provision of value for money services.

- (ix) Maintain affordable increases in Council Tax whilst accepting that such an objective is linked to the amount of annual Government grant, inflation and new legislative requirements.**
- (x) Recognise the importance of partners in delivering cost effective solutions for services.**

23. The level of risk that the Council is facing from fluctuations in income streams has increased significantly particularly where there is reliance on commercial property income. This is recognised by the government and Chartered Institute of Public Finance Accountants (CIPFA) resulting in new codes of practice and government regulations. These have been introduced to help ensure that councils do not over extend themselves in this challenging environment. Key new prudential indicators are included in the Treasury Management Strategy, which include, for example, limitations on the use of reserves to temporarily fund capital expenditure, limitations on the gearing of the local authority i.e. total debt compared to total assets and limitations on the level of reserves that are not held in cash or cash equivalents. Additional guidance was received in November 2019 from CIPFA – “Prudential Property Investment”.

The Key Factors Impacting on the Budget

Spending Review, Fair Funding Review & Business Rates Retention

- 24. The government's 2019 Spending Review was delayed for a year to 2020/21. It is expected to determine the future funding for local government levels for a four year period (but could be less). The Fair Funding Review will determine the split of available funding between authorities for 2021/22 onwards.
- 25. Also in 2021/22 the government are changing the funding methodology for local authorities. This will see the end of direct government grant (Revenue Support Grant) for those still receiving it and a move to increased funding from business rates retention (75% retention – up from the current 50% level). This originally being to help meet the commitment given to local authorities for more control over the money they raise locally.
- 26. The Fair Funding Review will calculate new baseline funding levels based on an up-to-date assessment of the relative needs and resources of local authorities. Business rates will be redistributed according to the outcome of the new assessment, alongside the resetting of business rates baselines. Transitional measures are expected to assist those losing funding.
- 27. It is clear from the government's forward spending plans, at the time of writing, that the overall level of spending on local government will not be increasing. Given the funding pressures on Adult Social Care budgets in particular, district and borough councils cannot plan for a more equitable, or greater, distribution of funding.

Funding from Business Rates

28. The government launched the Business Rates Retention (BRR) scheme on 1 April 2013 as one of the main forms of local government funding. Instead of a single grant settlement the Council received Revenue Support Grant (RSG) and the Business Rate Baseline Funding level (expressed as Baseline Need). The two figures effectively made up the Settlement Funding Assessment (SFA). Whilst the government calculate a notional business rate figure they believe each Council should collect, ultimately it is the actual level of business rates collected that will determine the total funding actually received for this element of the settlement i.e. the level of RSG was guaranteed throughout the year whilst the business rate element is not.
29. The business rate, itself, is set by the government with regard to the change in the Retail Prices Index. The proportion retained in Hastings would with 50% retention be 40% to Hastings BC, 9% to ESCC, and 1% to the Fire and Rescue Authority. The remaining 50% collected by the Council goes to the Government.
30. In order to project business rate income account is taken of planning approvals for new commercial buildings and for change of use to residential and an allowance is made for the likely reductions due to successful appeals against rateable values. Businesses see no difference in the way the tax is set. Rate setting powers remain under the control of central government and the revaluation process remains the same – save for a new revaluation (every three years now instead of five – but unclear hereafter).
31. Under the existing scheme 50% of business rates is localised through a system of top-ups and tariffs that fix an amount to be paid by high yield authorities and distributed to low yield authorities – this amount being increased annually by inflation (CPI). Local authorities retain a proportion of all business rate growth or conversely experience a reduction in resources if the business rate base declines.
32. The existing 50% central government share is distributed through the annual local government settlement process – thus enabling the government to control the overall amount received by local authorities. Where there is disproportionate growth this will be used to provide a safety net for those authorities experiencing little or negative growth and allow the treasury to top slice business rates income. A reset mechanism is in place with the first reset now in 2021/22 (overtaken with the Fair Funding review). The system, the calculations required, accounting treatments, and particularly the budgeting requirements are not straightforward.
33. The changes increase the level of instability in the forecast of resources and the interaction with economic growth or decline will increase the associated risks. A decline in an industry within the borough could result in both a decrease in the business rate base and an increase in demand for Council Tax support – both increasing Council costs.

Business Rates - Pilot Project (2019/20)

34. For 2019/20 the Council, along with the other members of the pool (East Sussex County Council, all East Sussex Boroughs and Districts, and the Fire Authority) applied for, and achieved Pilot status, whereby the Councils retain 75% of business rates, but lost all of the Revenue Support Grant. The Council's baseline funding levels being amended to reflect the loss of grant. This effectively brought forward the funding methodology that will apply from 2021/22 onwards.
35. The pilot for 2019/20 is under evaluation but appears successful. However, the government announced that no applications for a similar pilot would be sought for 2020/21 and hence

Councils have reverted to submitting an application for a 50% pooling arrangement once more. Whilst the funding will be reduced from 2019/20 levels it will still be higher than if no pool existed. The application has been successful but is will not provide significant income in 2020/21 for the Council as overall rateable values have fallen in the borough following appeals in particular.

36. The benefit to East Sussex as a whole is that more of the business rate growth is retained in the county – rather than being paid to the government in the form of a levy. The potential risk is that should the councils see a decline in the business rate income any losses are shared by the authorities in the pool.

Business Rates Income – 2020/21

37. The government after determining the business rates baseline levels back in 2013 included small business rate relief within its own budget proposals - this effectively reduced Councils' income. The government is reimbursing authorities for this and other changes it has made over the years.
38. Last year the government announced in the 2018 budget a new business rates retail discount scheme. The scheme applies to occupied retail properties with a rateable value below £51,000 in each of the years 2019/20 and 2020/21. The value of the discount is 1/3 of the bill and is applied after mandatory and discretionary reliefs are applied. The relief is for a short period only – ending after 2020/21. As a result, the level of rates that the Council will actually collect will decrease by some £660,000, of which the Council's share is assessed at some £290,000. This sum is reimbursed by Section 31 grant monies from the government. The government announced an increase in the percentage to 50% and the extension of the relief to include cinemas and pubs (details awaited).
39. The directly paid income in respect of rates is now estimated to amount to some £1,536,715 for Hastings in 2019/20. The amount for 2020/21 cannot yet be calculated.
40. The rateable value (RV) of business properties at the start of the 2020/21 year is forecast to be some £62.7m (some £217,000 lower than 2019/20). However given the level of appeals, forecasting income levels for 2020/21 and beyond remains challenging. Business rates and the levels of appeals/ growth/ decline has been highlighted as a real risk yet again and will continue to impact significantly on the Council's level of funding. It is one of the key risks that the Council faces in terms of income volatility.
41. Multiplying the rateable value figure by the rate poundage and after charity and other reliefs the Council will collect some £21.1m of which the Council share is some 44% (reducing to 40% in 2020/21 - £8.45m in 2020/21). For Hastings however with a Baseline Need that is lower than the Business Rate Baseline a Tariff is paid to central government – this amounts to £5,667,405 in 2020/21. The estimate of the business rate income collected that will be retained by the Council in 2020/21 as a result of entering into the Business rate pool amounts to £2,767,000 (compared to £3,513,000 in the 2019/20 revised budget – under the pilot scheme). These figures are subject to significant change.
42. The Council is required to make an annual assessment of the income it expects to collect from Business Rates, and to provide these figures to government, East Sussex County Council and the Fire and Rescue Authority who each receive a share of the actual rates collected.
43. The continuous changes to the legislation and the calls on a national basis to reform business rates completely provides major uncertainty for what is intended to be the Council's major source of external funding from 2021/22.

External Funding – Annual Grant Settlement

44. The 2020/21 provisional finance settlement was finally announced on 20 December 2019 with the final settlement figures expected in February 2020. The settlement provides details of the Revenue Support Grant (£1,004,283 - now reinstated for Hastings BC) and level of Business Rates that the government expects councils to retain – the Settlement Funding Assessment.
45. New Homes Bonus figures have also been received from the government but details of the Housing Benefit Administration Grant, Council Tax Support Administration Grant are still awaited.

External funding – Benefit and Council Tax Administration Grant

46. The Benefit Administration Grant for 2020/21 has been reduced to £TBC (from £389,046) – a loss of £TBC (TBC% reduction) (see Appendix 1). A revision to the methodology was announced last year which will see the Council lose further grant (transitioned over 3 years).
47. The level of Council Tax Support Administration Grant receivable in 2020/21 has now been notified at £TBC (£164,592 received in 2019/20). This represents a reduction of £TBC (a TBC% reduction).
48. Discretionary Housing Payments (DHP's) play a vital role in supporting a lot of people affected by the welfare changes. It should also be noted that the Discretionary Housing Payments (DHP's) funding received from the government to assist those in severe financial hardship, is not only covering those with Housing Benefit claims, but also covers those in receipt of Universal Credit. As such the number of referrals from Universal Credit recipients is increasing – and adding an extra layer of administrative complication. The grant figure for 2019/20 amounted to £381,729. The figure for 2020/21 is still awaited. This funding will be fully subscribed.

External Funding - New Homes Bonus

49. This grant regime commenced in April 2011. This is a grant that rewards the building of new houses and for bringing long term empty properties back into use. The sum receivable in 2020/21 amounting to £199,482 (down from £556,337 in 2019/20 - **a funding loss of £356,855**).
50. The government changed the scheme in December 2016 to divert money to social care. It reduced the period it was payable for - from 6 years to 4 years with a transition year for 2017/18 whereby 5 years was payable. The government also decided to introduce a minimum growth baseline of 0.4% below which the bonus will not be paid; this they state reflects a percentage of housing that would have been built anyway. The payment of a small amount to reflect the increase in affordable properties was not affected by the threshold decision.
51. The Council Tax Base return (CTB 1 in October each year) identifies the number of new properties completed and the number of long term empty properties brought back into use (net). For the 2020/21 calculation this amounts to some 158 new properties but some 119 of additional empty properties and does not therefore meet the threshold of achieving more than 0.4% of the housing stock (0.12% achieved). The number of affordable properties completed amounted to some 90 for which there is a payment of £350 per property (shared with the upper tier authority); resulting in additional income amounting to some £25,200 for 2020/21. The funding for 2020/21 is a “one-off” with no ongoing legacy payments.

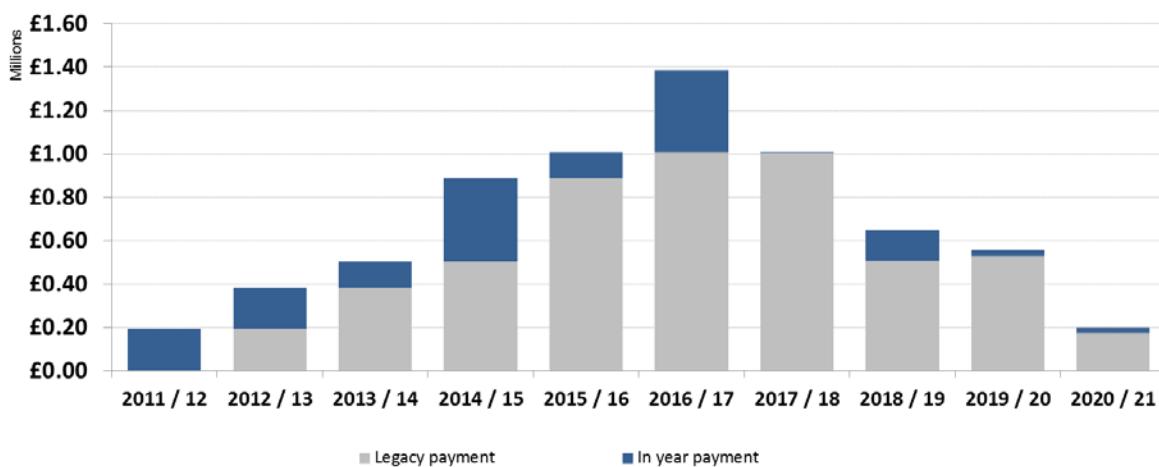
52. The table below shows the estimated New Homes Bonus receivable by the Council in 2020/21 and estimates for future years – based on no further changes to the grant.

Table: New Homes Bonus

Year	2017/18	2018/19	2019/20	2020/21 (Est)	2021/22 (Est)	2022/23 (Est)
	£	£	£	£	£	£
Year 1						
Year 2						
Year 3	119,097					
Year 4	382,670					
Year 5	119,542	119,542				
Year 6	382,055	382,055	382,055			
Year 7	5,600	5,600	5,600	5,600		
Year 8		142,362	142,362	142,362	142,362	
Year 9			26,320	26,320	26,320	26,320
Year 10				25,200		
Total	1,008,964	649,559	556,337	199,482	168,682	26,320

53. The reduction between 2019/20 and 2020/21 is a funding loss of £356,855. The graph below identifies the funding levels since 2011/12 and the massive reductions since 2016/17.

Total New Homes Bonus Payments



54. Councils have used the bonus in different ways, either to help balance budgets, strengthen reserves, or for one off activities that do not add to ongoing spending commitments. For Hastings, the money has been fully utilised to help balance the budgets in every year since its introduction.
55. As identified in February 2019 there remains a real risk that this grant regime could be ended as part of the “Fair Funding review” and not be replaced. The government did state that they would explore how to incentivise housing growth most effectively, by for example using the housing delivery test results to reward delivery or incentivise local plans that meet or exceed local need, but nothing has been communicated since.

Summarised Grant Position

56. For the period 2010/11 to 2020/21 the reduction in cash grant funding is estimated at 72% on a like for like basis (i.e. excluding Council Tax Freeze Grant, Homelessness Grant and Council Tax Support Grant in order to provide a clear comparison). These figures are all based on cash and exclude the effects of inflation (the inclusion of which would increase the % reductions even more).
57. It is said that this is a one year standstill settlement. If there is a fair funding review with resources redirected towards authorities with social care responsibilities, it would be hoped that the worst case scenario would see transition schemes in place limiting the funding reductions to some 5% in future years. New Homes Bonus is set to decrease further in the years ahead as is the Benefit Administration Grant as the country moves towards Universal Credit and away from housing benefit.
58. In 2020/21 the Council will receive business rate income and also Revenue Support Grant at a combined level that is similar to the Settlement Funding Assessment for 2019/20. New Homes Bonus is however some **£357,000** less than in 2019/20 as detailed in the report and is set to fall further. This loss of grant when combined with the additional costs from inflation, waste and street cleaning, pay increases, temporary accommodation costs and other demand pressures present the Council with significant financial and resource challenges.

Income Generation

59. The Council has a number of key income streams besides Council Tax and Business Rates. These include for example rents from land and industrial estates and shopping centres, cemetery, cliff railways, planning, licensing, lettings and land charges.
60. The Council identified some £50m in September 2017 to be spent on commercial property, housing and energy initiatives over a 3 year period. The commercial property allocation was spent in 2017/18 and 2018/19 and was extended on a case by case basis as further options were identified in late 2018/19 and again during 2019/20. In respect of Housing, the housing allocation has been switched to purchasing temporary accommodation directly by the Council – such sums are contained within the Capital programme. In terms of energy, a small amount was spent in 2018/19 and schemes are being developed – particularly on ground mounted solar. As a result the 2020/21 budget and capital programme sees a further revision to the predicted net income streams. These estimates will be revised further once the energy initiatives in particular are agreed – should they prove viable. The Capital programme includes sums that are earmarked for Ground Mounted Solar installations for example which may proceed subject to a satisfactory business case receiving approval by Cabinet during 2020/21.
61. The table below highlights some of the acquisitions and initiatives that have not only helped to regenerate the borough, but secured non domestic rating income as well as generating income or saving money. This goes a little way to meeting the massive funding reductions the Council is experiencing and thus helps to protect services.

Acquisitions/lettings	Estimated Income/Rent Saved-2020/21	Estimated MRP and Interest 2020-21	Estimated Net Additional Income 2020-21	Estimated Net Additional Income by 2023/24
	£	£	£	£
Muriel Matters	321,000			
MM Shops	41,000			
Sub Total	362,000	220,800	141,200	141,200
Muriel Matters - Council Chamber etc	23,000		23,000	23,000
Town Hall	97,000		97,000	97,000
BD Food Factory	40,000	91,488	(£51,488)	(£51,488)
Sedlescombe Road North	465,067	294,613	170,454	170,454
Sea Front Kiosks	7,900		7,900	7,900
Bexhill Rd Retail Park	547,080	356,660	190,420	190,420
Sedlescombe Rd North (2)	136,527	97,346	39,181	50,435
Bexhill Road Redevelopment Site	211,200	328,789	(£117,589)	93,611
Lacuna Place	427,126	355,737	71,389	250,049
Heron House	190,000	107,952	82,048	82,048
26-28 London Rd and 35 Shepherd Street	89,900	62,210	27,690	27,690
Property Fund	85,000		85,000	85,000
Totals	2,681,800	1,915,595	766,205	1,167,319

62. The Council is able to borrow for capital expenditure but must determine its overall borrowing limits prior to the start of the financial year. It is able to vary them within the year, but such decisions can only be taken by full Council. The purpose of setting borrowing limits is to ensure that the borrowing costs are prudent and affordable when determining the budget. The proposed levels are contained within the Treasury Management Strategy which is considered by the Audit Committee and Cabinet before being determined by full Council.

Fees and Charges (Including Car Parking)

63. The Council has limited reserves and remains reliant upon income streams and investment returns to balance the budget. Rental streams from shops remain under considerable pressure. Given that income streams remain a risk, fees and charges have been kept under careful review and are considered annually against the background of Council priorities, the local economy and its needs, and people's ability to pay.
64. With a number of exceptions, fees and charges have generally been increased in line with market fees, and as a minimum by the retail price index - except where set by statute. The majority of planning fees are determined nationally by government.
65. Car parking charges were last increased in February 2019 for a 12 month period (applicable from 1 April 2019). The Council has experienced increases in business rates on some of its car parks following the 2017 national revaluation and expects to do so again at the next revaluation in 2021. Likewise the Capital programme and Capital strategy include significant expenditure for the Priory Street car park – in order to enhance its useful life.
66. It remains important that those car parks situated near to the commercial hub are priced effectively to ensure that spaces are available for shoppers whilst not deterring shoppers. As such it is proposed to hold car park charges at current levels for 2020/21.

Investment and Borrowing

67. Base rates increased to 0.75% in August 2018 from their previous level of 0.5%. The relatively low levels of interest received on investment balances looks set to continue. The Council's Treasury advisers are predicting a rate of 1% by March 2021.
68. Given the restricted counterparties list, investment returns of around 0.75% (excluding property funds) are estimated for 2019/20 and 2020/21. The Treasury Management Strategy will continue to advocate a policy of keeping the respective levels of debt and investment under review.
69. The Council will have additional borrowing requirements of some £15.4m in 2019/20 to finance the acquisition of temporary accommodation, commercial properties and other capital schemes. A sudden increase in the Public Works Loan Board (PWLB) rate by 1% across all periods in October 2019 seriously increases the borrowing costs for all capital projects in the future.
70. In 2020/21 and beyond borrowing requirements are very high given the ambitious plans of the Council. The affordability of these needs to be properly tested, on an ongoing basis given the ongoing uncertainty around Council funding, the level of reserves available, and the significant ongoing additional costs of temporary accommodation.
71. Whilst alternative borrowing sources to the PWLB can be identified, the costs may be significantly higher and the timescales to obtain funding will be far longer and processes and loan agreements far more involved and time consuming.
72. The Capital programme if approved will increase borrowing levels to some £103m by 2021/22 and potentially up to £130m if the Council approves and funds the development of the lower tier Bexhill road site at a future date. This figure excludes any borrowing in respect of Bohemia. This programme would increase annual borrowing costs substantially as well as the amount required to be set aside each year to repay this debt (the Minimum Revenue Provision) – this is not a sustainable option given the Council's financial position unless alternative funding is identified.
73. There are substantial potential projects and developments that are being considered and progressed within the Council (as detailed in the Capital Strategy) that are currently unaffordable given the current level of financial commitments and continued uncertainty on future funding.

Inflation

74. This had not been a major issue over the last couple of years. In October 2019 it was 2.1% (Retail Price Index) whilst the government's preferred measure CPI (Consumer Price Index) was 1.5%.
75. Inflation, according to the Bank of England Monetary report (November 2019) is expected to be at or around the 2% target in the next two years (mid 2021) – subject to a satisfactory Brexit arrangement.
76. Based upon the above projections, general inflation is being allowed for at 2% overall for 2020/21 and beyond. However, only contract inflation is being allowed for in the budget i.e. a real cash freeze again for all other service expenditure areas. Any increases above this level would need to be contained within service budgets within the year.

Public Sector Pay Settlement and National Living Wage

77. The budget assumes a 2.5% increase for 2020/21. There are also contractual increments (equivalent of around ½%).
78. The salaries budget together with national insurance and pension costs amount to some £13.2m in 2020/21. The Council's own salary costs have increased as a result of taking on the Street Cleaning service in 2019/20.
79. The Council remains committed to paying the accredited living wage of £9.30 per hour (for over 18's from 1 April 2020 – up from £9 p/h (a 3.3% increase). This is higher than the national minimum wage for over 25's - which increases to £8.72 from 1 April 2020 from £8.21 (a 6.2% increase). The last pay settlement caused pay scales to be amended reflecting the effects of the higher increases at lower pay scales.

Universal Credit and Benefit Administration Grant

80. Universal Credit was originally expected to commence in October 2013 in respect of new claims with the transfer of existing claims being completed by 2018/19. The first new claims actually took place in April 2015 but had relatively little impact on the service until the 14 December 2016 when all new claims for those of working age and some change of circumstances transferred to Universal Credit.
81. The impact of the change is a reduction in new benefit claims, an increase in questions and support, and significant year on year reductions in the Housing Benefit Administration grant receivable.
82. The timescales for the final stage of converting existing working age Housing Benefit claims onto Universal Credit remains unclear – albeit to be completed by 2022 supposedly. However there appears to be no immediate plans for the transfer of pensioners or the more complex cases away from Housing Benefit – which could see the Council retaining some 40% of cases.
83. The Department for Work and Pensions (DWP) are providing some additional funding to the Council, but much of the funding is now being paid directly to external support organisations e.g. to those providing debt advice, etc., and is paid on a per head basis; Some funding is payable to the Council to meet the additional burdens on dealing with DWP enquiries, complex cases and closing down existing claims. How much, and for how long this funding remains, is uncertain.

Council Tax Support Scheme

84. In 2013/14 the government paid an upfront grant in respect of Council Tax Support/Benefit, leaving the Council to fund any “in year” increase in demand. In 2014/15 the Council Tax Support Grant was rolled into the Settlement Funding Assessment and thus effectively decreases in line with the annual reductions in government grant funding.
85. The Council determined that the Council Tax Support Scheme would remain the same for 2015/16, 2016/17, 2017/18 and 2018/19. In 2019/20 the Council retained 100% support for those most in need but made various changes to the scheme e.g. limiting assistance to the maximum of a Band D equivalent property.
86. The cost of the scheme is set to increase from some £10.6m to some £10.85m in 2020/21. The Council's costs are set to increase by a further £35,000 (HBC's share of the additional

£250,000 p.a.). If there is recession with more people claiming benefit the costs could increase very substantially and relatively quickly.

87. The other East Sussex Councils amended their schemes for 2016/17 given the ever increasing unaffordability of the scheme. The major change made by them being that all households of working age made a minimum 20% payment. Options have again been explored by this Council for 2020/21. These included minimum payments of 3%, 10%, or 15%.
88. Following a review by lead members it is proposed that there will not be any material change to the scheme for 2020/21 other than to amend the allowances/deductions in line with national changes. It is recommended that full Council adopt the existing scheme subject to the determination of allowances being delegated to the Chief Finance Officer in line with prior year practice.
89. The Council Tax Support Scheme continues to pose a significant financial risk for the Council. That risk being that should claimant numbers increase the additional costs now fall on the Council and its preceptors rather than the government. The Council will need to continue to retain adequate reserves for this purpose.
90. Given that overall levels of government funding continue to decline year on year, the Council will again need to review the affordability of the scheme during 2020/21, and will look to do so in conjunction with neighbouring authorities.

Pension Fund Contributions

91. The Council's contributions to the pension fund managed by East Sussex County Council are determined every three years following an actuarial valuation. A new valuation has been undertaken in 2019 with revised contribution rates becoming payable from April 2020.
92. The actuary has calculated that the fund liabilities in respect of Hastings staff (past and present) amount to some £122,444,000 whilst assets amount to some £122,188,000. This represents a deficit of some £256,000 (£18.247m at 31 March 2016) and represents a significant improvement in the position of the fund within a short space of time.
93. The rates payable by the Council in 2019/20 consist of the primary contribution rate plus 0.75% for future non-ill health retirements (these are percentages of salaries of staff in the pension scheme) plus a secondary rate(or lump sum), namely:

The rate for 2019/2020 is : 17.3% +0.75% + lump sum of £594,000 (6.5%)

94. The rates payable by the Council for 2020/21 and the subsequent two years are as outlined below.

2020/2021 is : 17.6% +0.75% + secondary contribution rate of 6.5%

2021/2022 is : 17.6% +0.75% + secondary contribution rate of 6.0%

2022/2023 is : 17.6% +0.75% + secondary contribution rate of 5.5%

95. The above figures represent growth of some £18,000 in 2020/21. The reductions in secondary contributions in 2021/22 and the following year should offset the impact of the annual increase in pay on pension costs.
96. The figures released to date are not the final ones, but are not expected to vary significantly. Confirmation that the 0.75% non-ill health rate is still appropriate has been obtained. The actuary has made an allowance for a recent ruling called the McCloud judgement, but the

precise costs will not be known for many months – this will be taken account of in future valuations.

Staffing, Information Technology and Property

97. In order to deliver its priorities the Council not only requires financial resources but also good quality staff, IT, and property. There is only a finite resource available to deliver priorities whether directly by the Council or in partnership with others. Service planning is important to ensure that there is sufficient capacity to deliver the corporate plan.
98. The Council's capacity to respond to change, and lead on new initiatives is dependent upon the strengths and abilities of the workforce. The Council has a clear strategy for workforce development and sufficient funding will be retained within the budget to fully finance the training and development programme.
99. A transformation team continues to programme manage the customer first programme, process and service reviews along with IT solutions to make long term efficiencies and improvements to the customer experience.
100. The transformation programme is seen as key to making further long term savings and to preserve as many services to the community as possible – albeit delivered in a different way.

Grants

101. The Council receives a number of revenue grants each year e.g. New Homes Bonus, Flexible Homelessness Support, Discretionary Housing Payments but has also been very successful in attracting numerous “one off” type grants in the last few years e.g. Rogue Landlord funding, Rough Sleeper Prevention, Coastal Communities funding, Future Cities, and Active Women Programme, Answers in the Local Economy (ACE), Hastings Fisheries Local Action Group (HFLAG).
102. Regional and European funding successes have been very significant for Hastings. The Council has made further grant applications for very substantial sums of money and will continue to look to attract such funding to Hastings in the years ahead. Recent bids which the Council is involved in include, for example:-
 - (i) Climate Active Neighbourhoods (CAN) (£870,000 over 3 years),
 - (ii) Sustainable Housing Inclusive Neighbourhoods (SHINE) (£1.5m over 4 years),
 - (iii) Community Led Local Development (CLLD) (£3.3m),
 - (iv) Coastal Communities Fund 4 (Destination White Rock) – continuing the economic revival. Total project value (grant and match: £1,081,270).
103. Of particular significance is the Towns Fund - £3.6bn national initiative focusing on 100 towns of which Hastings is one. The Council is invited to submit proposals for a £25m funded grant to aid further transformation. To assist the Council in pulling a proposal together, developing business plans and establishing a Town Deal Board it is receiving £173,029 of funding. The Town Investment proposal to be submitted in summer 2020.
104. The Towns fund provides the means to carry on the transformation of Hastings when other funding remains unclear e.g. loss of EU grants and what if anything will replace them.

Revised Budget 2019/20

105. Since determining the budget in February 2019, the Council's budget has been enhanced by the receipt of a number of grants and additional funding sources, all of which will be matched with expenditure and are not therefore expected to reduce the in-year deficit. Of significance is the funding for Disabled Facility Grants which was advised in May 2019 and amounts to £1,812,584.

106. The revised 2019/20 total service expenditure budget amounts to £14.887m, against an original budget of £13.625m (Appendix A). The original deficit was estimated at £1.747m and is now estimated to amount to some £2.116m.

The main variations are summarised in Appendix C. Of significance are:-

(i) the additional costs of temporary accommodation – now estimated to exceed the budget by some £380,000 (including borrowing costs)

(ii) the temporary closure of the West Hill lift – estimated this will cost in the region of £100,000 in terms of lost income and the specialist repair costs

(iii) Land Charges - income is projected to reduce from £293,000 to £211,000 – a reduction of £82,000.

107. Redundancy costs fall within the year that the decision is made. The estimated costs, given the potential staff affected amount to some £1.14m. These consist of direct payments to staff and payments to the pension fund for what is termed pension strain costs. In the 2019/20 budget £400,000 was allowed for (£225,000 funded from the Redundancy Reserve). The remaining £740,000 would need to be funded by use of all the remaining redundancy reserve (£481,000) and using the remaining Transition Reserves and some of the General Reserve.

108. The Council's agreed pay policy requires any redundancy package exceeding a £95,000 cost to the Council (i.e. including Pension strain costs) has to be agreed by the Employment Committee and thereafter by full Council.

109. Given that the Council is likely to incur further significant redundancy costs in 2020/21 and beyond it is recommended that £500,000 of the remaining General Reserves be transferred to the Redundancy Reserve.

110. A number of in-year savings have been identified e.g. insurance contract (£150,000), business rate appeal on the cemetery (£35,000 p.a. ongoing saving) and a number of staff posts that have not been filled (£77,000). These, and other savings, have however been totally offset by the projected increase in temporary accommodation costs in 2019/20.

111. Business rate income remains an area of high volatility and risk – particularly with the high level of outstanding appeals. The total rateable value in 2019/20 has reduced from some £62,755,000 at the start of the year to an estimated £62,322,000 at 31 March 2020. The loss of £433,000 of rateable value translates into some £170,000 p.a. loss of income. The level of appeals outstanding both nationally and locally continues to be a threat and is impacting significantly on the retained income levels.

112. The projected deficit for 2019/20 is £2.116m and necessitates using all the remaining Transition Reserve, the Economic Development Reserve, the Community Safety Reserve and the Redundancy Reserve, as well as some £200,000 of the Resilience and Stability Reserve and some £65,000 of the General Reserve.

113. The £2.116m figure is dependent on who is made redundant, the actual pension strain costs incurred, payment of outstanding benefits e.g. accrued leave, as well as the issues which can cause financial uncertainty within the remainder of 2019/20. These include for example the business rate appeals, development control income, car parking income, commercial property income, economic climate, borrowing costs, investment returns, bad debts, legal claims and any change in employment levels, benefit costs, temporary accommodation costs.
114. In terms of Capital expenditure in 2019-20 the Council is planning to spend £18,461,000 (Original budget £19,251,000) on capital projects during 2019-20. Of this £15,395,000 is due to be funded from borrowing, £2,881,000 by grants and contributions, and £185,000 from capital receipts.

Budget 2020/21

115. The Council's total service expenditure in 2020/21 is estimated at £12.201m. This compares to a revised estimate of £14.887m for 2019/20 (which includes the £1.14m of redundancy costs). The total expenditure for the Council increases to £15.394m in 2020/21 once net borrowing and debt repayment costs are taken into account.
116. Funding reductions have continued with the loss of new homes bonus monies in particular (£357,000). After allowing for a 1.99% increase in Council Tax and an increase in the Council tax base of 1%, the total funding to be met from Grant and the Collection Fund is estimated at £13,018m (down from £13.329m).
117. A balanced budget can be achieved with the use of £2.375m of reserves in 2020/21 (£1.127m earmarked, and £1.248m to fund the remaining deficit). This £1.248m deficit being funded from the Council's General Reserve – leaving these at level which is just above the minimum level recommended (£6.24m against a minimum recommended level of £6m).
118. To help achieve the balanced budget for 2019/20, PIER saving targets were set as part of the budget setting process in February 2019; the achievement or otherwise of these will be reported to Cabinet in July 2020.
119. Services need to continue to identify opportunities to make in-year savings during 2020/21 and investigate other ways of achieving corporate objectives when staff leave the organisation.
120. After ten years of funding reductions, there are few illusions left about the difficulty in identifying the further budget reductions required to even achieve the levels of reduction required. The cuts directly impact on services, staff and their families.
121. As part of this year's process reductions of £1.959m have been identified for 2020/21, increasing to £2.397 in 2021/22 and £2.449m in 2022/23. These reductions have been partly offset by growth. Please see Appendices K and K2 for details. Some of the savings were identified as part of previous year exercises e.g. reductions in Community Partnership Funding, theatre funding and are separately identified.
122. The savings listed will impact across many parts of the Council's activities and involve the Council in significant reorganisation and job losses. Some 31.7 full time equivalent staff posts would be involved of which some are currently vacant.
123. Significant additional funding has been received in the last few years to help address the homelessness issues. These include Private Rented Sector Access funding of £329,000 in

2019/20, and Flexible Homelessness Support Grant (FHSG) - £745,258 & a further £225,000 top up in 2019/20. Large sums for rough sleeping initiatives have also been received in 2019/20 (some £1.1m in total – including £310,000 for the Rapid Rehousing Pathway). A similar funding amount has been awarded for 2020/21 in respect of FHSG (£745,258) - which has been allowed for in the 2020/21 budget. A further grant of £211,517 has been notified (23 December 2019) in respect of Housing Reduction Act. Even with these sums the net cost of Housing to the Council has increased.

124. Energy Efficiency Regulations Enforcement

The government are looking to work with Hastings BC in 2019/20 to pilot activity in the private rented sector around minimum energy efficiency regulations enforcement. In the first year of pilots, each LA will be provided with S31 grants (£48,600 awarded for 2019/20). A Memorandum of Understanding agreed with the government will help guide activities relating to the study at a high level (advised that this would not have any formal conditions attached). The funding would all be made available through a single upfront award, and as such there would be no milestone payments or payments dependent on completing specific tasks. In order to be in a position to move quickly, it is being recommended that authority be granted to enter into a Funding agreement/ Memorandum of Understanding with the government (BEIS) subject to no adverse grant terms and that appropriate authority is granted for expenditure up to the level of funding received in 2019/20 and periods thereafter.

125. The estimated balance on the Collection Fund at 31 March 2019 in respect of Council Tax is a surplus of £50,307(Hastings BC share). There is also however an estimated deficit on the Collection Fund in respect of business rates of some £187,752.

126. Growth Proposals

In addition to the reductions in grant funding e.g. New Homes Bonus there are a number of costs, that impact on 2020/21. These include :

- i) Pay increase (estimated)
- ii) Pension cost increase
- iii) Interest rates – Investments vs borrowing rates
- iv) Rateable values and appeals

127. There are significant areas of growth in 2020/21. These include:

- (i) the full year effects of the contracts for waste and street cleansing services (£205,000) and loss of recycling credits (£83,000),
- (ii) Temporary accommodation (£380,000) – full year impact (including borrowing costs),
- (iii) Local election (£110,000),
- (iv) Pension Fund revaluation (£18,000).
- (v) Bohemia (£100,000 – of which £65,000 is growth) for ground surveys).
- (vi) Climate Change officer (£50,000)
- (vii) Cliff works (£100,000) – funded from Renewal and Repairs Reserve
- (viii) Lower Land Charges Income (£82,000)

128. In addition funding reductions in respect of New Homes Bonus (£357,000), Housing Benefit Administration Grant (£29,000), and a deficit on the collection fund (£132,000). There are also numerous areas of uncertainty in attempting to determine the available resources e.g. wage settlements, inflation, future investment and borrowing costs.

129. The remaining Invest to Save monies are largely committed. In February 2019 it was agreed that the use of the monies be determined under delegated powers by the Chief Finance Officer in consultation with the leader of the Council. It is recommended that the use of these sums is again determined for 2020/21 and beyond under delegated powers by the Chief Finance Officer in consultation with the leader of the Council. The reserve will largely be exhausted during 2020/21.
130. As a result of inflationary impacts the Council can expect the costs of external service provision and supplies to rise.
131. The Capital programme is detailed separately in the report. There are aspects of Capital schemes e.g. feasibility studies that cannot be capitalised. These aspects will in the main continue to be funded from revenue reserves. Likewise the Council can recover some costs of disposal (revenue costs) from capital receipts when assets are sold.
132. Given the continuing pressure on revenue resources and reserves the Council will soon be unable to afford the upfront costs associated with new projects/disposals unless it is able to set a sustainable budget in the very near future.
133. In summary there is an estimated deficit of £1,248,000 in 2020/21. The savings identified and additional income generated, mean that a balanced budget can be achieved in 2020/21 by using £1,248,000 of the General Reserve.
134. To achieve a balanced budget in 2020/21 without using reserves at this stage of the budget process would be difficult given the notice and consultation periods required for staff redundancies. Whilst difficult to achieve for the start of 2020/21, the Council must continue to review the level of service it can provide and transform the way it delivers those services in order to balance the budget. Priority, at least in the short to medium term, needs to be directed towards making urgent in year savings, whilst also concentrating on achieving the savings identified in the PIER process as listed in Appendix K. Priorities also remain for enhancing and preserving existing income streams, recovery of debt, transformation of services and making a successful bid for the £25m Towns Fund, and at the same time undertake a significant reorganisation without losing key staff.

Budget 2021/22 and beyond

135. The results of the government's Spending Review (2020), the Fair Funding Review and move to 75% business rate retention will undoubtedly alter the projections for 2021/22 and beyond. However based on current assumption of no new monies being available to Borough and District Councils overall, this section makes a best estimate of future budget shortfalls.
136. The table below shows deficits of £851,000 in 2021/22, £749,000 in 2022/23, and £573,000 in 2023/24 before the use of reserves. The above figures assume PIER savings and income generation projections, already identified, will be achieved in full or alternative savings to at least the same amount will be achieved. These figures are subject to change before Budget Cabinet as more funding announcements are awaited, along with further clarification on rechargeable aspects of the budget.

	2019/20 (Revised) (£000's)	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)
Net Expenditure	15,445	14,267	14,209	14,208	14,261
Funding	(13,330)	(13,018)	(13,358)	(13,460)	(13,688)
Shortfall	2,116	1,248	851	749	573
Use of Reserves	(2,116)	(1,248)	0	0	0
Estimated Shortfall	0	0	851	749	573

137. To achieve a balanced budget in 2021/22 further savings of £851,000 need to be identified.
138. To achieve a balanced budget in 2022/23 savings of £749,000 need to be identified. By 2023/24 the figure reduces to £573,000. Such projections carry significant uncertainty – and take no account of any potential 5% annual decreases in future funding levels.
139. The future projections are identified in more detail in Appendix G. These estimates assume savings and additional expenditure and will be refined as and when more information is available.
140. The deficits are estimated to amount to:

2021/22 - £851,000
 2022/23 - £749,000
 2023/24 - £573,000

Council Tax

141. The Council has a record of lower than average tax increases, as identified in the table below.

Year	Hastings BC Tax Increase	National Average Increase	Hastings BC Council Tax Band D (£)
2010/11	1.9%	1.8%	235.85
2011/12	0%	0%	235.85
2012/13	0%	0.3%	235.85
2013/14	0%	0.8%	235.85
2014/15	0%	0.9%	235.85
2015/16	1.9%	1.1%	240.33
2016/17	2.1% (£5)	3.1%	245.33
2017/18	2.0% (£5)	4.0%	250.33
2018/19	2.99%	5.1%	257.81
2019/20	2.98%	4.7%	265.50

142. The tax base for 2020/21 is some 1.2% higher, as a result of additional properties and the reduction in numbers of Council Tax Support claims. The effect is to increase the tax base from 25,865 to 26,197 (worth some £88,000 p.a. to HBC alone).
143. It is again open to the Council to increase Council Tax for 2020/21. One percent on the Council Tax will equate to around £69,000 of income for this Council.
144. The 2020/21 budget projection assumes a further contribution of £50,307 from the Council's Collection Fund in respect of Council Tax. In terms of business rate income there is a deficit estimated at £187,752. The overall deficit on the Collection Fund being estimated at £137,445 at 31 March 2020.
145. The government have yet to announce whether a shire district or borough Council can increase Council Tax by more than 2%. If higher then it will be required to hold a referendum.
146. The figures in the appendices (Appendix M) show an indicative 1.99% increase for Hastings BC, a 4% increase for ESCC, 1.99% for the Fire Authority and a £5 increase for the Police and Crime Commissioner. Actual figures will be included in the budget reports – once determined.
147. Council Tax is at £265.50 p.a. (Band D – Hastings BC element) and a 1.99% increase for 2020/21 would take this to £270.78 p.a. (a £5.28 per annum increase for a Band D property – a 10p per week increase in respect of Hastings Borough Council).

Asset Sales - Capital Receipts

148. A number of revisions to the programme have been made to take account of changing circumstances. Appendix L provides the profile of programmed receipts. In addition to the sites listed, opportunities for other asset sales and disposals continue to be explored.
149. The council will continue to consider if there are options other than outright disposal that might generate revenue income and/or address strategic housing or economic priorities. Proposals for partnership with others (particularly the private sector) may provide alternative options to achieve council objectives. If such options are developed they would obviously require close scrutiny and clear understanding of longer term implications as well as short term benefits.

150. It has been the aspiration of the Council to develop out its own sites e.g. Harrow Lane, Mayfield E, Bexhill Road sites. However, the Council can no longer afford to develop all the sites itself and needs the income streams from investing the receipts in order to help balance the budget. It also needs to ensure the sites are developed rapidly in order to meet a severe housing need – and reduce the temporary accommodation costs.
151. The budget proposals include the disposal of the Harrow Lane, Mayfield E and Bexhill Road (South) sites. Some sites the Council has already agreed to market and sell e.g. Land at Whitworth road, Old Town Hall (if a viable alternative rental is not achieved shortly).
152. It is the intention that the Council will fund (or part fund) the development of a number of sites that it owns, namely Cornwallis Street car park (hotel development), Harold Place (Restaurant/Bistro), Industrial units (Churchfields Estate), York Buildings (conversion above shop to 6 flats), Bexhill Road (housing).
153. As ever it remains imperative that the Council maximises its capital receipts. These will be invested directly or used to finance borrowing (thus avoiding borrowing costs). Failure to maximise these may necessitate curtailment of the already limited capital programme given the costs of borrowing. The additional costs of borrowing fall directly on the revenue account in terms of interest payments and annual contributions towards the repayment of the principal (i.e. Minimum Revenue Provision (MRP)). If there are invest to save efficiencies then these costs may be offset. Appendix E identifies the capital financing/borrowing requirement over the life of the capital programme.

It should be noted that capital receipts can generally only be used for capital purposes. It is recommended that asset disposals be brought forward if market conditions make it sensible to do so.

154. It is recommended that where a Capital scheme involves a net increase in costs to the Council e.g. Buckshole Reservoir, or where any guarantee is to be provided which does or could incur costs for the Council, such decisions are now made by full Council. The Financial Rules and Financial Operating Procedures authorise the Cabinet to agree new Capital Schemes. This is effectively at odds to the Financial Rules which require the Cabinet to operate within the financial and budgetary envelope determined by full Council. This has not been an issue in the past, and instances are few and far between, but given the financial position of the Council such decisions should be determined by all members.
155. Likewise, it is further recommended that no properties or land be disposed of, either by sale or long leasehold, at less than market value without further express approval by Full Council.

Capital Programme

156. The capital programme analysed by service is attached (Appendix P).

157. The proposed programme satisfies the requirement that schemes meet the following criteria:-

Contribute towards achieving the Council's corporate priorities and one or more of the following:-

- a. be of a major social, physical or economic regeneration nature,
- b. meet the objective of sustainable development,

- c. lever in other sources of finance such as partnership/lottery funding or provide a financial return for the Council,
 - d. is an "invest to save" scheme and reduces ongoing revenue costs to assist the revenue budget.
158. For 2019/20 there is slippage on a few schemes, including the restoration of Pelham Arcade Works and Roadway, Private Sector Housing renewal, Energy (Solar).
159. The completion of the commercial development site in Bexhill Road will help to regenerate the area, provide new jobs and also produce an income stream and business rate income – completion due in late March 2020.
160. The level of Disabled Facility Grant (DFG) funding for 2019/20 was £1,812,584. Figures have not yet been advised for 2020/21. The funding is from the Better Care Fund and paid to the Council from East Sussex County Council rather than directly by the government. The capital programme will be revised once figures for 2020/21 are received. This is a capital grant and can be used for DFG purposes only. The budget is not currently being fully committed – the projected underspends are transferred to an earmarked reserve, with a risk that they may need to be repaid. A balance of some £2.1m is anticipated as at 31 March 2020.

161. The capital programme in summary (net of external funding) amounts to:-

	Revised 2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Gross Capital Expenditure	18,461	26,100	19,122	1,882
Net Capital Expenditure	15,580	16,936	17,310	70
Financing from own resources	185	185	208	70
Borrowing Requirement	15,395	16,567	17,102	0

162. In terms of **net cost**, the **2019/20** programme has been revised to £15,580,000 from £16,656,000.
163. The **2020/21** programme amounts to £16,936,000 net of grants and contributions (£26,100,000 Gross).
164. The draft capital programme shows the status of the schemes
- c denotes schemes which are committed
 - n denotes schemes that are new
 - u denotes schemes which are in the programme but as yet uncommitted
165. It is proposed that **schemes marked with an asterisk (*)** proceed without further reference to Cabinet or Council.
166. **Future Proposals:** Of significance are the potential schemes that will need funding in the long term e.g. new leisure and cultural centre at Bohemia if viable, and the development of the lower tier site on the Bexhill road. The potential sums involved are very significant and are identified within the Capital Strategy elsewhere on the agenda.

167. Should the Council seek to develop any sites itself, following viability assessments and proper business cases, and financed by borrowing, then the Council's Treasury Management Strategy and the Capital Strategy will need to be further reviewed and approved by full Council – as the borrowing limits and Prudential indicators can only be determined by full Council. This can take place at any time through the financial year if necessary.

Capital Programme – Impact on Revenue Account

168. In determining the affordability of new capital proposals the Council had been required to consider the incremental impact on the Council Tax for future years (this is no longer a reporting requirement). The Council does need to scrutinise business cases for capital proposals and carefully assess the potential future financial burden of such decisions. The Buckshole reservoir works have a capital cost of £837,000 which if funded by borrowing has an annual revenue cost of some £68,000 p.a.
169. The capital programme has significantly increased in the last few years, as economic and regeneration opportunities have been taken. In 2020/21 borrowing is set to increase to some £88m and approaches £105m by the end of 2021/22. To allow for the development of the Bexhill road site (North) the Council may need to allow for an additional £30m of borrowing headroom.

Investment in Council Assets

170. In protecting the economic vitality of the town, it remains important to maintain the Council's commercial estate in order to maximise occupancy rate and to support the local economy as far as possible. In doing so the Council will be in a position to take advantage of any sustained upturn in the economy in the future.
171. The Council's Renewals and Repairs Fund is reviewed on a regular basis in order to ensure sufficient resources are available to fund necessary works. Planned maintenance is normally cheaper in the long term than reactive maintenance.
172. It should be noted that the expenditure on planned maintenance has been exceeding the annual provision made and will not be sustainable at current levels. The latest rounds of cliff works has all been funded from the reserve.

Minimum Revenue Provision (MRP)

173. Local authorities are required each year to set aside some of their revenues as provision for debt repayment. Unlike depreciation which is reversed out of the accounts, this provision has a direct impact on the Council Tax requirement. The provision is in respect of capital expenditure that is financed by borrowing or credit arrangements e.g. leases. For example, an asset that cost £100,000 and has a 10 year life, and that was financed by borrowing, would necessitate putting aside £10,000 in each year (£100,000 divided by 10) to repay the debt.
174. The Council is required to make a "Prudent Provision" which basically ensures that revenue monies are set aside to repay the debt over the useful life of the asset acquired. Should the existing financing assumptions alter, and additional borrowing is required, there will be a direct and additional pressure on the revenue budget.
175. The MRP is set to increase substantially in 2020/21 and beyond as a result of additional borrowing, particularly in respect of economic and regeneration initiatives. The MRP for 2020/21 is estimated at £1,624,000 (excluding any notional figures for leasing

arrangements). The Council's MRP policy is determined by full Council as part of the Treasury Management Strategy in February for the forthcoming year.

176. The table below identifies the estimated Capital Financing Requirement (CFR) for each of the next four years and the Minimum Revenue Provisions (MRP).

CFR	2019/20 (Rev Est)	2020/21 (Est)	2021/22 (Est)	2022/23 (Est)	2023/24 (Est)
	£	£	£	£	£
CFR-Opening	59,370,380	73,641,380	88,471,380	103,737,380	101,267,380
Less MRP	(1,176,038)	(1,623,844)	(1,883,773)	(2,424,943)	(2,434,520)
Plus, New Borrowing	15,395,000	16,567,000	17,102,000	0	0
CFR Closing	73,589,342	88,584,536	103,689,607	101,312,437	98,832,860

177. These figures are very much dependent upon the level and timing of capital acquisitions/payments, the level of capital receipts received and the useful life of the assets acquired or constructed. The figures will continue to be reviewed throughout 2020/21 and regularly thereafter, based on the proposed Capital programme, and subsequent changes and timing thereof.
178. The Commercial properties and housing assets are generally financed over 40 years. A new development on Bexhill Road will be financed over 50 years through an Annuity loan i.e. paying off principal over the period of the loan. Vehicles are financed over their useful lives (7 to 10 years).

Reserves

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

182. For the budget strategy reserves at 31 March 2020 are estimated to consist of:-

General Reserves	Estimated Balance at 31.3.2020 £'000s	Estimated Balance at 31.3.2021 £'000s
Revenue Reserves	7,488	6,240
Capital Reserve (Revenue monies)	50	50
Total	7,538	6,290

Earmarked Reserves	Estimated Balance at 31.3.2020 £'000s	Estimated Balance at 31.3.2021 £'000s
Renewals and Repairs Reserve	1,201	797
Insurance & Risk Management Reserve	326	311
IT Reserve	124	124
S106 Reserve	533	513
Government Grant Reserve	610	524
Revenue Hardship Fund	80	80
Monuments in Perpetuity	47	46
Ore Valley	250	250
Invest to Save and Efficiency Reserve	193	34
Resilience and Stability Reserve	400	400
Transition Reserve	0	0
Redundancy Reserve	500	275
Community Safety Reserve	0	0
Economic Development Reserve	0	0
Disabled Facilities Grants Reserve (DFG'S)	2,106	2,106
Clinical Commissioning Group	349	349
Selective Licensing	455	404
Housing Licensing Reserve	39	39
Other reserves	291	184
Total	£7,503	£6,436

183. At 31 March 2020 General and Capital Reserves will amount to an estimated £7.538m, of which some is already committed e.g. empty homes strategy (£150k). Earmarked Reserves amount to £7.503m of which most is not available to use on other than specific areas e.g. DFG grants. Total reserves at 31 March 2020 are estimated at £15.041m. The reserves are projected to decrease to £12.726m by 31 March 2021 (The estimated reserves position is shown in more detail in Appendix H).

184. As an absolute minimum, the General Reserve should be £6m i.e. the non- earmarked reserves. The use of the General Reserve to balance the 2020/21 budget leaves the General Reserve at just above the minimum level. The £6m level is the same as for 2019/20 and reflects the more difficult funding regime, volatility in income streams that the Council is so reliant upon as well as the experience of recent years which has seen financial claims being made against the Council e.g. pier claim and the mandatory rate relief claim in respect of NHS properties. This level is required to be maintained to cover unexpected expenditure, e.g.

emergencies, potential over runs of gross expenditure and down turns in income sources, and was arrived at as follows:-

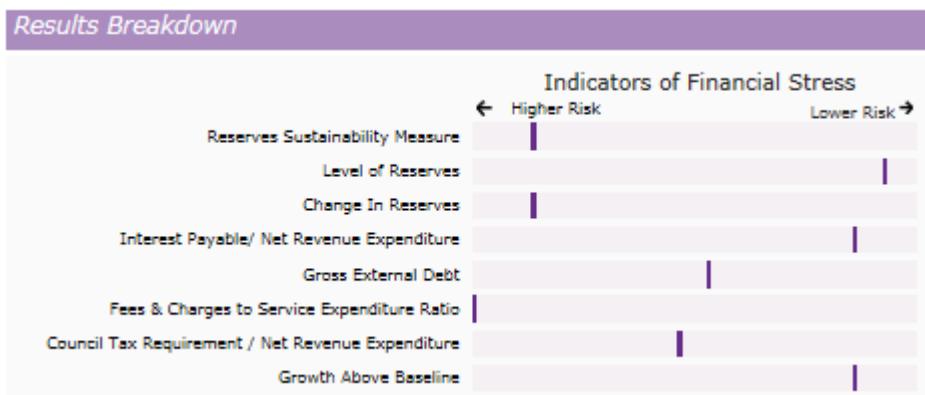
- (i) 15% downturn in income (sales, fees, rents, etc) - £2m (Projection)
- (ii) 5% over run in expenditure (including capital) - £2m
- (iii) Unforeseen events/losses - £2m

185. The transition reserves will all be exhausted in balancing the 2019/20 budget. The minimum level of reserves is set at £6m and given the economic and funding uncertainties, exposures of income streams, volatility of Council Tax support costs these should be increased further in normal circumstances.
186. The Council's earmarked reserves are reviewed at least twice a year for adequacy. If at any time the adequacy is in doubt the Chief Financial Officer is required to report on the reasons, and the action, if any, which he considers appropriate.
187. It is estimated that there will be some £240,000 of unallocated (at present) general reserve by the end of 2020/21. This is the only remaining funding that would be available to help fund and cover those costs that cannot be capitalised in any development programme. If the Council does not produce a balanced or sustainable budget then these reserves would have to be used to balance it. The carrying costs e.g. up front and interest costs of building major schemes such as Lower Bexhill road, York buildings, new industrial units at Churchfields, Visitor centre, hotel, could become unaffordable.
188. The Council continues to spend more on Renewal and Repair costs than it is setting aside and there are significant additional costs on the horizon e.g. further cliff maintenance and repairs that could be in the region of £1m over the medium term (1-5 years). The 2020/21 budget includes a further £100,000 funded from the renewal and Repair fund.

Budget and Resilience (Financial Stress) & Chief Finance Officer Statement

189. Flowing from the financial problems at Northampton CC, CIPFA developed a range of financial indicators relating to the resilience of local authorities given the funding crisis. The latest results are shown below – based on 2018-19 figures.

Table: Showing CIPFA Indicators of Financial Stress for Hastings BC



190. From the above table it can be seen that the key reserves sustainability measure places the Council in the higher risk spectrum. The ones that are not in the higher risk, based on 2018/19 figures, are the level of Reserves and level of earmarked reserves. However it needs to be made clear that these results are backward looking and the useable (by HBC) earmarked reserves can provide a misleading view e.g. includes Disabled Facility grants, Clinical Commissioning Group monies which are not useable for other than specific purposes. The Council's external debt is increasing and the total debt payments will also increase.
191. The indicators highlight that the reserves are being depleted faster than at other Councils, that there is a very low level of unallocated reserves (one of the lowest of all borough and district Councils), and that earmarked reserves are being used more rapidly. The analysis identifies that grants and Council Tax form a significant element of the Council's net budget and as external funding diminishes this poses a greater risk to the Council's sustainability.

Reserves

192. The increasing use of the reserves has been fully highlighted elsewhere in this report, and it was always intended to use the transition reserves to help move to a lower spending Council. Whilst the Council has found savings it needs to find a lot more during 2020/21.
- 193. There is a view that the Council has significant reserves and can continue to operate for a couple more years with the large revenue deficits. Whilst not in the Northampton County Council position of having to issue a Section 114 notice to stop all spending, the implications of reducing the reserves further severely jeopardises the ability to meet unexpected costs, claims, shortfalls in income and particularly to finance the capital programme and new regeneration opportunities.**
194. When reserves meet minimal levels and if there are no viable plans to reduce the deficits, it would be expected that the external auditors would issue a report under section 24 of the Local Audit and Accountability Act. This notice requires Councils to meet within a month, to consider any report issued, and start taking the difficult decisions required. A section 114 notice may follow shortly thereafter from the Chief Finance Officer. To reach this stage the Council could be said to have effectively failed in its responsibilities to manage its resources effectively.

Chief Finance Officer Statement

195. Section 25 of the Local Government Act 2003 requires the Chief Financial Officer to report to members on the robustness of the estimates and the adequacy of the reserves when considering the budget and Council Tax.

It is the view of the Assistant Director - Financial Services & Revenues (Chief Finance Officer) that

- (i) the processes followed and the information systems used are sound and that the regular reporting and involvement of senior managers in managing budgets provides a degree of assurance that the resultant estimates are as robust as present economic circumstances and resources allow.
- (ii) the reserves are currently adequate – but no more than adequate given the uncertainties

surrounding future funding streams, and the difficulties that will be faced in identifying and achieving more savings and generating additional income without risking the future sustainability of the Council.

(iii) the reserves could now quite quickly become inadequate should the funding settlements in 2020/21 prove to poor, or there continues to be significant unforeseen expenditure .The reserves would not be considered adequate to undertake any number of large capital schemes before the future funding position is known. No Council should embark on large Capital programmes without due consideration of the financing implications in both the long and short term.

(iv) Financial monitoring and control within the Council needs to be further strengthened and there are recommendations within the report to this effect. In addition when services become aware that budgets may be exceeded or income to be less than projected offsetting savings need to be identified and achieved in the year wherever possible; the Council's Financial Rules need to be fully supported and adhered to. The forthcoming Management restructure will need to ensure that it will be capable of achieving the requirements of the forthcoming Financial Management Code.

(v) The Council has a very good record of identifying and achieving savings over the last 10 years. The Council has again identified large spending reductions for 2020/21, which combined with the need to achieve PIER savings identified in prior years, transformation of existing services, a significant reorganisation, and the need to make further savings present serious challenges for the Council to achieve in a short timescale. Should some of these savings not be achieved in the timescales required there will be a greater call on the Council's reserves than already identified in this report.

Consultation

196. The draft Corporate Plan and Budget being the subject of consultation (from Friday 10 January 2020). The closing date for comments (Friday 7 February 2020) being after the dispatch of the Cabinet agenda and therefore any comments received are reported verbally to Budget Cabinet on 10 February. Comments received from the business community, voluntary and community sector organisations and the Overview and Scrutiny Committee meeting being included within the Corporate Plan report elsewhere on the agenda.
197. The full Council meets to set the budget on 19 February 2020.

Equalities and Community Cohesiveness

198. The equalities implications of the proposals included in the draft budget and corporate plan are set out in Appendix K2. Members are reminded that they are under a duty to give due regard to considerations of equality when making decisions regarding the Budget and Corporate Plan, (Equality Act 2010).
199. As with the consultation feedback set out above, if any information is submitted as part of the consultation which requires a revision of this assessment, this too will be made available to Members at the Budget Cabinet meeting.

Risk Management

200. Numerous risks are highlighted in this report, and further comment is made below. The risks include reduced government funding, enhanced demand for Council services, delays in asset

disposals. There are continuing risks surrounding the funding and employment of staff delivering housing benefits over the next few years. The Council must further prioritise its objectives and identify where it will need to make even greater savings to balance the budget in 2021/22 and beyond should there be a poor settlement or risks identified emerge.

201. Given uncertainty in the economic outlook and the continuing reductions in government funding the Council needs to preserve and enhance where possible the existing level of reserves – this report makes strong recommendations for doing so based on future funding projections. The Council also needs to ensure that it continues to invest in its people, its IT services and its commercial assets.
202. The Council must seek to identify further opportunities for contract savings, plus identify, investigate and implement efficiencies, identify income generation opportunities and ensure that potential savings are monitored and achieved. **Where services are overspending, rapid action must be taken in year to ensure that costs are contained within overall budgets. The luxury of having reserves available to cover such costs has substantially reduced.**
203. The Council maintains risk registers for corporate risks and for individual services. These must be updated and reviewed on a more regular basis and steps taken to mitigate the risks wherever possible and practical. The transition to a Council with fewer staff and resources poses additional risks.

Key financial risks to the Council in future years include:-

204. (i) Fair Funding Review & Business Rates retention

External funding in terms of the government's spending round announcement in September 2019, Spending Review 2020 (SR20), the retention of business rates in 2020/21, and the Fair Funding Review (with new grant funding regime in place from 2021/22).

The move to 75% retention (from the current 50%) in 2021/22 passes on the additional risks of volatility to councils – the implications will be very much in the detail, which is awaited.

Business rates in the meantime continue to present real uncertainties. Volatility in income streams arising from both local and national economic pressures, the level of successful rating appeals, and the collection rates achieved. The appeals provision within the Council's accounts amounted to some £3.955m at 31 March 2019 of which HBC's share is some £1.582m. Rateable values, following appeals have declined in 2019/20 with the consequent impact on income.

(ii) Income Generation (including the preservation and enhancement of existing Income Streams)

The Council has been seeking to grow its income streams considerably. New initiatives need proper and effective governance arrangements and business cases need to be robust. Due diligence needs to be undertaken thoroughly, including complex financial and taxation implications, and often within restricted timescales.

There remains considerable pressure on existing staff and prioritisation of work is

required. The potential impact on the authority should things go wrong needs to be considered prior to the approval of individual schemes, along with potential exit strategies.

(iii) **Existing Services - Increased Demand**

Increased demand for public services – homelessness and temporary accommodation. It also remains of critical importance that budget managers retain sufficient capacity to manage their services and the budgets delegated to them when new initiatives are being implemented. Careful monitoring and regular review of existing initiatives is also required e.g. selective licensing, social lettings agency, energy, temporary accommodation. Each of these has financial repercussions if business plan objectives are not achieved.

Sufficient oversight and review must be maintained on existing high priority services and areas where demand is increasing.

- (iv) **Staffing / Knowledge Management.** The loss of key staff through early retirement or redundancy. The impact of illness on a smaller organisation can be more acute.
- (v) **Welfare Reform (Universal Credit and Council Tax Support).** There is a significant financial risk of increased Council Tax support payments being made in the year should the economy falter– the financing risk falling on the Council. The Council will investigate a new scheme for 2021/22 with all the implications this has on the local community and the Council in devising the scheme.

Localisation of Council Tax – funding for Council Tax Support having been reduced by 10% and Councils are now maintaining their own schemes. The Council is not proposing any change to the scheme for 2020/21 – which will increase the cost of the scheme by some £250,000 p.a. of which Hastings BC will bear an additional £35,000 (estimated).

Universal Credit arrangements continue to change with more cases, and particularly the more complex cases falling on the shoulders of the Council. According to the DWP timetable the transfer of existing working age claimants to Universal Credit is still expected to be completed by 2022.

In the meantime benefit administration grant continues to be reduced by government.

- (vi) **Restructuring Costs.** In order to make savings of the magnitude required in the future, the Council will need to further reconsider what services it can provide and to what level. The continued transformation and digitalisation of services continues and further restructuring seems inevitable. Voluntary and/or compulsory redundancies have large financial consequences for the authority, both in terms of direct payments but also generally on the Pension Fund - in addition to the effect on the capacity of the organisation and knowledge management implications. The Council established a Redundancy Reserve as part of the budget setting process in 2011/12 which has been added to when possible (Balance at 31 March 2019 was £573,000). This reserve is inadequate to meet the redundancy costs in 2019/2. The reserve needs to be added to in order to meet the expected additional costs of transformation in 2020/21 and beyond.
- (vii) **PIER savings.** The identification of new, and realisation of already identified, savings will be critical for the Council to achieve a sustainable budget in the future.

(viii) **Treasury Management** – borrowing costs, investment security and level of returns. The management of the Council's debt portfolio and its assets becomes increasingly important – especially in a rising interest rate environment.

(ix) **Potential Liabilities**

(i) **NHS Foundation Trust High Court Case** – The NHS and their agents have been pursuing a case in the High Court with regards applications for mandatory rate relief on the grounds of, in the first instance, foundation trusts being charitable organisations. A preliminary hearing was held on the 4th November and the decision given on 12th December 2019.

The case in question was Derby Teaching Hospitals NHS Foundation trust and 16 others Vs Derby City Council and 44 others and the Charity Commission for England and Wales.

The view of the High Court is that Derby Teaching Hospitals NHS Foundation Trust is not a charity for the purposes of S43(6) of the Local Government Finance Act 1988, which means that mandatory rate relief is not appropriate. The full decision runs to 28 pages. The cost to the Council had it been successful amounting to some £4.3m, with an ongoing loss of revenue of some £350,000 p.a. The Council's share of the £4.3m would amount to some £1.9m (44%).

This is a very welcome decision ,but at the time of writing it is not known whether they will seek to appeal further (albeit permission denied by the high court). As such we may see this issue continue for some time to come.

(ii) **Cliffs** – A further £100,000 has been allocated from the renewal and repairs reserve for additional works in 2020/21. Further costs are expected to arise once further clearance and repair work is undertaken and additional monies are included in the budget for 2021/22. The Renewal and Repairs reserve cannot sustain this level of expenditure for long.

- (x) **The Economy** – The economic and financial uncertainty surrounding Brexit and the trade agreements will be a major risk for some years. The Council relies upon its income streams to provide services.
- (xi) **New Legislation** – changes in the Housing Act, changes in the waste directive on recycling targets for example are all likely to impact on the Council's activities over the next four years.
- (xii) **Pension Fund** – The performance of the fund and the actuarial revaluation – new rates apply from 2020/21 which are marginally higher. The period between reviews may also change. The overall funding position has improved markedly over the last 3 years much to the credit of ESCC and the pension fund managers.
- (xiii) **Contract Awards** – The Council does rely on external service providers; it is particularly reliant on external IT and software companies. Effective due diligence in the award of contracts remains critical to the effective provision of Council services.
- (xix) **Land charges** – The transfer of key parts of the service to the land registry by 2022 will result in the loss of income – which continues to fall significantly as more searches are conducted privately.

Economic/ Financial Implications

205. The report supports the alignment of corporate priorities with available resources, and produces a balanced budget for 2020/21 (albeit with significant use of reserves).
206. The financial implications in 2020/21 and beyond are detailed in the report. However, significant further action by the Council will be required to produce a sustainable budget beyond 2020/21 and this may result in more job losses and service cuts.
207. The economic regeneration of the town remains a key priority for the Council. The ability to work with partners to help stimulate the local economy continues but will be seriously reduced in the future with the reductions in our funding. There are however a significant number of projects forthcoming within the capital programme to assist the continuation of the regeneration of Hastings.
208. The budget strategy continues to identify the risks of reduced funding levels from government for the next few years. Income streams are being re-profiled, but remain at significant risk. There are additional cost pressures in terms of Waste and Street Cleaning contracts (full year cost implications), growth in terms of the Council Tax Reduction scheme, volatility on business rates, and particularly the higher costs of temporary accommodation, inflation and wage settlements.
209. The Council's reserves are approaching the minimum level recommended. The cost of redundancies looks set to exceed the funds available within the remaining Redundancy Reserve. The additional costs falling on the General Reserve.

Organisational Consequences

210. The Council has exhausted available reserves to support the budget if it wishes to continue to fund an ambitious corporate plan. To stand a chance of achieving a sustainable budget in the future, staffing reductions have regrettably to be made and priorities must be reassessed. The consequence is that besides staff reductions others must be redirected, at least temporarily towards priority areas.
211. There will inevitably be consequences from time to time as this process continues given the substantial savings the Council is required to make and the uncertainty that still surrounds future funding. The Council seeks to minimise the impact wherever possible through redeployment and voluntary severance.

Anti-Poverty

212. The recommendation to full Council is that the Council Tax Support scheme remains unchanged save for the updating of allowances/deduction in line with national changes. The draft scheme continues to provide 100% support for those claimants most in need and hence helps to protect some of the more vulnerable households in the community. The overall costs to the scheme are estimated to be at an increased cost in 2020/21 – some £35,000 p.a. to Hastings BC alone.

Equalities and Community Cohesiveness

213. An assessment of equality impacts on the budget reductions is set out in Appendix K2 and will be considered as part of the consultation process.

Consultation

214. The 2020/21 budget proposals will be consulted upon from the 10 January 2020 and will be considered by Cabinet on the 10 February 2020 and determined by full Council on 19 February 2020.

Timetable of Next Steps

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

Action	Key milestone	Due date (provisional)	Responsible
Budget Consultation	Draft Budget Papers published 10 January 2020	Consultation Closes 7 February 2020	Chief Finance Officer
Budget Cabinet		10 February 2020	Chief Finance Officer
Budget Council		19 February 2020	Chief Finance Officer

Wards Affected

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

Policy Implications

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

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

Additional Information

The Appendices and supporting documents are also available from the Council's website under the heading of Hastings Borough Council budget
http://www.hastings.gov.uk/decisions_democracy/transparency/budgets_finance/

Officer to Contact

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Budget - DRAFT

2020-2021



Financial Services
www.hastings.gov.uk

Appendices to Budget Report

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REVENUE BUDGET SUMMARY

Appendix A

	2019-2020 Original Budget £	2019-2020 Revised Budget £	2020-2021 Estimate Budget £
Directorates			
Corporate Resources	1,366,870	1,339,580	375,870
Operational Services	11,958,288	13,548,280	11,525,404
Direct Service Expenditure	13,325,158	14,887,860	11,901,274
Contingency Provision (incl. R&R Reserve)	300,000	0	300,000
Total Service Expenditure	13,625,158	14,887,860	12,201,274
Provision for the Repayment of Principal (MRP)	1,184,000	1,176,000	1,624,000
Net Interest (Earnings) / Payments	1,334,533	1,307,491	1,568,240
Total Expenditure	16,143,691	17,371,351	15,393,514
Amount to be met from Grant and Collection Fund			
Government Grant - Revenue Support Grant	0	0	(1,004,283)
New Homes Bonus	(556,337)	(556,337)	(199,482)
NNDR (Surplus) / Deficit	(28,183)	(28,183)	187,752
Council Tax (Surplus) / Deficit	(144,914)	(144,914)	(50,307)
Housing Benefit Administration Grant	(389,046)	(389,046)	(361,813)
Council Tax Support Admin Grant	(160,753)	(164,592)	(155,930)
Business Rates	(3,563,061)	(3,513,569)	(2,767,136)
Business Rates - Pooling	(91,361)	(129,107)	(9,402)
Business Rates - Section 31 Grant	(1,568,916)	(1,536,715)	(1,564,173)
Council Tax	(6,867,158)	(6,867,158)	(7,093,624)
Total Funding	(13,369,728)	(13,329,620)	(13,018,399)
Funding deficit / (surplus)	2,773,963	4,041,731	2,375,116
Reserve movements			
Contributions to Reserves (e.g. R&R)	744,440	779,000	733,000
Use of Earmarked Reserves (see Appendix H)	(1,771,850)	(2,705,174)	(1,859,840)
Net Contribution to/(from) Reserves	(1,027,410)	(1,926,174)	(1,126,840)
Use of Reserves to fund Deficit			
Transfer from Transition Reserve	(1,095,553)	(1,200,000)	0
Transfer from General Reserve	0	(64,557)	(1,248,276)
Transfer to/(from) Specific Reserve	(651,000)	(851,000)	0
Total	(1,746,553)	(2,115,557)	(1,248,276)
General Fund Movement	0	0	0
Net Council Expenditure	15,116,281	15,445,177	14,266,674

COUNCIL TAX

<u>2019-2020</u>			<u>2020-2021</u>		
Total	Band D		Total	Band D	Increase
£	£		£	£	%
13,369,728		Budget requirement	13,018,399		
0		Revenue Support Grant	(1,004,283)		
(160,753)		Council Tax Administration Support Grant	(155,930)		
(556,337)		New Homes Bonus	(199,482)		
(173,097)		Collection Fund (Surplus) / Deficit	137,445		
(2,049,323)		Other non-ring fenced grants	(1,935,388)		
(3,563,061)		Retained Business Rates	(2,767,136)		
6,867,158	265.50	Borough Council Tax	7,093,624	270.78	1.99%
37,110,585	1,434.78	County Council Precept	39,090,409	1,492.17	4.00%
2,422,775	93.67	Fire Authority Precept	2,502,705	95.53	1.99%
4,912,022	189.91	Police and Crime Commissioner Precept	5,106,057	194.91	2.63%
51,312,539	1,983.86	Total Council Tax	53,792,795	2,053.40	3.51%
	25,865.0	Council Taxbase at Band D		26,197.0	

TABLE OF COUNCIL TAX BANDS AND AMOUNTS :

2019-2020		Relationship	East Sussex	Police and Crime Commissioner	East Sussex	Hastings	2020-2021
Total Amount	Band and Value *	to Band D	C.C.	Fire Authority	B.C.	Total Amount	
£1,322.58	A - up to £40,000	6 / 9	£994.78	£129.94	£63.69	£180.52	£1,368.93
£1,543.00	B - £40,001 up to £52,000	7 / 9	£1,160.58	£151.60	£74.30	£210.61	£1,597.09
£1,763.43	C - £52,001 up to £68,000	8 / 9	£1,326.37	£173.25	£84.92	£240.69	£1,825.23
£1,983.86	D - £68,001 up to £88,000	-	£1,492.17	£194.91	£95.53	£270.78	£2,053.40
£2,424.72	E - £88,001 up to £120,000	11 / 9	£1,823.76	£238.22	£116.76	£330.95	£2,509.69
£2,865.57	F - £120,001 up to £160,000	13 / 9	£2,155.36	£281.54	£137.99	£391.13	£2,966.02
£3,306.44	G - £160,001 up to £320,000	15 / 9	£2,486.95	£324.85	£159.22	£451.30	£3,422.32
£3,967.72	H - over £320,000	18 / 9	£2,984.34	£389.82	£191.07	£541.56	£4,106.79
43,525	Number of properties on Council Tax Banding List					43,683	
£25,865	Each £1 of Council Tax at Band D will raise					£26,197	

Appendix A (continued)

1. BUSINESS RATES BASELINE

	Budget 2019-20 Amount £	Revised Budget 2019-20 Amount £	Budget 2020-21 Amount £
NNDR Income			
Gross rateable value	62,755,809	62,322,204	62,322,204
Small business multiplier	49.1	49.1	49.9
Gross rates receivable	30,813,102	30,600,202	31,098,780
Reliefs and allowances for bad debt and appeals	(9,628,106)	(9,346,156)	(9,833,252)
Net rates less losses	21,184,996	21,254,046	21,265,528
Cost of Collection allowance	(132,166)	(132,166)	(132,166)
NNDR Income	<u>21,052,830</u>	<u>21,121,880</u>	<u>21,133,362</u>
Hastings BC Share (44% / 40%)	9,263,245	9,293,627	8,453,345
Tariff Calculation			
Business Rates Baseline for HBC	10,268,310	10,268,310	9,486,922
DCLG calculation of baseline funding level	4,746,465	4,746,465	3,819,518
Adjustment for Revised budget	0	0	0
Tariff	<u>5,521,845</u>	<u>5,521,845</u>	<u>5,667,405</u>
Levy calculation			
Total income	9,263,245	9,293,627	8,453,345
Add 50% small business relief	1,020,538	1,168,071	739,866
Add reliefs attracting Section 31 grant	345,588	323,037	331,318
Adjusted income	10,629,371	10,784,735	9,524,529
Less Tariff	(5,521,845)	(5,521,845)	(5,667,405)
Baseline funding level	5,107,526	5,262,890	3,857,125
Growth	(4,746,465)	(4,746,465)	(3,819,518)
Levy payable (50% / 25% growth (pool share)	180,531	258,213	18,804
Pooling income (50% of levy / additional pool share)	<u>(90,266)</u>	<u>(129,107)</u>	<u>(9,402)</u>
Safety Net calculation			
Baseline funding level	4,746,465	4,746,465	3,819,518
Threshold (95.0% / 92.5% of baseline funding level)	4,509,142	4,509,142	3,533,054
Adjusted income less Tariff	5,107,526	5,262,890	3,857,125
Difference	598,384	753,748	324,071
Safety Net receivable	0	0	0
Business Rates Collection			
Business Rates precept	9,263,245	9,293,627	8,453,345
Tariff	(5,521,845)	(5,521,845)	(5,667,405)
Levy	(180,531)	(258,213)	(18,804)
Safety Net	0	0	0
Net Business Rates collection	3,560,869	3,513,569	2,767,136

2. COLLECTION FUND

	2019-20 Original Budget £	2019-20 Revised Budget £	2020-21 Estimate Budget £
Council Tax (Surplus) / Deficit	(144,914)	(144,914)	(50,307)
Non Domestic Rates (Surplus) / Deficit	(28,183)	(28,183)	187,752
Total Collection Fund (Surplus) / Deficit	(173,097)	(173,097)	137,445

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

Appendix B

	2019-20 Original Budget £000's	2019-20 Revised Budget £000's	2020-21 Estimated Outturn £000's
Net Interest Payments	1,335	1,307	1,568
Contributions to Reserves	744	779	733
Minimum Revenue Provision (Statutory provision for principal repayment arising from borrowing requirement)	1,184	1,176	1,624
Total	3,263	3,262	3,925
Interest	£000's	£000's	£000's
Gross Interest Payable	1,950	1,914	2,315
Gross Interest Received	(553)	(545)	(693)
Income and expenditure in relation to investment properties	(72)	(72)	(64)
Fees	10	10	10
	1,335	1,307	1,568
Contributions to Reserves	£000's	£000's	£000's
IT Reserve	214	214	214
Government Grant Reserve	0	0	11
Transfer to Specific Reserve re: Selective Licensing	3	0	0
Transfer to Specific Reserve re: Housing Licensing	19	0	0
R&R General	420	420	420
R&R White Rock Theatre	80	80	80
R&R re: New Vehicles	8	8	8
	744	779	733
Transfers to/ between Reserves	£000's	£000's	£000's
Transfer from General Reserve to IT Reserve	0	0	0
Transfer to Transition Reserve from Capital Reserve	0	0	0
Transfer to Transition Reserve from General Reserve	0	0	0
Transfer between General Reserve to Community Housing Reserve	0	0	0
General Reserve	0	0	0
Invest to Save and Efficiency Reserve	0	0	0
	0	0	0
Total Income and Transfers	744	779	733

REVENUE BUDGET VARIATION ANALYSIS

Appendix C

	2019-2020 £'000	2020-2021 £'000
Original 2019/20 Budget	13,325	13,325
<u>Inflation</u>		
Pay & Prices	0	543
<u>Income Variations</u>		
Local Land Charges	4	4
Other income	(10)	165
Recycling Credits	(11)	83
Selective Licensing	120	25
Fees and Charges	(0)	(180)
Universal Credit Delivery Partnership	80	80
Rental Income	<u>(105)</u>	<u>(622)</u>
	78	(445)
<u>Budget Reductions</u>		
Turnover Savings	(438)	(11)
Waste Contract / DSO	(188)	(231)
Business Rates	(86)	(37)
CHART	(0)	(13)
Planning Policy	0	(78)
PIER savings (appendix K)	<u>6</u>	<u>(1,754)</u>
	(706)	(2,124)
<u>Growth & Commitments</u>		
Homelessness (excluding borrowing)	245	39
Housing Benefit Costs	296	302
Salaries Growth	51	51
Election in 2020-21	0	75
Pension costs	3	53
Renewable Energy Solutions	20	79
West Hill loss of income for repairs	<u>104</u>	<u>0</u>
	719	599
Previous years unspent budgets carried forward into 2019/20	445	0
Other Minor Changes	27	18
Internal Recharges	(0)	(0)
Invest to save funded items	(144)	8
R&R Reserve funded items	155	94
IT Reserve Spend	(68)	(97)
Foreshore Trust Recharges	(47)	(20)
Revenues Services Reserve (GGR)	(35)	0
Estimated Redundancy Cost	1,139	0
TOTAL - Net Additional/ (Reduced) Council Expenditure	1,563	(1,424)
Direct Service Expenditure	<u><u>14,888</u></u>	<u><u>11,901</u></u>

CAPITAL PROGRAMME SUMMARY

	Original	Revised	Subseq. Years	Total over Prog Period £'000			
	2019/20	2019/20					
	£'000	£'000					
Net cost by Service							
Corporate Resources	5,492	6,986	13,279	6,923	0	0	27,188
Operational Services	11,164	8,594	3,657	10,387	70	1,645	24,353
	16,656	15,580	16,936	17,310	70	1,645	51,541
Net cost by Status							
Committed Schemes	c	14,156	13,262	5,471	15,194	70	1,645
Uncommitted Schemes	u	0	0	8,650	0	0	8,650
New Schemes	n	2,500	2,318	2,815	2,116	0	0
		16,656	15,580	16,936	17,310	70	1,645
							51,541
Gross cost of schemes analysed by service							
Corporate Resources		5,492	6,986	14,079	6,923	0	0
Operational Services		13,759	11,475	12,021	12,199	1,882	3,457
		19,251	18,461	26,100	19,122	1,882	3,457
							69,022

CAPITAL PROGRAMME FINANCING STATEMENT

Appendix E

	2019/20 Original £'000	2019/20 Revised £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total over life of Programme £'000
<u>Spending</u>						
<u>Capital Spending</u>						
Total Gross Spend	19,251	18,461	26,100	19,122	1,882	3,457
Capital Grants and Contributions Received	(2,595)	(2,881)	(9,164)	(1,812)	(1,812)	(15,669)
Capital Requirement	16,656	15,580	16,936	17,310	70	(12,212)
 <u>Financing available</u>						
New Capital receipts in year	185	185	5,185	185	185	5,740
Bfwd Capital Receipts	360	0	0	5,000	0	5,000
Total	545	185	5,185	5,185	185	10,740
 <u>Finance Used</u>						
Capital Reserve / Revenue/R&R reserve	184	0	184	23	0	207
Capital Receipts used from asset sales	185	185	185	185	70	625
Capital receipts from prior years	0	0	0	0	0	0
Total Financing available from internal resources	369	185	369	208	70	832
Remaining Financing Requirement	16,287	15,395	16,567	17,102	0	49,064

Government Grant Reserves

Appendix F

Cost Centre Code	Description	Holding Account Code	Balance b/f 1 April 2019 £ 000's	Income & Transfers £ 000's	Expenditure & Transfers £ 000's	Balance c/f 31 March 2020 £ 000's	Income & Transfers £ 000's	Expenditure & Transfers £ 000's	Balance c/f 31 March 2021 £ 000's
20110	DCE-Revenues Division	Q1028	(524)	0	60	(464)	0	60	(404)
20124	EU Exit Funding Reserve	Q1039	(17)	(35)	0	(52)	0	0	(52)
20298	High Street Clean-up	Q1041	(16)	0	0	(16)	0	0	(16)
20216	FLAG	Q1011	(16)	0	0	(16)	0	0	(16)
20310	Local Authority Parks Improvement	Q1043	(15)	0	15	0	0	0	0
20262	Street Games	Q1032	(21)	0	21	0	0	0	0
20263	Sports for All	Q1030	(28)	0	28	0	0	0	0
20314	Countryside Stewardship	Q1007	(72)	0	10	(62)	0	26	(36)
Total			(710)	(35)	135	(610)	0	86	(524)

Revenue Budget Forward Plan

Appendix G

Ref	Revenue Budget Forward Plan	2019-20 Revised Budget £000's	2020-21 Budget £000's	2021-22 Projection £000's	2022-23 Projection £000's	2023-24 Projection £000's
1	Net Service Expenditure	14,888	11,901	12,239	12,584	12,936
2	Funding Commitments:-			0	120	0
3	Election Costs (bi-annually)			211	211	211
4	Potential loss of Homelessness Reduction Act grant					
5	Savings/Additional Income Identified					
6	Previous PIER savings					
7	Theatre - reduced contributions			(100)	(200)	(200)
8	Revenues and Benefits			(40)	(40)	(40)
9	Community Partnership Fund			(156)	(156)	(156)
10	PIER saving Gross Adj (shown net in Apx K)			(245)	(245)	(245)
11	Income - Commercial Property			(210)	(240)	(389)
12	Income - re Schemes in Capital Programme			(513)	(1,627)	(1,627)
13	Fees and Charges			(60)	(120)	(180)
14	Other:					
15	Contingency Provision	0	300	300	300	300
16	Interest (net of Fees) & other Adjustments	1,307	1,568	2,026	2,323	2,343
17	Minimum Revenue Provision (excl. Inc Gen Adj)	1,176	1,624	1,884	2,425	2,435
18	Contribution to Reserves	779	733	733	733	733
19	Net Use of Earmarked Reserves	(2,705)	(1,860)	(1,860)	(1,860)	(1,860)
20	Net Council Expenditure	15,445	14,267	14,209	14,208	14,261
21	Taxbase	25,865	26,197	26,459	26,724	26,991
22	Council Tax	265.50	270.78	276.17	281.66	287.27
23	Funding					
24	From Collection Fund - Council Tax	(6,867)	(7,094)	(7,307)	(7,527)	(7,754)
25	From Collection Fund - Business Rates	(3,514)	(2,767)	(2,795)	(2,823)	(2,851)
26	Revenue Support Grant	0	(1,004)	(1,004)	(1,004)	(1,004)
27	New Homes Bonus	(556)	(199)	(168)	(26)	0
28	Council Tax Support Admin Grant	(165)	(156)	(144)	(133)	(123)
29	Housing Benefit Admin Grant	(389)	(362)	(335)	(310)	(286)
30	NNDR (Surplus) / Deficit	(28)	188	0	0	0
31	NNDR Pooling	(129)	(9)	(9)	(9)	(9)
32	Business Rates Section 31 Grant	(1,537)	(1,564)	(1,595)	(1,627)	(1,660)
33	Council Tax Surplus	(145)	(50)	0	0	0
34	Contribution To General Fund	(13,330)	(13,018)	(13,358)	(13,460)	(13,688)
35	Funding Shortfall / (Surplus)	2,116	1,248	851	749	573
36	Use of General Reserve	(65)	(1,248)	0	0	0
37	Use of Transition Reserve	(1,200)	0	0	0	0
38	Use of Resilience and Stability Reserve	(200)	0	0	0	0
39	Use of Community Safety Reserve	(250)	0	0	0	0
40	Use of Economic Development Reserve	(401)	0	0	0	0
41	Net Funding Shortfall / (Surplus)	0	0	851	749	573

	2019 / 20			2020 / 21			
	Balance at 1 April 2019 £'000	Income & Transfers £'000	Expenditure & Transfers £'000	Balance at 31 Mar 2020 £'000	Income & Transfers £'000	Expenditure & Transfers £'000	Balance at 31 Mar 2021 £'000
General Reserve	(7,714)	(422)	648	(7,488)	0	1,248	(6,240)
Capital Reserve	(150)	0	100	(50)	0	0	(50)
<u>Earmarked Reserves</u>							
Renewal and Repairs Reserve	(1,600)	(508)	907	(1,201)	(508)	912	(797)
Risk Management Reserve	(330)	0	4	(326)	0	15	(311)
Information Technology Reserve	(153)	(214)	243	(124)	(214)	214	(124)
On-Street Car Parking Surplus Reserve	(40)	0	0	(40)	0	40	0
Section 106 Revenue Reserve	(496)	(57)	20	(533)	0	20	(513)
VAT Reserve	(252)	0	252	0	0	0	0
Government Grant Reserve	(710)	(35)	135	(610)	0	86	(524)
Monuments in Perpetuity	(47)	0	1	(47)	0	1	(46)
Ore Valley Reserve	(250)	0	0	(250)	0	0	(250)
Resilience and Stability Reserve	(600)	0	200	(400)	0	0	(400)
Transition Reserve	(1,200)	0	1,200	0	0	0	0
Redundancy Reserve	(606)	(500)	606	(500)	0	225	(275)
Community Safety Reserve	(250)	0	250	0	0	0	0
Economic Development Reserve	(401)	0	401	0	0	0	0
Safer Hastings Partnership	(81)	0	0	(81)	0	0	(81)
Disabled Facilities Grant	(1,493)	(1,813)	1,200	(2,106)	(1,813)	1,813	(2,106)
First World War Project	(11)	0	11	0	0	0	0
Invest to Save and Efficiency Reserve	(269)	(83)	159	(193)	0	159	(34)
Clinical Commissioning Group	(349)	0	0	(349)	0	0	(349)
Carry-forward Reserve	(686)	0	608	(78)	0	78	0
Selective Licensing Reserve	(574)	0	119	(455)	0	51	(404)
Revenue Hardship Fund	(80)	0	0	(80)	0	0	(80)
Syrian Refugee Resettlement Programme	(21)	0	0	(21)	(11)	0	(32)
Housing Licensing Reserve	(39)	0	0	(39)	0	0	(39)
Community Housing Fund	(74)	0	3	(71)	0	0	(71)
	(18,476)	(3,632)	7,066	(15,041)	(2,546)	4,861	(12,726)

EXPENDITURE FUNDED BY USE OF RESERVES

(expenditure & transfers) / Income & transfers

General Reserve

	Cost Centre / Account	2019-20 Original £	2019-20 Revised £	2020-21 Estimate £
General reserve Saving to/(Use of)	Q1012	0	(64,557)	(1,248,276)
Total		0	(64,557)	(1,248,276)

Transfers between Reserves

VAT Reserve to General Reserve	0	(252,000)	0
Carry Forward Reserve	0	(158,751)	0
First World War Project Reserve		(11,000)	0
Increase Redundancy Reserve from General Reserve	0	0	0
	0	(421,751)	0

Carry Forward Reserve

Carried forward	Q1004	0	(449,509)	(77,740)
		0	(449,509)	(77,740)

Capital Reserve

2016 - 950th Anniversary (£330k in total over 3 years)	Q1017	0	0	0
Various Capital Expenditure to be Financed		(100,000)	(100,000)	0
CPO - Empty Homes Strategy -capital		(100,000)	(100,000)	0

Disabled Facilities Grant

Disabled Facilities Grant - Salaries	Q1008	(60,000)	(60,000)	(60,000)
Disabled Facilities Grant - Capital		(1,440,000)	(1,140,000)	(1,752,584)
		(1,500,000)	(1,200,000)	(1,812,584)

VAT reserve

Q1035	0	0	0
	0	0	0

Economic Development Reserve

General Fund	Q1009	(401,000)	(401,000)	0
		(401,000)	(401,000)	0

Community Safety Reserve

General Fund	Q1006	(250,000)	(250,000)	0
		(250,000)	(250,000)	0

Renewal & Repairs Reserve

(per programme of works - Appendix J)	Q1026	(774,100)	(906,580)	(812,000)
Capital		0	0	0
Vehicles		0	0	0
Contingency		(100,000)	0	(100,000)
		(874,100)	(906,580)	(912,000)

Transition Reserve

Transfer to General Fund	Q1034	(1,095,553)	(1,200,000)	0
		(1,095,553)	(1,200,000)	0

Resilience and Stability Reserve

Q1031	0	(200,000)	0
		(200,000)	0

Information Technology Reserve

(per programme of works - Appendix I)	Q1013	(239,000)	(243,000)	(214,000)
		(239,000)	(243,000)	(214,000)

Invest to Save & Efficiency Reserve

Transfer to General Fund	Q1015	(250,000)	(159,000)	(159,000)
Transfer to Capital Reserve		0	0	0
		(250,000)	(159,000)	(159,000)

Redundancy Reserve

Transfer to General Fund	Q1024	(225,000)	(606,000)	(225,000)
		(225,000)	(606,000)	(225,000)

	Cost Centre	2019-20 Original £	2019-20 Revised £	2020-21 Estimate £
Earmarked Reserves				
Government Grant Reserve	Various			
capital		(94,000)	(134,556)	(86,000)
(further details - Appendix F)		(94,000)	(134,556)	(86,000)
Monuments in Perpetuity	Q1023			
capital				
Revenue	20303	(5,000)	(500)	(500)
		(5,000)	(500)	(500)
S106 Reserve				
Capital	Q2451	0	0	0
Revenue	Q1029	(17,000)	(20,000)	(20,000)
		(17,000)	(20,000)	(20,000)
On-Street Car Parking Surplus Reserve	Q1003			
Havelock Road Crossing	20292	0	0	(40,000)
		0	0	(40,000)
Risk Management Reserve	Q1014			
Risk Management Schemes	20135	(15,000)	(4,000)	(15,000)
		(15,000)	(4,000)	(15,000)
Ore Valley	#REF!	0	0	0
		0	0	0
Safer Hastings partnership		0	0	0
		0	0	0
Clinical Commissioning Group	Q1020			
Housing NHS CCG		0	0	0
Lets Get Moving		0	0	0
		0	0	0
Selective Licensing	Q1042			
Selective Licensing surplus / deficit	20195	0	(119,200)	(50,600)
		0	(119,200)	(50,600)
First World War Reserve	Q1010	0	0	0
		0	0	0
Housing Licensing Reserve	Q1036			
Housing Licensing Reserve		0	0	0
		0	0	0
Syrian Refugee Resettlement Programme	Q1033	0	0	0
		0	0	0
Community Housing Fund	Q1037			
Housing Administration		0	(2,830)	0
		0	(2,830)	0
Total use of earmarked and capital reserves *	A	(5,065,653)	(5,996,174)	(3,612,424)
Revenue use of earmarked reserves		(1,779,100)	(2,705,174)	(1,859,840)
Transfers between Reserves		0	421,751	0
Capital use of earmarked reserves		(1,540,000)	(1,240,000)	(1,752,584)
Transition Reserve and Com / Econ Reserve		(1,746,553)	(2,051,000)	0
Total Expenditure & Transfers (Excl General Reserve Use)	B	(5,065,653)	(5,574,423)	(3,612,424)

INFORMATION TECHNOLOGY RESERVE

Appendix I

	2019-20 Original £'000	2019-20 Revised £'000	2020-21 ESTIMATE £'000	2021-22 ESTIMATE £'000	2022-23 ESTIMATE £'000
OPENING BALANCE :					
BALANCE B/FWD. AT 1 APRIL	(55)	(186)	(157)	(157)	(157)
EXPENDITURE :					
GOVCONNECT	9	0	9	9	9
MICROSOFT LICENSING FOR TEST ENVIRONMENT	0	0	0	0	0
RESILIENCE IMPROVMENTS	10	0	0	0	0
ANTI VIRUS	25	9	0	0	0
KACE SYSTEMS MANAGEMENT SERVER	0	5	0	0	0
SERVICE REVIEW EFFICIENCY PROJECTS	80	0	80	90	90
PC HARDWARE AND SOFTWARE	115	115	115	115	115
MICROSOFT 365	0	40	0	0	0
TELEPHONE SYSTEM UPGRADE	0	44	0	0	0
PLANNING SYSTEM UPGRADES	0	16	0	0	0
NEW ELECTORAL REGISTRATION SYSTEM	0	14	0	0	0
SERVER OPERATING SYSTEMS UPGRADES	0	0	10	0	0
	239	243	214	214	214
INCOME :					
CONTRIBUTIONS TO RESERVE - FROM GENERAL FUND	(214)	(214)	(214)	(214)	(214)
ADDITONAL CONTRIBUTIONS TO RESERVE - FROM GENERAL FUND	0	0	0	0	0
CLOSING BALANCE :					
BALANCE IN-HAND C/FWD. AT 31 MARCH	(30)	(157)	(157)	(157)	(157)

RENEWAL AND REPAIRS RESERVE**APPENDIX J**

2018-19		2019-20 ORIGINAL BUDGET £	2019-20 REVISED BUDGET £	2020-21 ESTIMATED BUDGET £
Actual £				
	<u>OPENING BALANCE:</u>			
1,627,865	BALANCE BROUGHT FORWARD		1,329,395	1,599,714
				1,201,134
<u>INCOME:</u>				
508,000	CONTRIBUTIONS TO RESERVE - GENERAL		508,000	508,000
508,000			508,000	508,000
				508,000
<u>EXPENDITURE:</u>				
536,151	PROGRAMMED REPAIRS AND REDECORATIONS		265,500	199,490
	OTHER REPAIRS & RENEWALS		508,600	707,090
536,151	SUB TOTAL		774,100	906,580
				812,000
0	CAPITAL EXPENDITURE FUNDED FROM RESERVES		0	0
0	VEHICLES		0	0
0	PROVISION FOR UNEXPECTED ITEMS		100,000	0
536,151				100,000
				912,000
<u>CLOSING BALANCE:</u>				
1,599,714	BALANCE CARRIED FORWARD		963,295	1,201,134
				797,134

PROGRAMMED REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE

Appendix J (con't)

Cost Centre	Reference	PROPERTY	DESCRIPTION OF WORK	2019-2020 Original Budget Plus C/F £	2019-2020 REVISED BUDGET £	2020-2021 ESTIMATE £	2021-2022 ESTIMATE £	2022-2023 ESTIMATE £
20116	PR001	TOWN HALL	Isolated internal / external redecs & repairs. MEWP high level stonework H&S inspection	20,000	10,000	20,000	30,000	30,000
20118	PR047 (OR216)	ALL BUILDINGS - ASBESTOS	Asbestos surveys and re-inspections	2,000	2,000	2,000	2,000	2,000
20118	PR048	ALL BUILDINGS - ASBESTOS	Works arising out of asbestos inspections	1,000	1,000	1,000	1,000	1,000
20118	PR049 (OR217)	ALL BUILDINGS - FIRE RISK	Fire risk assessments & works arising	6,000	6,000	6,000	6,000	6,000
20118	PR051 (OR238)	ALL BUILDINGS - AIR CONDITIONING	AC energy efficiency certification (every 3 years)	4,000	4,000	4,000	4,000	4,000
20118	PR52 (OR239)	ALL BUILDINGS - ENERGY CERTIFICATION	Annual Display Energy Certs for major bldgs	1,000	1,000	1,000	1,000	1,000
20118	PR54 (OR240)	ALL BUILDINGS - LEGIONELLA RISK	Automated checks & monitoring inc hygiene assess	30,000	30,000	25,000	20,000	25,000
20118	PR55 (OR225)	ALL BUILDINGS - ELECTRICAL TESTING	routine cyclical testing & works arising	6,000	6,000	6,000	6,000	6,000
20118	PR57 (OR241)	ALL BUILDINGS - SAFETY ANCHORS	Annual testing of access safety anchors	2,000	2,000	2,000	2,000	2,000
20118	PR58 (OR242)	ALL BUILDINGS - AUTOMATIC DOORS	Annual maintenance routine	500	500	500	500	500
20132	PR008	BANK BUILDINGS	External redecs to front elevation	0	0	0	8,000	0
20131	PR009	MICRO UNIT FACTORIES	External redecs	0	0	0	5,000	0
20131	PR037	FACTORY UNITS	External redecs/roof repairs to empty units	30,000	30,000	30,000	30,000	0
20132	PR041	OTHER BUILDINGS (ESTATES MISC.)	Essential upgrades/repairs.	10,000	10,000	10,000	10,000	0
20245	PR023	WEST HILL CLIFF RAILWAYS	Redecorations & repairs	5,000	5,000	5,000	5,000	0
20245	PR024	EAST HILL CLIFF RAILWAYS	Redecorations & repairs	5,000	5,000	5,000	5,000	0
20258	PR034	FALAISE FITNESS CENTRE	External redecorations.	0	0	0	25,000	0
20303	PR013	CREMATORIUM	Internal / External redecorations. Main GF offices	0	0	5,000	0	0
20303	PR014	CREMATORIUM - CREMATOR FT2	Reheathering & rebricking of cremator FT2	46,000	12,000	46,000	7,000	7,000

PROGRAMMED REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE

Appendix J (con't)

Cost Centre	Reference	PROPERTY	DESCRIPTION OF WORK	2019-2020 Original Budget Plus C/F £	2019-2020 REVISED BUDGET £	2020-2021 ESTIMATE £	2021-2022 ESTIMATE £	2022-2023 ESTIMATE £
20303	PR014	CREMATORIUM - CREMATOR FT3	Rebricking / rehearthng of cremator FT3	47,000	12,000	47,000	8,000	8,000
20303	PR52a	CEMETERY	Path health & safety repairs	15,000	15,000	16,000	8,000	8,000
20310	PR52	PARKS	Path health & safety repairs	10,000	10,000	10,000	10,000	10,000
20250	OR210	FRONT LINE	Concrete health & safety inspection & testing	12,000	12,000	6,000	6,000	6,000
20250	OR255	FRONT LINE	Concrete health & safety repair works	5,000	5,000	9,000	9,000	9,000
20250	PR025	FRONT LINE	Alcoves, seating, bottle alley - repairs/redecs	9,000	9,000	9,000	9,000	9,000
20252	PR029	FISHERMENS MUSEUM	External redecs/stonework pointing	0	0	0	2,000	0
20259	PR033	SUMMERFIELDS SPORTS CENTRE	External redecs	0	0	0	6,000	0
20310	PR026	SPORTS PAVILIONS	Int/ext redecs.	8,000	6,930	8,000	8,000	8,000
20310	PR044	ALEXANDRA PARK RAILINGS	Phased railing redecorations	5,000	5,060	5,000	5,000	5,000
20306	PR030	HASTINGS STATION - FISHING BOAT FEATURE	Survey repairs / redecs	0	0	2,000	0	0
20306	PR031	TOWN CENTRE UNDERPASS	Decoration	0	0	2,000	0	0
		Total of Programmed work		279,500	199,490	282,500	238,500	147,500

OTHER REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE

Appendix J (con't)

Cost Centre	Reference	PROPERTY	DESCRIPTION OF WORK	2019-2020 Original Budget Plus C/F £	2019-2020 REVISED BUDGET £	2020-2021 ESTIMATE £	2021-2022 ESTIMATE £	2022-23 ESTIMATE £
20131	OR304	THEAKLEN DRIVE ROOFS	Single ply over-roofing of existing worn out membrane	70,000	70,000	0	0	0
20245	OR247	EAST HILL LIFT LOWER STATION	Roof replacement	0	0	0	30,000	0
20249	OR250	WHITE ROCK THEATRE	General repair contributions	15,000	15,000	0	20,000	20,000
20249	OR251	WHITE ROCK THEATRE	Contribution to large plant / boiler replacement	0	0	51,000	0	0
20310	OR231	CLIFF REPAIR SURVEY	Biennial or Sextennial survey	0	0	8,000	0	15,000
20313	OR211	HASTINGS COUNTRY PARK - TACKLEWAY WALL	Health & safety repairs and repointing	0	0	0	0	1,000
20310	OR320	RECREATIONAL GROUNDS	Emergency lighting upgrade	11,000	10,830	0	0	0
20259	OR326	INDOOR BOWLS CENTRE	Equality Act works	50,000	20,000	20,000	10,000	0
20150	OR328	STREET LIGHTS	White Rock Promenade Improvements	14,500	14,500	0	0	0
20259	OR331	SUMMERFIELDS LEISURE CENTRE	Landlord obligation - progressive replacement of existing swimming pool filtration plant	3,000	3,000	0	0	0
20259	OR332	SUMMERFIELDS LEISURE CENTRE	Installation of UV water hygiene treatment, if req'd and justified by FL due to alterations to regulations.	0	0	0	5000	0
20251	OR334	JOHNS PLACE MUSEUM	Essential stoneworks repairs to interior of window openings	3,014	0	3,000	10,000	0
20132	OR336	3 PLACE FARM COTTAGES, FAIRLIGHT	Repointing external walls (Energy efficiency measures no longer needed.)	3,000	3,000	0	0	0
20310	OR339	CLIFFS	Cliff Repairs arising from engineer's inspections	74,690	260,000	100,000	50,000	50,000
20117	OR340	MURIEL MATTERS HOUSE REPLACEMENT RISING MAIN	Replacement of existing rising main in rear of building to avoid further flooding issues	20,000	20,000	10,000	0	0
20117	OR342	MURIEL MATTERS HOUSE - PASSENGER LIFTS	Heavy duty door closing mechanisms	0	0	0	5,000	0
20245	OR345	WEST HILL LIFT OLD MOTOR ROOM - STRUCTURAL REPAIRS	Provision of permanent support works to café floor and external area.	18,000	10,000	0	0	0
20245	OR347	WEST HILL LIFT - ATTENDANT'S & STORE AREAS	Works to patio waterproofing to prevent water ingress	18,000	0	0	18,000	0
20250	OR348	PROMENADE SURFACING	Further tarmac repairs to worst areas	29,806	29,800	30,000	50,000	50,000
20313	OR362	HCP PLACE FARM FARM YARD	Roadway resurfacing of farmyard	10,000	10,000	0	0	0
20310	OR364	BEXHILL REC WEST	Internal redecoration	0	0	10,000	0	0

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OTHER REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE

Appendix J (con't)

Cost Centre	Reference	PROPERTY	DESCRIPTION OF WORK	2019-2020 Original Budget Plus C/F £	2019-2020 REVISED BUDGET £	2020-2021 ESTIMATE £	2021-2022 ESTIMATE £	2022-23 ESTIMATE £
20117	OR365	MURIEL MATTERS HOUSE	Lightning Protection	50,000	50,000	0	0	0
20310	OR366	ST LEONARDS GARDENS	Possible remedial works to sewer / drain	5,940	5,940	0	0	0
20251	OR371	HASTINGS MUSEUM - LIGHTING	Provide LED lighting	0	0	0	40,000	0
20116	OR372	TOWN HALL LED LIGHTING	Provide new LED lighting	0	0	0	30,000	0
20245	OR374	WEST HILL LIFT - ENTRANCE ROOF	Replace railings with galv. steel railings	0	0	5,000	0	0
20132	OR376	ESTATES - EPC UPGRADES	Alex Pk Depot work shop, office	15,000	17,130	0	0	0
20250	OR378	FORESHORE - FORMER LIFEGUARD STORE	Concrete repairs to prom slab	20,000	25,000	0	0	0
20132	OR379	ESTATES - INDUSTRIAL ESTATE SIGNAGE	Renew road and welcome signs	5,000	5,000	0	0	0
20287	OR380	PRIORY STREET MSCP	Structural Survey / Concrete Testing	13,000	13,000	0	0	0
20303	OR381	CEMETERY	Clear Trees for burial spaces	20,000	10,000	0	0	0
20310	OR384	ALEXANDRA PARK	Harmers Knee rail H&S	2,000	1,820	0	0	0
20310	OR385	ALEXANDRA PARK	Information Shelter lower decoration	0	0	2,000	0	0
20313	OR386	HASTINGS COUNTRY PARK	Farm Yard - levels phase 2	7,000	0	0	0	0
20310	OR390	OLD ROAR GILL	Bridge 2 repairs , replace, dredge/de-silt	4,000	2,530	0	0	0
20310	OR391	OLD ROAR GILL	Re fence , edge by ROW	4,000	4,510	0	0	0
20310	OR392	ALEXANDRA PARK	Lower Stream Culvert Wall	0	0	4,000	0	0
20310	OR394	SUMMERFIELDS WOODS	Folly Protection	3,600	3,600	0	0	0
20310	OR395	WHITE ROCK GARDENS	Demolition of old toilet block	0	0	0	9,000	0
20132	OR399	PELHAM ARCADE	Replace lead guttering with zinc	25,000	25,000	0	0	0
20132	OR400	OLD TOWN HALL	Replace lead guttering with zinc	30,000	30,000	0	0	0
20132	OR401	OLD TOWN HALL	Heating upgrade to improve EPC rating	10,000	10,000	0	0	0

OTHER REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE

Appendix J (con't)

Cost Centre	Reference	PROPERTY	DESCRIPTION OF WORK	2019-2020 Original Budget Plus C/F £	2019-2020 REVISED BUDGET £	2020-2021 ESTIMATE £	2021-2022 ESTIMATE £	2022-23 ESTIMATE £
20131	OR403	CBCW MAIN ROOF	Over-roofing of profiled metal roof	0	0	0	0	150,000
20245	OR405	EAST HILL CLIFF RAILWAY - UPPER STATION	Pedestrian paths resurfacing - deterioration of existing patched up surface creating trip hazards	0	0	10,000	0	0
20250	OR406	WHITE ROCK PROMENADE	Removal of remaining vestigial cycle lane markings opposite Robertson Street.	1,000	1,000	0	0	0
20303	OR409	CEMETERY OFFICE	New wireless fire alarm system	7,000	6,430	0	0	0
20303	OR410	CEMETERY CHAPEL	Front window and stone reveal repairs	0	0	0	20,000	0
20313	OR411	HASTINGS COUNTRY PARK	Surface dressing to Coastguard Lane tarmac/asphalt path surfacing	0	0	25,000	0	0
20246	OR412	HASTINGS CASTLE	Curtain wall consolidation following emergency stabilisation works	25,000	0	25,000	0	0
20251	OR413	HASTINGS MUSEUM & ART GALLERY	Works to improve security following report	20,000	20,000	10,000	0	0
20245	OR415	WEST HILL CLIFF RAILWAY	Brick repairs following tunnel survey.	10,000	10,000	0	0	0
20259	OR416	SUMMERFIELDS LEISURE CENTRE	Re-tiling of edge of pool	70,000	0	100,000	0	0
20310	OR417	BEXHILL REC BRIDGE 6	Repair & redec to steel support (H&S)	0	0	2,000	0	0
20313	OR420	HCP LOWER ECCLESBOURNE GLEN	2 no. new boardwalk bridges (H&S)	0	0	3,000	0	0
20310	OR421	ST JOHNS PLAYGROUND	Stabilise playground retention wall	0	0	2,500	0	0
20310	OR422	TORFIELD MUGA	Survey of subsidence to MUGA corner	0	0	2,000	0	0
20310	OR423	SUMMERFIELDS WOODS	New bridge over heritage site Roman Bath (H&S)	0	0	4,000	0	0
20310	OR424	WEST MARINA GARDENS	Timber repairs & redecorate	0	0	0	2,000	0
20310	OR425	ALEX PARK SHORNDEN	Reservoir access point for Idverde	0	0	0	1,500	0
20313	OR426	HCP OLD VISITOR CENTRE	External & internal redecoration	0	0	0	4,000	0
20313	OR427	HCP HIGH WICKHAM	Replace knee rail with posts	0	0	0	2,500	0
20310	OR428	GLOUCESTER COTTAGE	Wall repairs ? (Contingency figure)	0	0	0	5,000	0
20310	OR429	GENSING GARDENS	Sandstone wall repairs	0	0	0	3,000	0

OTHER REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE

Appendix J (con't)

Cost Centre	Reference	PROPERTY	DESCRIPTION OF WORK	2019-2020 Original Budget Plus C/F £	2019-2020 REVISED BUDGET £	2020-2021 ESTIMATE £	2021-2022 ESTIMATE £	2022-23 ESTIMATE £
20310	OR430	ST CLEMENTS CHURCH	Wall repairs ? (Contingency figure)	0	0	0	5,000	0
20306	OR431	TOWN CENTRE STATION BOAT	Stone dressing	0	0	0	2,000	0
20310	OR432	WHITE ROCK GARDENS EAST	Make good to pillar remains	0	0	2,000	0	0
20310	OR434	WHITE ROCK GARDENS WEST	Repair or replace tennis court fence	0	0	0	4,000	0
20310	OR435	ALEXANDRA PARK	Resin bonded paths phased resurfacing	0	0	0	5,000	0
20313	OR436	HCP YARD	Clear historic waste	0	0	0	6,000	0
20287	OR437	CARLISLE PARADE UGCP	Replacement of lighting	0	0	10,000	0	0
20251	OR438	HASTINGS MUSEUM & ART GALLERY	Lightning protection upgrade	0	0	5,000	0	0
20250	OR439	BOTTLE ALLEY	Cleaning of glass mosaic	0	0	10,000	0	0
20117	OR440	MURIEL MATTERS HOUSE	Heating pipe insulation	0	0	0	15,000	0
20250	OR441	WEST OF HAVEN	Installation of biodigesters inc. elec power	0	0	0	40,000	0
20313	OR442	HCP PATHS EAST COASTGUARD LANE	Reapply 'Fibredec' last laid in 2015	0	0	25,000	0	0
20116	OR443	TOWN HALL PASSENGER LIFT	Upgrade lift door operating gear	0	0		10,000	0
20117	OR444	MURIEL MATTERS HOUSE	Repairs to rear car park waterproofing	0	0	20,000	0	0
20250	OR445	WEST OF HAVEN	Resurface MP path to worn areas of mesh	0	0	6,000	0	0
20250	OR446	CINQUE PORTS WAY	Resurface highway tarmac (non ESCC)	0	0	15,000	0	0
20250	OR447	MILLSTONE FOUNTAIN	Replace inlet grille & improve internals	0	0	0	2,000	0
20250	OR448	BOTTLE ALLEY UPPER	Railing replacement - heritage railings poor	0	0	0	25,000	0
20245	OR449	EAST HILL LIFT PC	Interior refit due to dampness	0	0	10,000	0	0
		Total of Other Work		687,550	707,090	529,500	337,000	286,000

PIER Outcomes

	Cost Centre	Appendix K			
		Revised 2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000
PIER Savings identified in 2019/20 for 2020/21 (not included elsewhere)					
1 Street Cleaning	20295	0	12	12	12
2 Parks and Open Spaces	20310	0	7	7	7
3 Business Support	20111	0	5	5	5
4 Community Contact Centre - Staff Savings	20113	0	23	23	23
5 Revenues and Benefits - Staff Savings	Various	0	150	150	190
6 Community Cohesion - reduce compliance officer post	20215	0	15	15	15
7 Theatre - Reduced Contribution	20249	0	100	200	200
8 Community Partnership Fund - Cease from 2021/22	20219	0	8	156	156
9 ICT Manager post	Various	44	44	44	44
Total Prior year identified savings for 2020-21 onwards		44	364	612	652
PIER Savings identified for 2020/21 Budget Process					
10 Insurance contract retender	Various	150	150	150	150
11 Cemetery rate revaluation appeal	20303	86	37	37	37
12 Accountancy - Reduced hours of a number of posts	20109	0	30	30	30
13 ICT - Delete ICT support officer currently vacant	20121	0	20	20	20
14 Continuous Improvement & Democratic Services - Delete Policy & Performance Co-ordinator post	20102	0	30	30	30
15 HR/Business Support team - Restructure team	20111	0	10	10	10
16 Pensions Contributions - Implement salary sacrifice scheme	20135	0	17	17	17
17 Legal Services - Delete vacant senior legal admin post and other savings	20106	0	10	10	10
18 CCTV - Cease activity	20290	0	150	150	150
19 Hate Crime - Budget given to Hastings Voluntary Action ceased	20299	0	20	20	20
20 Waste and Street Cleansing - Reduction in agency staff costs	Various	0	30	30	30
21 Bowling greens - Reduce subsidy given by undertaking maintenance etc.	20310	0	20	20	20
22 Economic Development - Delete Economic Development Officer post	20208	0	31	31	31
23 Regeneration and Culture - Delete Community Cohesion Officer post	20215	0	20	20	20
24 Community Partnership Fund - Project Support and compliance officer post to be transferred to Foresore Trust		0	15	15	15
25 Resorts Services - Resort Facilities Officer - Reduce hours and responsibility	20176	0	9	9	9
26 Regeneration and Culture - Cultural Regeneration Officer reduction in hours	20212	0	27	27	27
27 Leisure Services - Seasonal Sports worker post deleted	20257	0	10	10	10
28 Leisure Services - Delete 2 x play worker posts	20265	0	7	7	7
29 Tourism Marketing - Reduce hours of TIC – reduce call on casual staff	20225	0	11	11	11
30 Museum Services - reduced hours.	20251	0	14	14	14
31 Development Control Restructure	20182	0	104	104	104
32 Housing Options - Delete Housing Solutions Officer	20172	0	7	7	7
33 Housing Options - Fund expenditure by FHSG	20172	0	32	32	32
34 Housing Options - Delete Administration Officer post	20172	0	9	9	9
35 Community Contact Centre - Delete CCC Team Leader post	20113	0	30	30	30
36 LLPG & Land Charges - Delete the LLPG & Land Charges Manager post	20173	0	52	52	52
37 Licensing - Delete Licensing Manager post	20281	0	34	34	34
38 Parks and Open Spaces - Delete Natural Environment Manager post	20171	0	30	30	30
39 Communications - Restructure communications team and refocus work	20324	0	30	30	30
40 Senior Management restructure	20135	0	260	260	260
41 Reduce support to In 2 Play	20267	0	10	20	32
42 Create admin hub	Various	0	0	30	30
43 Selective / Housing Licencing Restructure	20195/20196	0	95	95	95
44 Regeneration - Senior manager cost part funded by grant funding for 1 year	20208	0	25	0	0
45 Active Hastings - Core funding reduced	20264	0	24	24	24
46 Stade Saturdays - Core funding reduced	20212	0	10	10	10
PIER Savings identified for 2020/21 Budget Process	Sub-total	236	1,420	1,435	1,447
47 Land sales - Income generated by proceeds from land sales being invested.	Various	0	75	150	150
48 Commercial Property/Economic Development income generated from further £10m investment	20132	6	100	200	200
PIER Additional Income Identified 2020/21 Budget Process	Sub-total	6	175	350	350
(excluding fees and charges)	Total PIER Savings	286	1,959	2,397	2,449
Growth Items					
49 Renewable Energy Commitment additional FTE	20321	0	(50)	(50)	(50)
50 Housing temporary accommodation costs	20182	(386)	(386)	(386)	(386)
51 Development - Bohemia feasibility and land studies	20209	0	(65)	0	0
52 Cliffs works	20310	0	(100)	(100)	(100)
53 Reservoir works	42346	0	(68)	(68)	(68)
54 Council Tax Reduction Scheme	Various	0	(35)	(35)	(35)
55 Land Charges - reduced Income	20181	(82)	(82)	(82)	(82)
56 Cliff railway lost income from downtime and repair costs.	20245	(100)	0	0	0
Total Growth	Sub-total	(568)	(786)	(721)	(721)
Net Overall Savings	Total	(282)	1,173	1,676	1,728

Activity/Budget Cost Code	Proposal	Staffing/ Other Savings/ Income (£)			HBC Staff impact (net loss)	Draft Equalities Impact Assessment
		2020/21	2021/22	2022/23		
PIER Savings identified in 2019/20 for 2020/21						Assessment of likelihood of disproportionate imapct on equalities/protected characteristics: Low / Medium / High
1 Street cleansing service	• Reduction in assumptions about fuel costs • Re-charging accurate costs to FT for beach cleaning • Cost of year 1 process mapping and systems support met from prioritising existing resources	£12,000	£12,000	£12,000	N/A	Low
2 Parks and Open Spaces - Grounds maintenance	Reduce grounds maintenance costs by: prioritising key areas: Alexandra Park, St Leonards Gardens (green flags) and lower part of Warrior Square and Seafront.	£7,000	£7,000	£7,000	N/A	Low
3 Business Support	Reduction to training budget due to increased usage of e-learning suite of training packages	£5,000	£5,000	£5,000	N/A	Low
4 Community Contact Centre	1 Customer Support Officer	£23,000	£23,000	£23,000	1 FTE	Low - adequate staffing levels remain and will be prioritised to support most vulnerable residents.
5 Revenues and Benefits - Staff Savings	Staff reductions in line with transition to Universal Credit and implementation of new technology enabling self-service for more customers	£150,000	£150,000	£190,000	3 FTE	Low - adequate staffing levels remain and will be prioritised to support most vulnerable residents.
6 Community Cohesion	Reduce Compliance Officer post – in line with changes to CPF funding	£15,000	£15,000	£15,000	0.5 FTE	Low
7 White Rock Theatre - Reduced Contribution	Reduced contribution following Cabinet decision to negotiate terms for the extension of the current contract with HQ Theatres & Hospitality for a period of 5 years	£100,000	£200,000	£200,000	N/A	Low
8 Community Partnership Fund	Cease from 2021/22	£8,000	£156,000	£156,000	N/A	High - The Council is exploring options for alternative funding sources together with other key partners.
9 ICT Manager	Manager vacant position.	£44,000	£44,000	£44,000	1 FTE	Low
Sub Total	PIER Savings identified in 2019/20	£364,000	£612,000	£652,000	5.50	
PIER Savings identified for 2020/21 Budget Process						
10 Insurance contract retender	Savings resulting from retendering insurance contract.	£150,000	£150,000	£150,000	N/A	Low
11 Cemetery rate revaluation appeal	Appeal of ratings valuation	£37,000	£37,000	£37,000	N/A	Low
12 Accountancy	Reduced hours of a number of posts.	£30,000	£30,000	£30,000	Reduced by 0.6 FTE	Low
13 ICT	Delete ICT support officer (1FTE). Currently vacant.	£20,000	£20,000	£20,000	1 FTE	Low
14 Continuous Improvement and Democratic Services	Delete 1 x Policy and Performance Co-ordinator post (0.8FTE)	£30,000	£30,000	£30,000	0.8 FTE	Low

Activity/Budget Cost Code	Proposal	Staffing/ Other Savings/ Income (£)			HBC Staff impact (net loss)	Draft Equalities Impact Assessment
		2020/21	2021/22	2022/23		
15 HR/Business Support team	Delete vacant Senior HR officer (0.6FTE) Create new grade 10 trainee HR officer (1FTE) to assist remaining seniors Create Little Gate Farm apprentice (0.4 FTE) (already in place)	£10,000	£10,000	£10,000	Net 0.8FTE gain (lower graded posts)	Low
16 Pensions Contributions	Undertake work to implement AVC salary sacrifice scheme to save on NI payments at no disadvantage to HBC or employee	£17,000	£17,000	£17,000	N/A	Low
17 Legal Services	Delete vacant senior legal administration post and replace with 0.8FTE administration officer post. Also licenses, supplies and services reductions	£10,000	£10,000	£10,000	0.2 FTE	Low
18 CCTV	Pause service: Cease activity and mothball equipment until adequate funding for monitoring is found from Police and/or ESCC or other sources. Savings will arise from: <ul style="list-style-type: none">• Deleting 4 posts• Cease monitoring CCTV cameras owned by HBC• Cease maintenance payments to Sussex Police• Cease payments to contractors for maintenance of car park and buildings cameras and data transmission associated with this infrastructure.• Stop operating:<ul style="list-style-type: none">◦ town centre pedestrianised area rising bollards on behalf of ESCC◦ access arrangements to the Stade - move to fully automated user fob system◦ as the 'control' for the shopwatch and barwatch radio networks• Introduce alternative emergency call handling arrangements for the Priory Street car park lift. Some savings will be re-directed to: <ul style="list-style-type: none">• Extend externalized out of hours cover to times covered by CCTV team• Different lone worker monitoring arrangements for services that use the CCTV control room staff	£150,000	£150,000	£150,000	4 FTE	Medium/High – The council acknowledges that this service is valued by the community, but it is not a statutory function and the council's financial position means we are unable to continue to provide this service until other funding is made available.
19 Hate Crime	Funding to Hastings Voluntary Action ceased	£20,000	£20,000	£20,000	N/A	High – The council acknowledges that this will have a disproportionate impact, however our financial position means we are unable to continue our support in this way.

Activity/Budget Cost Code	Proposal	Staffing/ Other Savings/ Income (£)			HBC Staff impact (net loss)	Draft Equalities Impact Assessment
		2020/21	2021/22	2022/23		
20 Waste and Street Cleansing	Reduction in agency staff costs by moving to new weekend shift patterns. Other supplies and services	£30,000	£30,000	£30,000	N/A	Low
21 Bowling greens	Reduce subsidy given by undertaking maintenance etc.	£20,000	£20,000	£20,000	N/A	Medium – The council acknowledges that this will have a disproportionate impact to these service users, however our financial position means we are unable to continue our support in this way.
22 Economic Development	Delete Economic Development Officer	£31,000	£31,000	£31,000	0.72FTE	Low
23 Regeneration and Culture	Delete Community Cohesion Officer	£20,000	£20,000	£20,000	1 FTE	Medium - A key function of this post is to support the Youth Council, however the council is retaining some funds and will seek alternative support to the YC
24 Community Partnership Fund	Duties of 0.5FTE* Project Support and compliance officer post to be transferred to Foreshore Trust to administer the FT grants programme from 2020/21	£15,000	£15,000	£15,000	N/A	Low
25 Resorts Services	Change role of Resort Facilities officer - Reduce hours and responsibility 0.45 FTE	£9,000	£9,000	£9,000	0.55 FTE	Low
26 Regeneration and Culture	Change role of Cultural Regeneration Officer to focus on specific duties - Reduce hours by 0.5FTE and responsibility	£27,000	£27,000	£27,000	0.5 FTE	Low
27 Sports Development	Seasonal Sports worker – delete when bowls consolidated	£10,000	£10,000	£10,000	0.7 FTE	Medium – The council acknowledges that this will have a disproportionate impact to these service users, however our financial position means we are unable to continue our support in this way.
28 Leisure Services	Delete 2x casual play worker posts (already achieved).	£7,000	£7,000	£7,000	0.32 FTE	Medium/High - this will directly impact on children and families, however our future play activity will be targeted closely at deprived communities where our very limited resources may be applied
29 Tourism Marketing	Reduce hours of TIC – reduce call on casual staff	£11,000	£11,000	£11,000	N/A	Low
30 Museum Services	Museum – reduced hours.	£14,000	£14,000	£14,000	N/A	Low

Activity/Budget Cost Code	Proposal	Staffing/ Other Savings/ Income (£)			HBC Staff impact (net loss)	Draft Equalities Impact Assessment
		2020/21	2021/22	2022/23		
31 Development Control Restructure	<p>Restructure of Development Control Team completed resulting in some posts being deleted and some new posts being created. Net loss of 3.72 FTE but no further redundancies as posts are vacant.</p> <p>Reduce vacant administration posts within Development Control</p> <ul style="list-style-type: none"> • Administrative officers (-1.49 FTE) • Administrative apprentice (-1 FTE) <p>Loss of</p> <ul style="list-style-type: none"> • Enforcement Manager (-1 FTE) • Principal Planners (-1.81 FTE) • Planning Officer (-0.42 FTE) • Affordable Housing Officer (-0.5 FTE) <p>Creation of new post</p> <ul style="list-style-type: none"> • Senior Planning Officer (+1 FTE) • Assistant Planning Officer (+1 FTE) • Planning Obligations Officer (+0.5 FTE) 	£104,000	£104,000	£104,000	Net loss of 3.72 FTE	Low
32 Housing Options	Delete Housing Solutions Officer	£7,000	£7,000	£7,000	0.5FTE	Low - adequate staffing levels remain to meet our statutory duties and support vulnerable residents
33 Housing Options	Fund from FHSG not core - Housing Options Officer	£32,000	£32,000	£32,000	N/A	Low
34 Housing Options	Delete Administration Officer	£9,000	£9,000	£9,000	0.5 FTE	Low
35 Community Contact Centre	<p>Following further channel shift and increased on-line services</p> <p>Delete 1 x CCC Team Leader post</p>	£30,000	£30,000	£30,000	1 FTE	Low - adequate staffing levels remain and will be prioritised to support most vulnerable residents.
36 LLPG & Land Charges	Delete the LLPG & Land Charges Manager	£52,000	£52,000	£52,000	1 FTE	Low
37 Licensing	Delete Licensing Manager post	£34,000	£34,000	£34,000	0.6 FTE	Low
38 Parks and Open Spaces	Delete: Natural Environment Manager	£30,000	£30,000	£30,000	1 FTE	Low
39 Communications	<p>Restructure communications team</p> <p>Delete:</p> <ul style="list-style-type: none"> • Communications Manager 1FTE (£48k saving) • Vacant 0.8FTE Graphic Designer post (£25k saving) <p>Create 1.5 FTE grade 8 officers. Retain some budget to purchase external support only if essential.</p>	£30,000	£30,000	£30,000	0.3 FTE Net loss Loss 1.8 FTE + 1.5FTE lower graded posts	Low
40 Senior Management restructure	<p>Delete 1 x Director</p> <p>Delete 1 x Assistant Director</p> <p>Delete 2 x Pas from senior PAs pool</p>	£260,000	£260,000	£260,000	4 FTE	Low

Activity/Budget Cost Code	Proposal	Staffing/ Other Savings/ Income (£)			HBC Staff impact (net loss)	Draft Equalities Impact Assessment
		2020/21	2021/22	2022/23		
41 In 2 Play	Taper support to In 2 Play over a number of years.	£10,000	£20,000	£32,000	N/A	High – The council acknowledges that this will have a disproportionate impact to these service users, however our financial position means we are unable to continue our support in this way.
42 Create admin hub	Project underway to identify new a service support model to provide appropriate levels of admin, technical and project support across HBC as the council continues to reduce in overall size.	£0	£30,000	£30,000	N/A	Low
43 Selective / Housing Licencing Restructure	Delete a Technical Assistant and Admin Assistant post (presently funded from licensing income) Use licensing income to fund core EHO (existing post). Deletion of Licensing Team Leader (presently funded from fee income). Saving to licensing income will be used to fund core service team leader.	£95,000	£95,000	£95,000	3 FTE	Low
44 Regeneration	Senior manager – core cost part funded by grant funding for one year	£25,000	£0	£0	N/A	Low
45 Active Hastings	Core funding reduced by £24k	£24,000	£24,000	£24,000	N/A	Low - the model applied means the team will continue to seek external funding to support activities and will continue to target the most vulnerable groups/communities
46 Stade Saturdays	Reduce core budget to £5k	£10,000	£10,000	£10,000	N/A	Low
Sub Total	PIER Savings identified in 2020/21	£1,420,000	£1,435,000	£1,447,000	25.21	

PIER Income identified for 2020/21 Budget Process

47 Commercial Property/economic development	Indicative income from investing a further £10m in economic development schemes commercial property	£100,000	£200,000	£200,000	N/A	Low
48 Land sales	Indicative capital receipts from sale e.g. Harrow Lane, Mayfield E and Bexhill Road South and investment of proceeds to generate interest or finance capital expenditure.	£75,000	£150,000	£150,000	N/A	Low
Sub Total	PIER Savings identified in 2020/21	£175,000	£350,000	£350,000	0.00	

Activity/Budget Cost Code	Proposal	Growth (£)			HBC Staff impact (net loss)	Equalities Impact Assessment
		2020/21	2021/22	2022/23		
Growth						
49 Climate change	Establish a budget to demonstrate what resources will be applied to meeting Renewable Energy Commitment	-£50,000	-£50,000	-£50,000	N/A	Low
50 Housing	Temporary accommodation costs including borrowing.	-£386,000	-£386,000	-£386,000	N/A	Low

Activity/Budget Cost Code	Proposal	Staffing/ Other Savings/ Income (£)			HBC Staff impact (net loss)	Draft Equalities Impact Assessment
		2020/21	2021/22	2022/23		
51 Development	Bohemia feasibility and land studies £65k growth for site surveys (£19k left from this year plus ACE funding)	-£65,000	£0	£0	N/A	Low
52 Cliffs works	Ongoing cliff maintenance revenue costs	-£100,000	-£100,000	-£100,000	N/A	Low
53 Reservoir works	Cost of borrowing £1m over 20-40 years	-£68,000	-£68,000	-£68,000	N/A	Low
54 Council Tax Reduction Scheme	Council Tax Reduction Scheme 100% our share	-£35,000	-£35,000	-£35,000	N/A	Low
55 Land charges - reduced income	Reduction in income	-£82,000	-£82,000	-£82,000	N/A	Low
Sub Total	Growth	-£786,000	-£721,000	-£721,000	0.00	

SUMMARY	Staffing/ Other Savings/ Income (£)			HBC Staff impact (net loss)
	2020/21	2021/22	2022/23	
PIER Savings identified in 2019/20	£364,000	£612,000	£652,000	6.50
PIER Savings identified in 2020/2021	£1,420,000	£1,435,000	£1,447,000	25.21
PIER Income identified in 2020/2021	£175,000	£350,000	£350,000	0.00
Savings subtotal	£1,959,000	£2,397,000	£2,449,000	31.71
Growth	-£786,000	-£721,000	-£721,000	0.00
TOTAL	£1,173,000	£1,676,000	£1,728,000	31.71

Land and Property Disposal Programme

	Estimated Receipts £
<u>2019/20</u>	
Sale of Ex Council Houses	
Other	<hr/> 185,000
<u>2020/21</u>	
Harrow Lane	
Mayfield E	
Bexhill Road South	
West Marina (long leasehold - freehold on houses)	
Old Town Hall (subject to rental bids received)	
Land at Whitworth Road	
Sale of Ex Council Houses	
Other	<hr/> 5,185,000
<u>2021/22</u>	
Sale of Ex Council Houses	
Other	<hr/> 185,000
<u>2022/23</u>	
Sale of Ex Council Houses	
Other	<hr/> 185,000
<u>2023/24</u>	
Sale of Ex Council Houses	
Other	<hr/> 185,000

CORPORATE SERVICES AND GOVERNANCE

Appendix O

Reference NO.	2018-19 ACTUAL	SERVICE	2019-20		2020-21 ESTIMATED OUTTURN
			ORIGINAL BUDGET	REVISED BUDGET	
	£	SUMMARY OF REVENUE ESTIMATES	£	£	£
CR1	171,559	20101 (1023) - Director of Corporate Services and Governance	179,380	177,010	179,710
CR2	324,891	20102 (1024) - Corp. Policy, Partnerships and Performance	349,060	314,650	271,630
CR3	203,800	20103 (1031) - Electoral Services	218,000	215,180	223,130
CR4	358,889	20104 (1022) - Estates Services	383,950	444,580	453,810
CR5	211,921	20105 (1029) - Building Surveyors	219,680	216,650	221,840
CR6	415,093	20106 (1032) - Legal Services	458,360	463,650	462,990
CR7	200,067	20107 / 20108 (1051 / 1058) - Audit and Investigations Services	224,130	238,720	232,760
CR8	948,144	20109 (1052) - Accountancy Services	982,720	996,940	1,015,490
CR9	2,491,262	20110 (1055) - Revenues Services	2,560,010	2,528,630	2,493,450
CR10	652,649	20111 (1020) - People, Customer and Business Support	619,330	612,040	618,560
CR11	218,074	20112 (1090) - Corporate Personnel Expenses	187,980	196,920	185,760
CR12	832,608	20113 (5712) - Contact Centre	927,930	871,140	876,530
CR13	267,402	20115 (1085) - Transformation Team	314,370	280,360	265,660
CR14	12,507	20116 (1151) - Admin Buildings - Town Hall	51,420	75,800	50,290
CR15	473,905	20117 (1157) - Admin Buildings - Muriel Matters House	488,940	522,960	487,140
CR16	78,633	20118 (1160) - Admin Buildings - General Expenses	75,870	78,560	73,930
		20119 (1169) - Admin Buildings - Corporate Archive / DSO			
CR17	60,899	Operational Building	63,200	60,940	57,310
CR18	1,174,201	20120 (1080) - Corporate Expenses	1,393,170	1,318,270	1,255,700
CR19	734,964	20121 (1034) - IT	783,040	755,660	736,710
CR20	295,293	20122 (5228) - IT Reserve / Hardware	411,670	340,330	313,690
CR21	42,792	20123 (5227) - Land & Property Systems-GIS	44,170	46,590	48,770
	(10,169,274)	Less recharges to other services	(10,936,380)	(10,755,580)	(10,524,860)
		-----	0	0	0
		271 Unallocated Balance			
			0	0	0
CR22	787,289	20124 (5510) - Corporate Management Expenses	776,880	566,130	608,200
CR23	730,365	20125 (5511) - Non Distributed Costs	767,350	769,960	820,000
CR24	1,521,798	20126 / 20127 / 20128 (4200 / 4250 / 5900) - Benefit Payments	1,288,640	1,562,290	1,547,060
CR25	521,691	20129 (5950) - Council Tax and Business Rates Collection	684,610	663,600	651,170
CR26	(349,831)	20130 (2101) - Employment Areas	(349,480)	(363,430)	(358,500)
CR27	(1,267,722)	20131 (2201) - Factory Units	(1,175,630)	(1,207,050)	(1,299,490)
CR28	(2,237,490)	20132 (2404) - Farms and Other Properties	(2,713,350)	(2,713,570)	(3,310,320)
CR29	0	20133 (2602) - St Mary in the Castle	0	0	0
CR30	50,777	20135 (5299) - Other Expenditure	576,000	276,620	163,600
CR31	200,506	20136 / 20137 (1200 / 1205) - Registration of Electors	211,750	217,360	214,750
CR32	828,403	20138 (5501) - Cost of Democracy	893,300	889,280	897,290
CR33	228,490	20139 / 20140 (5503 / 5505) - Election Expenses	126,970	124,350	201,690
CR34	25,439	20144 (5224) - Local Strategic Partnership	27,330	24,640	21,270
CR35	20,394	20145 (3405) - Sustainable Energy & Development	23,970	19,510	16,840
CR36	8,480	20146 (5513) - Public Consultation	9,110	8,210	7,090
CR37	0	20147 (5004) - Pier Closure Costs	0	0	0
CR38	14,811	20148 (1501) - Shelters and Seats	19,250	18,140	18,260
CR39	7,718	20149 (1502) - Street Naming and Numbering	8,210	8,350	8,210
CR40	65,926	20150 (5236) - Decorative Lighting	80,570	116,810	87,910
CR41	18,194	20318 (5514) - Corporate Systems ERP	0	0	0
CR42	0	20151 / 20152 / 20155-61 (1983 / 1989 / 5289-96 / 6668) - Fore	0	0	0
CR43	104,720	20324 - Communications and Design	111,390	100,380	80,840
		Estimated Redundancy Costs	0	258,000	0
	1,280,229		1,366,870	1,339,580	375,870

OPERATIONAL SERVICES
Appendix O

Reference NO.	2018-19 ACTUAL	SERVICE	2019-20		2020-21 ESTIMATED OUTTURN
			ORIGINAL BUDGET	REVISED BUDGET	
	£	<u>SUMMARY OF REVENUE ESTIMATES</u>	£	£	£
OS1	976,078	20169 (1009) - Environmental Services Management & Administration	1,047,060	1,013,330	1,027,400
OS2	417,422	20170 (1071) - Amenities Administration	438,800	437,290	408,360
OS3	538,283	20316 - Waste Service - Management and Admin	462,690	421,460	466,750
OS4	808,396	20317 - Parking Service - Management and Admin	933,490	826,210	875,160
OS5	859,180	20172 (1072) - Administration - Housing	893,200	74,950	68,200
OS6	139,152	20173 (1005) - Local Land Planning Management & Admin	143,550	6,050	(45,130)
OS7	182,401	20174 (1015) - Director of Operational Services	186,430	185,760	189,010
OS8	260,085	20175 (1070) - Leisure Administration	263,530	280,830	283,930
OS9	179,081	20176 (1075) - Resort Services Management and Administration	156,290	156,940	161,150
OS10	345,813	20177 (1021) - Regeneration Administration Division	341,880	365,910	368,570
OS11	356,610	20178 (1025) - Communications & Marketing	365,970	358,410	353,420
	(5,066,676)	Less recharges to other services	(5,232,890)	(4,127,140)	(4,156,820)
	(4,174)	Unallocated Balance	0	0	0
OS12	39,199	20179 (1008) - Building Control	42,680	49,260	57,220
OS13	951,771	20180 (1600) - Development Control & Conservation	944,630	934,350	816,620
OS14	(170,455)	20181 (5211) - Local Land Charges Register	(107,770)	(104,210)	(103,230)
OS15	1,012,282	20182 (4000) - Homelessness	915,018	1,225,160	997,500
OS16	(73,515)	20207 (4002) - Rough Sleeper Prevention	0	2,630	0
OS17	(501)	20206 (4004) - Syrian Resettlement Programme	(160)	15,890	15,710
OS18	35,431	20184 (4025) - Social Lettings	(10,610)	54,620	49,050
OS19	146,659	20185 (4050) - Homelessness Strategy	150,250	140,950	132,440
OS20	71,470	20186 (4120) - Housing Register	73,400	77,880	75,100
OS21	19,378	20187 (4051) - Funded Deposits	23,200	(22,500)	(45,700)
OS22	18,438	20188 (4055) - Youth Homelessness	22,220	15,000	15,560
OS23	378,487	20191 (4140) - Housing Renewal	427,860	504,220	444,390
OS24	(130,576)	20193 (4143) - Rogue landlords	0	52,840	77,740
OS25	(652,668)	20195 (4158) - Selective licensing	(3,890)	162,210	28,380
OS26	(184,337)	20196 (4160) - Housing Licensing	(19,440)	17,190	39,790
OS27	(1,722)	20197 (4130) - Housing Solution Services	33,900	105,760	37,880
OS28	11,251	20199 (4300) - Coastal Space Enforcement Activities	11,650	0	0
OS29	20,689	20200 (5001) - Dangerous Structures	2,500	7,500	2,500
OS30	239,763	20202 (4045) - Housing - NHS Clinical Commissioning Group CCG	(180)	0	0
OS31	31,302	20204 (4183) - Sustainable Housing in Inclusive Neighbourhoods	32,650	(560)	0
OS32	10,340	20205 (4185) - Climate Active Neighbourhoods	13,380	(3,970)	0
	1,772,685	Housing and Built Environment	2,551,288	3,234,220	2,640,950

Reference NO.	2018-19 ACTUAL	SERVICE	2019-20	2019-20	2020-21 ESTIMATED OUTTURN
			ORIGINAL BUDGET	REVISED BUDGET	
OS33	356,693	20208 / 20209 (1900) / (1904) Regeneration Activity	403,190	343,510	313,370
OS34	38,513	20209 (1904) White Rock Area Development	33,000	171,700	101,750
OS35	307,088	20211 (1603) - Planning Policy	410,360	404,410	332,120
OS36	150,552	20212 (1922) - Cultural Activities	147,030	149,570	108,170
OS37	61,672	20213 (1945) - Cultural Development	0	0	0
OS38	77,051	20214 (1934) - External Funding Initiatives	91,910	86,430	88,620
OS39	47,058	20215 (1980) - Community Cohesion	45,830	52,570	31,100
OS40	(10,449)	20216 (1988) - Fisheries Local Action Group (FLAG)	(8,430)	(10,120)	0
OS41	545	20217 (1998) - Coastal Communities Fund	0	30,580	0
		20269 (2040) - CHART CLLD - Connecting			
OS42	(15,800)	Hastings and Rother Together Community Led Local Development	(15,800)	(15,800)	(15,800)
OS43	249,027	20219 (5120) - Community Partnership Funding	238,080	238,310	211,900
OS44	(499)	20220 (5121) - Older and Younger People	0	0	0
OS45	5,200	20221 (6006) - Youth Activities (Young Persons Council)	5,000	5,000	5,000
OS46	Income -	20166 (5118) - Town Centre Management (BID)	0	0	0
OS47	5,025	20167 (5119) - Community Development Activity	5,000	0	0
OS48	101,690	20222 (5701) - 1066 Country Campaign	180,790	197,490	178,990
OS49	72,096	20223 / 20224 (5702 / 5703) - Tourism Marketing	0	0	0
OS50	0	20225 (5714) - Tourist Information Centre	131,960	117,790	109,150
OS51	33,836	20226 (5705) - Community Awareness	36,790	34,140	33,710
OS52	5,419	20227 (5720) - Twinning / Sierra Leone	6,590	6,450	6,360
		20228, 20229, 20230-20133, 20234-20235,			
OS53	111,766	20236, 20237, 20238 (1962), (5719), (5721-5725), (5727-5728), (5730), (5780, 5781) Raising the Profile of Hastings	85,250	86,270	74,720
OS54	825	20239 (5237) - Meteorological Expenses	1,240	820	820
OS55	42,565	20240 (5507) - Civic & Ceremonial Expenses	46,930	40,070	39,170
OS56	11,617	20241 (5740) - Filming	(4,000)	(4,000)	(4,000)
OS57	16,929	20242 (1400) - Coastal Protection	16,650	14,760	15,110
OS58	4,171	20243 (1410) - Navigational Aids	4,820	6,260	3,030
OS59	15,268	20244 (1608) - Env. Schemes Net Shops	13,680	28,920	24,420
OS60	(106,741)	20245 (2502) - Cliff Railways	(143,010)	(63,320)	(155,860)
OS61	8,908	20246 / 20247 (2510 / 2512) - Castle and Caves	(32,300)	(19,940)	5,410
OS62	(233,572)	20248 (2514) - Chalets and Beach Huts	(257,530)	(225,220)	(245,410)
OS63	651,880	20249 (2601) - White Rock Theatre	562,000	513,310	484,294
OS64	0	20250 (5241) - Seafront	121,290	213,470	219,740
OS65	424,125	20251-20255 (6000) / (6005) / (6008) / (6009) / (6016) - Museums	431,650	428,400	433,300
	(30,043)	20327 - Museum & Schools Project	0	30,040	(10)
OS68	1,163	20256 (6015) - First World War Project	0	0	0
OS69	(3,610)	20257 (6150) - Sports Management	11,960	14,480	(3,370)
OS70	37,660	20258 (2640) - Falaise Fitness Centre	22,410	44,860	45,300
OS71	26,192	20259 (6100) - Sports Centres	129,980	114,220	182,240
OS72	(10,000)	20260 (6409) - William Parker Athletic Track	3,820	0	0
OS73	20,289	20271 (6640) - Opening Doors	0	0	0
OS74	91,391	20261 (6650) - Sports Development	92,810	0	0
OS75	15,443	20262 (6651) - Street Games	0	0	0
OS76	(23,448)	20263 (6675) - Sports for All	0	0	0
OS77	25,141	20264 (6657) - Active Hastings	79,110	228,420	187,580
OS78	152,371	20265 (6660) - Play Development	76,910	0	0
OS80	40,331	20267 (6667) - Play Pathfinder	43,870	68,310	58,710
OS81	3,105	20268 (6670) - Playground Projects	0	0	0

Reference No.	2018-19 ACTUAL	SERVICE	2019-20	2019-20	2020-21 ESTIMATED OUTTURN
			ORIGINAL BUDGET	REVISED BUDGET	
OS83	113,849	20321 - Renewable Energy Solutions	66,090	86,120	147,640
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	2,892,293	<u>Regeneration and Culture</u>	3,084,930	3,418,280	3,017,274
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OS84	305,342	20276 (3401) - Food Safety	327,220	300,030	310,000
OS85	130,011	20277 / 20278 (3402) / (3404) - Health and Safety	137,210	195,980	191,340
OS86	318,790	20279 (3403) - Environmental Protection	340,220	365,410	380,410
OS87	52,617	20280 (3407) - Pest Control	46,660	45,950	46,820
OS88	6,640	20281 (5100) - Local Licensing	58,820	23,640	(2,680)
OS89	(56,455)	20283 (5105) - Liquor Licensing	(63,030)	(68,070)	(68,030)
OS90	(19,382)	20284 (5106) - Gambling Licensing	(22,970)	(23,650)	(23,700)
OS91	49,431	20285 (5125) - Stray Dog Contract	48,960	46,220	45,770
OS92	59,097	20286 (5223) - Emergency Planning	61,700	55,320	54,250
OS93	(603,159)	20287 / 20288 (1300) / (1350) - Parking	(669,200)	(661,680)	(646,890)
OS94	274,864	20290 (1370) - Closed Circuit Television	233,450	206,710	46,060
OS95	(3,468)	20291 (1506) - ESCC Highway Tree Maintenance	(3,000)	(3,000)	(3,000)
OS96	1,218,879	20293 (3303) - Waste Collection	1,450,570	1,251,130	1,250,220
OS97	(70,533)	20294 (3410) - Recycling	735,760	735,970	965,310
OS98	1,368,742	20295 (3313) - Street Cleansing	350,710	441,650	168,930
OS99	103,137	20323 - Waste and Street Cleansing (DSO)	1,260,550	1,113,910	1,301,620
OS100	9,019	20296 (3411) - Greenwaste	(47,340)	(142,930)	(192,520)
OS101	305,540	20297 (3412) - Waste and Environmental Enforcement Team	302,240	319,250	286,760
OS102	(274)	20298 (5205) - Together Action	22,780	42,360	37,550
OS103	135,254	20299 (5214) - Safer Hastings Partnership	128,920	106,290	91,390
OS104	(9,441)	20300 (5219) - Safer Hastings Partnership (Ext)	0	0	0
OS105	30,072	20302 (1420) - Watercourses	33,710	40,950	33,990
OS106	(552,339)	20303 / 20304 (3102) / (3103) - Cemetery and Crematorium	(449,670)	(621,730)	(547,470)
OS107	23,187	20305 (5140) - Travellers Costs	23,030	26,280	26,050
OS108	49,797	20306 (5257) - Town Centre	50,380	36,820	39,650
OS109	10,768	20307 (5280) - Allotments	7,190	25,110	(4,410)
OS110	47,451	20308 (5281) - Ecology	55,030	19,800	19,060
OS111	126,448	20309 (6200) - Arboriculture	143,680	196,880	143,910
OS112	1,588,952	20310 (6301) - Parks and Gardens	1,369,540	1,493,650	1,406,800
OS113	92,299	20312 / 20313 (1355) / (6503) - Hastings Country Park	102,560	133,890	174,410
OS114	6,534	20314 (6508) - Countryside Stewardship	26,000	24,000	24,000
OS115	281,850	20315 (3033) - Public Conveniences	260,390	288,640	298,080
OS116	0	20330 - Hastings Country Park Visitor Centre	0	0	13,500
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	5,279,665	<u>Environment and Place</u>	6,322,070	6,014,780	5,867,180
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		Estimated Redundancy Costs	0	881,000	0
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	9,940,469	Operational Services Directorate Total	11,958,288	13,548,280	11,525,404
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CAPITAL PROGRAMME SUMMARY

	Original	Revised	Subseq. Years	Total over Prog Period £'000			
	2019/20	2019/20					
	£'000	£'000					
Net cost by Service							
Corporate Resources	5,492	6,986	13,279	6,923	0	0	27,188
Operational Services	11,164	8,594	3,657	10,387	70	1,645	24,353
	16,656	15,580	16,936	17,310	70	1,645	51,541
Net cost by Status							
Committed Schemes	c	14,156	13,262	5,471	15,194	70	1,645
Uncommitted Schemes	u	0	0	8,650	0	0	8,650
New Schemes	n	2,500	2,318	2,815	2,116	0	0
		16,656	15,580	16,936	17,310	70	1,645
							51,541
Gross cost of schemes analysed by service							
Corporate Resources		5,492	6,986	14,079	6,923	0	0
Operational Services		13,759	11,475	12,021	12,199	1,882	3,457
		19,251	18,461	26,100	19,122	1,882	3,457
							69,022

CORPORATE RESOURCES - CAPITAL PROGRAMME

Appendix P (continued)

Profile of Council Net Cost

CORPORATE RESOURCES - CAPITAL PROGRAMME

Appendix P (continued)

		Total Cost £'000	Before 31.3.19 £'000	19/20 £'000	Revised 19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	Subsequent Years £'000
CR-06 71215	Sandrock Park - Land Purchase								
	The purchase of land at Sandrock Park								
	<u>Funding Source</u>								
	Council	23	0	23	0	0	23	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	23	0	23	0	0	23	0	0
CR-09 71217	New Factory unit								0
	Construction of additional factory unit in Castleham road to be financed by loan								
	<u>Funding Source</u>								
	Council	1,524	1,524	0	0	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	1,524	1,524	0	0	0	0	0	0
CR-16 71224	New ERP system								
	Purchase and development of new Enterprise Resource Planning system								
	<u>Funding Source</u>								
	Council	540	522	0	18	0	0	0	0
	Other	479	479	0	0	0	0	0	0
	<u>Total Funding</u>	1,019	1,001	0	18	0	0	0	0
CR-19 71253	Conversion of 12/13 York Buildings								
	<u>Funding Source</u>								
	Council	846	28	602	654	164	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	846	28	602	654	164	0	0	0
CR-22 71259	Priory Meadow Contribution to Capital Works								
	Contribution to ensure continuing rental income								
	<u>Funding Source</u>								
	Council	700	162	126	88	50	400	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	700	162	126	88	50	400	0	0
CR-23 71260	Commercial Property Investments								
	Acquisition of Commercial Property (General)								
	<u>Funding Source</u>								
	Council	8,650	0	0	0	8,650	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	8,650	0	0	0	8,650	0	0	0
CR-32 71261	Commercial Property Investments (311-323 Bexhill Rd)								
	Acquisition of Commercial Property - 311-323 Bexhill Road (Aldi & Others)								
	<u>Funding Source</u>								
	Council	9,051	4,310	4,741	4,741	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	9,051	4,310	4,741	4,741	0	0	0	0
CR-17 71225	Commercial Property Investments (Seddlescombe Rd)								
	Acquisition of Commercial Property - 591 Seddlescombe Road North								
	<u>Funding Source</u>								
	Council	2,406	2,406	0	0	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	2,406	2,406	0	0	0	0	0	0

CORPORATE RESOURCES - CAPITAL PROGRAMME
Appendix P (continued)

		Total Cost £'000	Before 31.3.19 £'000	19/20 £'000	Revised 19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	Subsequent Years £'000
CR-24	Harold Place Redevelopment								
71264	Demolition of Public Convenience - Harold Place								
	<u>Funding Source</u>								
	Council	71	71	0	0	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	71	71	0	0	0	0	0	0
CR-26	Commercial Property Investments - Churchfields Business Centre								
71272	Sidney Little road Business Incubator Hub								
	<u>Funding Source</u>								
	Council	2,500	0	0	35	2,465	0	0	0
	Other - LGF funding £500k & CHART £300k	800	0	0	0	800	0	0	0
	<u>Total Funding</u>	3,300	0	0	35	3,265	0	0	0
CR-27	Commercial Property Investment Lacuna Place								
71273	Office building with ground floor retail accommodation totalling 39,696 Sq.ft.								
	<u>Funding Source</u>								
	Council	9,612	9,262	0	0	350	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	9,612	9,262	0	0	350	0	0	0
CR-28	Commercial Property Investments London Rd & Shepherd St								
71274	Purchase of 20 to 28 (even) London Road and Land at 35 Shepherd St, Hastings, St Leonards-on-Sea.								
	<u>Funding Source</u>								
	Council	c	1,350	0	0	1,350	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	1,350	0	0	1,350	0	0	0	0
CR-29	Commercial Property Investment - Cornwallis Street Development								
71275	Redevelopment of Cornwallis Street for Hotel								
	<u>Funding Source</u>								
	Council	c	7,000	0	0	0	500	6,500	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	7,000	0	0	0	500	6,500	0	0
CR-30	Commercial Property Investment - Harold Place Restaurant Devt								
71276	Redevelopment of Harold Place for Restaurant use								
	<u>Funding Source</u>								
	Council	c	1,200	0	0	100	1,100	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	1,200	0	0	100	1,100	0	0	0
CR-31	Commercial Property Investments (Heron House)								
71277	Acquisition of Commercial Property (Heron House)								
	<u>Funding Source</u>								
	Council	2,673	2,673	0	0	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	2,673	2,673	0	0	0	0	0	0

Profile of Council Net Cost

Scheme Ref.	Scheme	Class	Total Gross Cost	Total Net Cost	Before 31.3.19	Revised 2019/20	2020/21	2021/22	2022/23	Subsequent Years	
			£'000	£'000	£'000	£'000	£'000	£,000	£,000	£'000	
H07	Private Sector Renewal Support	*	147	0	0	0	0	0	0	0	
H08	Disabled Facilities Grant	*	8,448	0	0	0	0	0	0	0	
H15	Empty Homes Strategy - CPO	*	250	250	100	100	50	50	50	0	
OS-05	Purchase of Temporary Homelessness Accommodation	*	5,766	5,766	873	2,500	2,318	2,575	0	0	
RP04	Restoration of Pelham Crescent/ Pelham Arcade	*	756	359	286	78	43	30	0	0	
RP16	Road at Pelham Arcade	*	125	75	11	64	0	64	0	0	
RP11	Groyne Refurbishment	*	175	175	0	75	35	35	35	35	
ES35	Work on Harbour Arm and New Groynes	*	2,995	30	0	0	30	0	0	0	
ES36	Further Sea Defence works	*	150	0	0	0	0	0	0	0	
RP09	Public Realm	*	260	169	88	50	31	50	0	0	
ES32	Country Park - Interpretive Centre	*	771	308	0	266	308	0	0	0	
ES37	Playgrounds Upgrade Programme	*	302	283	128	95	117	38	0	0	
OS 28	Hastings Housing Company	*	9,309	9,309	1,114	5,000	4,295	0	3,900	0	
OS 26	DSO - Waste and Cleansing service - Vehicles	*	780	780	18	780	762	0	0	0	
OS 27	DSO Waste and Cleansing service - Depot Works & Equip	*	331	331	15	256	316	0	0	0	
OS06	Energy - Solar Panels	*	1,700	1,700	62	1,661	0	0	1,638	0	
OS10	Energy - Ground Mounted Solar	*	2,184	2,184	0	84	84	200	1,900	0	
OS07	Energy Generation - Unallocated	n	2,116	2,116	0	0	0	0	2,116	0	
OS03	Coastal Communities scheme 4	*	491	0	0	0	0	0	0	0	
OS04	Buckshole Reservoir	*	837	837	0	0	50	160	627	0	
OS02	Priory Street Multi Storey Car Park	*	1,520	1,520	0	120	120	0	0	1,400	
OS13	Lower Bexhill Road	*	7,040	140	0	35	35	35	35	0	
OS14	Electric Vehicles	*	468	468	0	0	0	172	86	0	
OS15	Electric Vehicle Infrastructure	*	8	8	0	0	0	8	0	0	
OS16	Priory Street Works	n	140	140	0	0	0	140	0	0	
OS17	Castleham Car Park resurfacing	n	100	100	0	0	0	100	0	0	
Schemes Already Committed			39,048	18,927	1,822	8,664	6,276	842	8,271	70	
Schemes Uncommitted			0	0	0	0	0	0	0	0	
New Schemes			8,122	8,122	873	2,500	2,318	2,815	2,116	0	0
No further approval required											
Total Capital Expenditure			47,170	27,049	2,695	11,164	8,594	3,657	10,387	70	1,645

		Total Cost £'000	Before 31.3.19 £'000	19/20 £'000	Revised 19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	Subsequent Years £'000
H07 71227	Private Sector Renewal Support								
	Property grants to bring conditions up to minimum standards.								
	<u>Funding Source</u>								
	Council	0	0	0	0	0	0	0	0
	Regional Housing Board Grant+ LEP funding of £46K	147	27	50	93	27	0	0	0
	<u>Total Funding</u>	147	27	50	93	27	0	0	0
H08 71228	Disabled Facilities Grant								
	Property Grants for disabled facilities								
	Grant of £1,812,584 for 2019/20								
	(DFG reserve 1.494m @ 31st March 2019)								
	<u>Funding Source</u>								
	Council	0	0	0	0	0	0	0	0
	Government Grant including additional £202.5K	8,448	0	1,500	1,200	1,812	1,812	1,812	1,812
	<u>Total Funding</u>	8,448	0	1,500	1,200	1,812	1,812	1,812	1,812
H15 71229	Empty Homes Strategy - CPO								
	Rolling programme of purchases and disposals								
	<u>Funding Source</u>								
	Council	250	100	100	50	50	50	0	0
	Government Grant	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	250	100	100	50	50	50	0	0
OS-05 71266	Purchase of Temporary Homelessness Accommodation								
	Purchase of temporary accommodation to reduce B&B expenditure. Initial budget of £3,191k & a further £2,575k approved by Cabinet on Nov 4th 2019.								
	<u>Funding Source</u>								
	Council	5,766	873	2,500	2,318	2,575	0	0	0
	Government Grant	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	5,766	873	2,500	2,318	2,575	0	0	0
RP04 71231	Restoration of Pelham Crescent/ Pelham Arcade								
	Feasibility study and grants for restoration works, plus additional phase 2 works / grants to adjoining property								
	<u>Funding Source</u>								
	Council	359	286	78	43	30	0	0	0
	Historic England(English Heritage) £280K Council reserves £117K	397	293	104	104	0	0	0	0
	<u>Total Funding</u>	756	579	182	147	30	0	0	0
RP16 71232	Road at Pelham Arcade								
	Road above Pelham Arcade								
	<u>Funding Source</u>								
	Council	75	11	64	0	64	0	0	0
	Other- Freeholder Contributions	50	0	50	0	50	0	0	0
	<u>Total Funding</u>	125	11	114	0	114	0	0	0

		Total Cost £'000	Before 31.3.19 £'000	19/20 £'000	19/20 £'000	Revised 20/21 £'000	21/22 £'000	22/23 £'000	Subsequent Years £'000
RP11	Groyne Refurbishment								
71240	To maintain Beach and Groynes								
	<u>Funding Source</u>								
	Council	175	0	75	35	35	35	35	35
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	175	0	75	35	35	35	35	35
ES35	Work on Harbour Arm and New Groynes								
71241	Coastal Protection – FDGIA Funding for sea defence works								
	<u>Funding Source</u>								
	Council	30	0	0	30	0	0	0	0
	Contribution from DEFRA/EA	2,965	2,538	338	427	0	0	0	0
	<u>Total Funding</u>	2,995	2,538	338	457	0	0	0	0
ES36	Further Sea Defence works								
71242	Hastings Pier to South West Outfall								
	<u>Funding Source</u>								
	Council	0	0	0	0	0	0	0	0
	Other - DEFRA/EA	150	0	150	150	0	0	0	0
	<u>Total Funding</u>	150	0	150	150	0	0	0	0
RP09	Public Realm								
71244	Improvement & Refurbishment of public realm assets								
	<u>Funding Source</u>								
	Council	169	88	50	31	50	0	0	0
	Other - Coastal Communities Fund revenue 2015/16								
	£35,000	91	91	0	0	0	0	0	0
	<u>Total Funding</u>	260	179	50	31	50	0	0	0
ES32	Country Park - Interpretive Centre								
71248	Provision of a new Interpretive Centre. Council funding being provided by sale proceeds of Warren Cottage.								
	<u>Funding Source</u>								
	Council	308	0	266	308	0	0	0	0
	Other - European Funding 60%	463	0	396	0	463	0	0	0
	<u>Total Funding</u>	771	0	662	308	463	0	0	0
ES37	Playgrounds Upgrade Programme								
71249	Hare Way, Mare Bay, Highwater View, Bexhill Road and other play spaces contribution to upgrades								
	<u>Funding Source</u>								
	Council	283	128	95	117	38	0	0	0
	Other S106	19	0	7	7	12	0	0	0
	<u>Total Funding</u>	302	128	102	124	50	0	0	0

		Total Cost £'000	Before 31.3.19 £'000	19/20 £'000	Revised 19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	Subsequent Years £'000
OS 28	Hastings Housing Company								
71254									
	<u>Funding Source</u>								
	Council	9,309	1,114	5,000	4,295	0	3,900	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	9,309	1,114	5,000	4,295	0	3,900	0	0
OS 26	DSO - Waste and Cleansing service - Vehicles								
71255									
	<u>Funding Source</u>								
	Council	780	18	780	762	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	780	18	780	762	0	0	0	0
OS 27	DSO Waste and Cleansing service - Depot Works & Equipment								
71268									
	<u>Funding Source</u>								
	Council (£122k IT & equip, £206k Castleham works)	331	15	256	316	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	331	15	256	316	0	0	0	0
OS06	Energy - Solar Panels								
71256									
	Solar Panels on Council Owned Land / Buildings								
	<u>Funding Source</u>								
	Council	1,700	62	1,661	0	0	1,638	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	1,700	62	1,661	0	0	1,638	0	0
OS10	Energy - Ground Mounted Solar								
71269									
	Ground Mounted Solar								
	<u>Funding Source</u>								
	Council	2,184	0	84	84	200	1,900	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	2,184	0	84	84	200	1,900	0	0
OS07	Energy Generation - Unallocated								
71267									
	Future Green Energy Projects								
	<u>Funding Source</u>								
	Council	2,116	0	0	0	0	2,116	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	2,116	0	0	0	0	2,116	0	0
OS3	Coastal Communities scheme 4								
	Promenade fountain Wi-Fi Rock House & Source								
71257									
	<u>Funding Source</u>								
	Council	0	0	0	0	0	0	0	0
	Other CCF £222+ 142 FST £50)	491	491	0	0	0	0	0	0
	<u>Total Funding</u>	491	491	0	0	0	0	0	0

		Total Cost £'000	Before 31.3.19 £'000	Revised 19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	Subsequent Years £'000
OS4	Buckshole Reservoir Statutory Protection Works							
71258	Spillway, drawdown works, signage & Contract Works							
	Council	837	0	0	50	160	627	0
	Other	0	0	0	0	0	0	0
	<u>Total Funding</u>	837	0	0	50	160	627	0
OS12	Priory Street Multi Storey Car Park							
71265	Car Park Improvements							
	<u>Funding Source</u>							
	Council	1,520	0	120	120	0	0	1,400
	Other	0	0	0	0	0	0	0
	<u>Total Funding</u>	1,520	0	120	120	0	0	1,400
OS13	Lower Bexhill Road							
71271	Housing Development							
	<u>Funding Source</u>							
	Council	140	0	35	35	35	35	0
	Other	6,900	0	0	900	6,000	0	0
	<u>Total Funding</u>	7,040	0	35	935	6,035	35	35
OS14	Electric Vehicles							
71278	Acquisition of Electric Vehicles							
	<u>Funding Source</u>							
	Council	468	0	0	0	172	86	0
	Other	0	0	0	0	0	0	0
	<u>Total Funding</u>	468	0	0	0	172	86	0
OS15	Electric Vehicle Infrastructure							
71279	Electric Vehicle Charging points, Load loggers, remedial works & EV points							
	<u>Funding Source</u>							
	Council	8	0	0	0	8	0	0
	Other	0	0	0	0	0	0	0
	<u>Total Funding</u>	8	0	0	0	8	0	0
OS16	Priory Street Works							
71280	LED Lighting replacement, rewiring & automated gate control							
	<u>Funding Source</u>							
	Council	140	0	0	0	140	0	0
	Other	0	0	0	0	0	0	0
	<u>Total Funding</u>	140	0	0	0	140	0	0
OS17	Castleham Car Park resurfacing							
71281	Resurface Car Park							
	<u>Funding Source</u>							
	Council	100	0	0	0	100	0	0
	Other	0	0	0	0	0	0	0
	<u>Total Funding</u>	100	0	0	0	100	0	0

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Hastings Borough Council

CORPORATE PLAN

2020-2024



Our plan for Hastings

Welcome to the corporate plan - it is your plan because it affects everyone who lives and works in Hastings and St Leonards! The corporate plan is one of the council's most important documents, it sets out what we will be doing over the next few years with the money that we have and why we have chosen to focus on what's in the plan.

Our Vision

"Hastings and St Leonards is a happy, welcoming place with a vibrant, unique culture where everyone has their needs met and is supported and encouraged to live their best lives."



Our town will:

- ✓ be a 'green' town with zero carbon footprint
- ✓ celebrate diversity, individuality and eccentricity
- ✓ recognise and meet people's needs
- ✓ have warm affordable homes for all

- ✓ ensure good standards of healthcare
- ✓ provide the best possible education
- ✓ have rewarding jobs with a decent wage
- ✓ protect our historic built and natural environment
- ✓ welcome developments that excite and enrich
- ✓ be a hub of creativity and culture

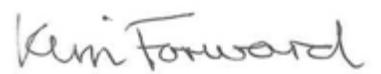
We can't do this alone so will continue to work with our partners across all sectors to achieve our vision and promote our town. So that we can work towards our vision we have priorities which we will be concentrating on:

- tackling homelessness, poverty and ensuring quality housing
- keeping Hastings clean and safe
- making the best use of our land and buildings
- minimising our environmental impact
- delivering regeneration for the town
- changing how we work to meet the future

Everything we do will meet one of these priorities which are chosen because our citizens should live safe, happy, healthy, independent lives with the most vulnerable protected. We want our residents to trust us, they are at the heart of everything we do. We will work hard to ensure Hastings remains a great place to live, work, visit and do business in. Finally, we will be responsive to the needs of all our citizens, respect cultural identity, provide equality of opportunity and access to the means to live healthy, fulfilling lives.

Since 2010 our funding from the government has gone down by £9.3m and the demand on our services has increased because cuts to other services leave us trying to fill the gaps. We will continue to make a difference to the lives of our citizens, encourage tourism and support existing businesses and attract new ones, and bring investment to the town but we need to be even more focused on investing what we have in the things that will make the biggest impact.

We are determined to continue delivering the best services possible, constantly updating and improving them to meet the needs of our citizens. We have refreshed our corporate plan to set out this determination under new priority headings. It's a four year plan because we are working on larger projects and programmes now that take a few years to deliver. We are using the resource we have on work that will bring the biggest benefit to the town, its people and businesses. Our plan will be available on our website and updated throughout the year with our progress and performance. We hope you will visit it throughout the year and get in touch if you have any comments or questions.



Deputy Leader

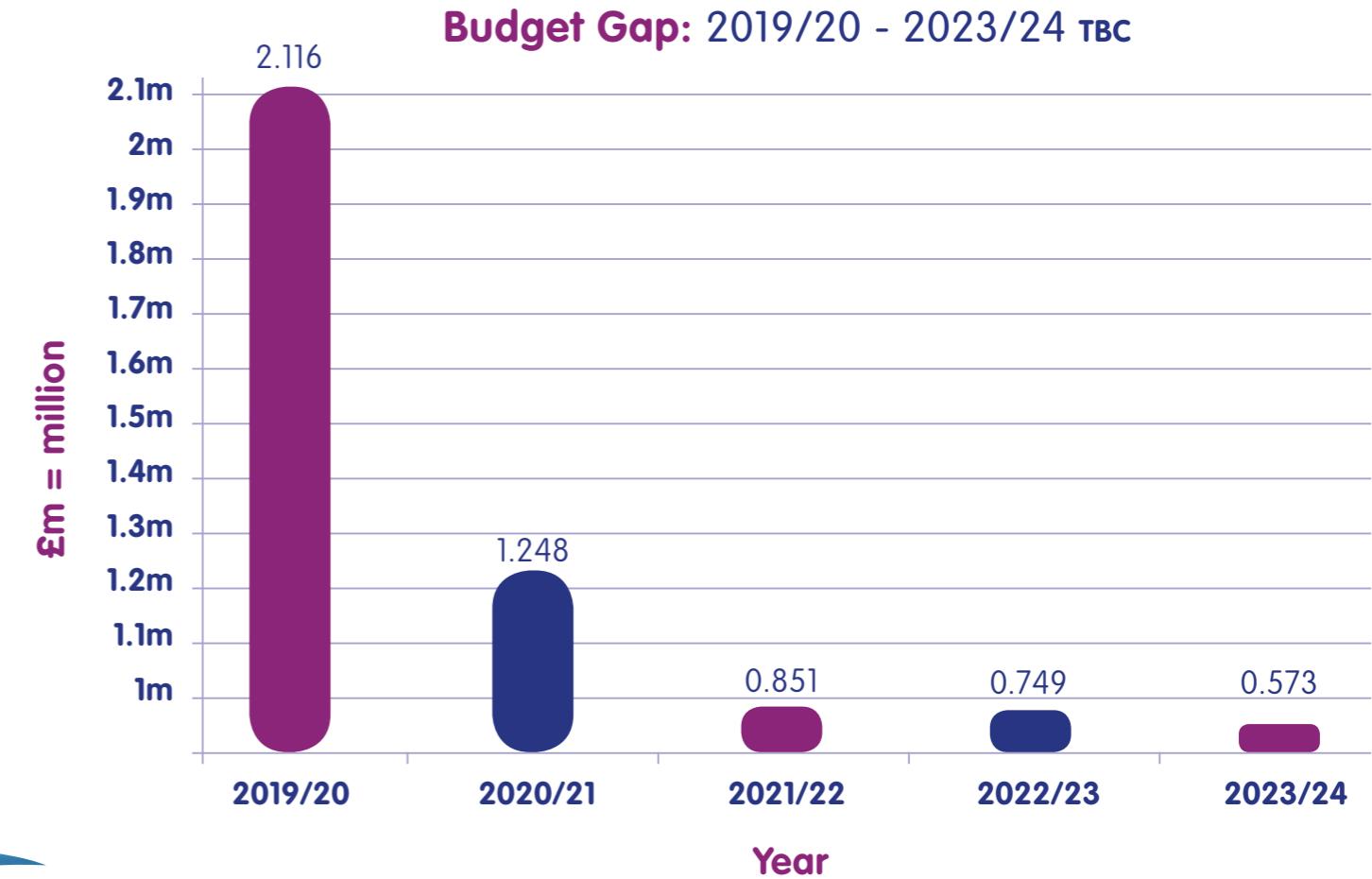
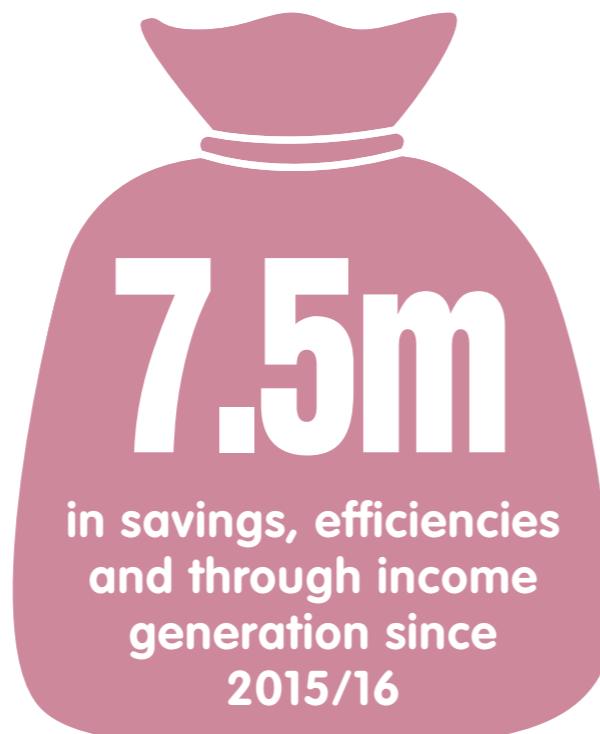


Hastings financial position

2020-2024

The Challenge

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The challenge is set to continue and having already made a significant amount of reductions, the process of finding further savings is getting increasingly more difficult. Our Corporate Plan has been developed alongside our Medium Term Financial Strategy (MTFS) so that our investment and resources are focused on the areas that matter most

Our Borough

Population
92,855

Average age
42.6

Average income
£407
per week

Household waste in tonnage
326kg
per week

Owner occupied housing
55.2%

Residents in social housing
14.5%

Coastline
8 miles

Crimes per 1000 people
99.4/1,000

School progress and attainment
51%

BME population
10%

No. of businesses
2,765

Housing need (no. on register)
1,340

Life expectancy
page 144
76/81

Average income
£407
per week

Parks and open spaces
690
Hectares maintained

Total visits
3.73m

Homelessness
260
per week

Multiple indices of deprivation rank
16 out of **53**
neighbourhoods in the most deprived 10% nationally

Km of roads
270

Private rented housing
28.8%

No. of libraries & leisure centres
6 TBC

% of people working age claiming job seekers or universal credit
4.6%

Your Council

Penalty Charge Notices issued
3,593

Number of Factory Units
100

People self-serving online
65%

Building Regulation Applications
215

Planning Applications
1,003

Value of funding from external grants
£3.7m

Annual budget (2019/20)
15m

Local Electorate
64,206

Dustbins Emptied (Bin Equivalents)
3,282,074

Recycling tonnage
9,500

Rental Income from Factory Units
£1,567,089

No. of apprenticeships
11

Museum visitors
45,604

Food Hygiene and Health & Safety Inspections
539

Website pageviews
2.24m

No. of staff
336

Local Land Charges (full searches only)
975

Stade Saturdays (2019): 5 events
1,432 attended

Licences Issued
1,634

Car Parking Spaces (Off-Street)
2,153

Burials & Cremations
1,627

Council tax collected in year (2018/19)
94.5%

East & West Hill Cliff Railway users
201,105

Website visitors
447,700

Km of streets cleaned within the Borough
270

Corporate Plan 2020-2024

What we want to achieve

The following three outcomes set out intentions for our citizens and town. The six priorities listed and how we will deliver these will be monitored and reviewed quarterly. You can track our progress here.

Outcome



Our citizens live safe happy healthy independent lives with the most vulnerable protected

Outcome



A council fit for the future that our citizens trust because we place them at the centre of all we do

Outcome



A pleasant well maintained borough that we protect and invest in

Priorities

Tackling poverty, homelessness and ensuring quality housing

How we will deliver this:

- Collecting tax and delivering benefits to those in need as best we can
- Implementing our housing strategy and action plan to meet our statutory duty
- Increasing our supply of temporary accommodation to reduce emergency accommodation costs
- Managing the provision of disabled facilities grants and enforcing mandatory licensing of rented accommodation
- Housing supply and affordable housing TBC

Keeping Hastings clean and safe

How we will deliver this:

- Improving 'streetscene' through the council's new in-house street cleansing service
- Working with the council's new refuse and recycling contractor (BIFFA), to ensure they provide a good household refuse and recycling service
- Working with partners and licensees to improve community safety and promote good and safe standards within pubs and clubs
- Working with the proprietors of food premises such as restaurants and take-aways to promote good standards of hygiene and safety

Making best use of our buildings, land and public realm assets

How we will deliver this:

- Ensuring public assets the council is responsible for remain safe, secure and fit for purpose e.g. our cliffs and reservoir
- Maximising return on investment on these assets through rents, sales, maintenance and development
- Ensuring our planning service and policies create better places to live, work and invest, while protecting and enhancing the borough

Minimising environment and climate harm in all that we do

How we will deliver this:

- Ensuring our services, buildings, land and development schemes are as energy and waste efficient and carbon neutral as possible
- Generating income and offsetting carbon emissions through solar and wind power on our buildings and land where feasible
- Championing plans to make our borough carbon neutral and energy self sufficient on our website, so that you can get involved and track progress

Delivery of our major regeneration schemes

How we will deliver this:

- Securing appropriate funding opportunities in partnership, to enable schemes the council and its partners may not otherwise afford to do
- Making sure our major regeneration schemes are:
 - Prioritised based on citizen benefit and value for money in line with our climate change commitments
 - Income generating, where monies can be ploughed back or schemes directly support our most vulnerable citizens.
 - Complementary to those regulatory services the council must provide

Ensuring the council can survive and thrive into the future

How we will deliver this:

- Balancing our budget and continuing to review and improve what we do and how we do it
- Reshaping our staff structures to make sure they best meet the needs of our citizens
- Enabling citizens better access to services online by design and using their feedback and data to help us make our services the best they can be
- Enhancing our website so citizens can track what we do, hold us to account, contribute to and be clear on the direction of travel for the town

Key activities during 2020/21

Tackling poverty, homelessness and ensuring quality housing

- Review our council tax reduction scheme for 2020/21 by November 2020
- Implement new self-service modules for revenues and benefits by October 2020
- Achieve key performance and collection targets in respect of Benefit processing times and collection rates for council tax & business rates
- Aim to build 192 new homes at Bulverhythe
- Acquire 15 and lease 36 units of temporary accommodation to reduce spend on emergency accommodation
- Lead work with partners to bring down costs and help transition those in need of temporary and emergency accommodation into more suitable alternatives
- Regulate the quality and supply of housing in the town through a new licensing scheme
- Make sure homes are adapted and made fit for the future where we have power and resources to do so

Keeping Hastings clean and safe

- Enhance our existing enforcement, contractual and street cleansing arrangements by:
- Expanding the garden waste service that we offer
 - Rigorous ongoing performance management of our waste contract and street cleansing service
 - Delivering a full strength warden service to tackle anti-social behaviour and enviro crime
 - Ensuring statutory delivery of our licensing and environmental health commitments
 - Moving to paperless parking permits

Making best use of our buildings, land and public realm assets

- Bring forward improvements to the delivery of our grounds maintenance arrangements
- Undertake essential repairs and maintenance on Buckhole reservoir and increase safety standards in the face of climate change
- Complete our Visitor Centre at Hastings Country Park

These are some of the key areas of work that we'll be doing under each of the six new priorities for the year ahead.

- Continue to develop the museum as a hub to support the borough's cultural offer
- Update our Local Plan with our citizens and partners, setting out how the borough will shape up for the future
- Develop and realise our investment portfolio e.g. New Aldi open on Bexhill Road

Minimising environment and climate harm in all that we do

- Introduce and begin delivering a new climate change strategy and action plan
- Lead and work with citizens and partners toward zero carbon emissions
- Implement our sustainable procurement policy
- Review our services to look at how we can run them in an environmentally friendly way

Delivery of our major regeneration schemes

- Deliver the Towns Fund
- Deliver year 2 of the Connecting Hastings and Rother Together programme
- Progress with plans for the development of West Marina
- Progress with plans for the development of Bohemia

Ensuring the council can survive and thrive into the future

- Restructure how we'll deliver services to meet our budgetary challenges
- Develop our corporate standard setting out how we plan, do and review so that citizens, councillors, staff and partners can track our progress and increasingly hold us to account
- Conclude our digital first programme so that citizens can access the bulk of our services online
- Lead on and develop a new town wide narrative and plan, plugging the gaps with partners where HBC can no longer afford to deliver directly

Our approach

Decision making and responsibility

- Make decisions effectively and efficiently
- Take responsibility for what we do and how well we do it by making it easy for our citizens to track our progress and performance
- Ensure our decisions reflect best practice, are data driven, transparent and take account of equality, diversity and environmental impact
- Put the needs of our citizens at the heart of how we make decisions

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Planning and prioritising

- Plan out the work we will do, who will do it and how to ensure we use the financial and human resource that we have
- Prioritise our work so that the things that we must do are done and that we invest the other resource we have on what will best deliver the best outcomes for our citizens in line with our priorities
- Plan for the future of the council so we continue to be able to deliver the best standard of service to our citizens

In order to deliver what we want to achieve over the next four years for Hastings we will be working hard to make sure that taxpayers money stretches as far as possible. For this to happen we will:

Analysing and reviewing

- Use data to inform and improve how we deliver our services to citizens and how we work
- Review what we have done well and what we could have done better so that we continually learn and develop
- Make analysis a fundamental part of how we make decisions and what we do and in what order with a focus on benefits to our citizens

Collaborative working and effective management

- Use effective programme and project management to prioritise how we use our limited staff and financial resources and to manage risks
- Ensure that what we do is inclusive and that our services are accessible to all
- Work closely with partners to deliver services as effectively and efficiently as possible, with the best possible outcomes for our citizens





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Agenda Item 8



Ministry of Housing,
Communities &
Local Government

Towns Fund

Prospectus





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November 2019

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Ministerial Foreword

Our country is home to some of the world's most innovative businesses, greatest universities, scientists and entrepreneurs and one of the most dynamic, business-friendly economies in Europe.

Unemployment stands at a 44-year low and, as we prepare to seize all of the economic opportunities that come with our departure from the European Union, we know that a bright and prosperous future lies ahead for the whole of the United Kingdom. However, for too long, the benefits of this unprecedented growth in many of our world-renowned cities has not been felt as strongly by communities in our towns and rural areas.

That's why the Prime Minister and I launched the £3.6bn Towns Fund to unleash the full economic potential of over 100 places and level up communities throughout the country.

We are working with local people to agree proposals for a significant investment of up to £25 million in each place.

This funding will help to increase economic growth with a focus on regeneration, improved transport, better broadband connectivity, skills and culture.

The private sector has an integral role to play in making these Town Deals a success – driving investment and value for money and ensuring that funding delivers the jobs, businesses and homes our towns need to thrive for generations to come. That's why we are asking that a Board be established for each Town Deal and for that Board be led by a representative of the local business community.

We want to help towns come forward with plans that support our strategies to help rebalance the national economy and level up our regions through the Northern Powerhouse, Midlands Engine and Oxford-Cambridge Arc.

This prospectus provides practical guidance and advice to help communities, businesses and local leaders develop their own ambitious proposals for growth while drawing on successful examples from towns who have spurred long-term investment and regeneration in their areas.

I'm excited to see what entrepreneurial and creative plans communities bring forward over the coming months as we realise a new era of growth and prosperity for every part of our country.



A handwritten signature in black ink, appearing to read "Robert Jenrick". A single horizontal line is drawn below the signature.

Local Government Secretary Rt Hon Robert Jenrick MP

1 Levelling up our towns

Background

- 1.1 Towns are home to some of our key businesses and employers, they host our world leading universities and are where the majority of the population live¹. They serve as important centres to their surrounding areas, with shopping and leisure facilities and other services drawing in people from villages and rural areas.
- 1.2 Successive Governments have often focused on cities as engines of economic growth. City Deals gave local leaders new powers and resources to address constraints on growth in their economies – an approach since emulated around the world. City regions were further strengthened through the creation of Metro Mayors, who have brought together local government and businesses to define a collective vision and attract global inward investment.
- 1.3 Struggling towns do not always have the fundamental building blocks of a strong local economy in place. The evidence shows they can face some significant challenges: an ageing population without the skills necessary to attract new firms²; fewer people going on to and returning from higher education, fewer economic opportunities in the surrounding region; and less direct foreign investment than in cities³. Growth is held back where this is compounded by poor transport and digital connectivity.
- 1.4 Through the Towns Fund we will work with more places to address growth constraints.
- 1.5 While some towns have prospered through their links to growing cities⁴, generally residential towns – including commuter towns – have seen declining populations. For those still living in shrinking towns, social mobility often falters, even when compared to the most deprived communities in cities⁵. Where this is accompanied by declining quality of employment opportunities that can be accessed in towns, it can lead to feelings of being ‘left-behind’. In addition, the decline in retail offer and business closures often leaves a very visible mark on town centres and the wider built environment.
- 1.6 Without a strong economy, leisure facilities, which bring people together and contribute to the quality of life, have been closing in recent times⁶. It is crucial to grow the economy of towns to bring back these facilities back, and drive improvements in living standards.

¹

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/understandingtownsinenglandandwales/anintroduction>

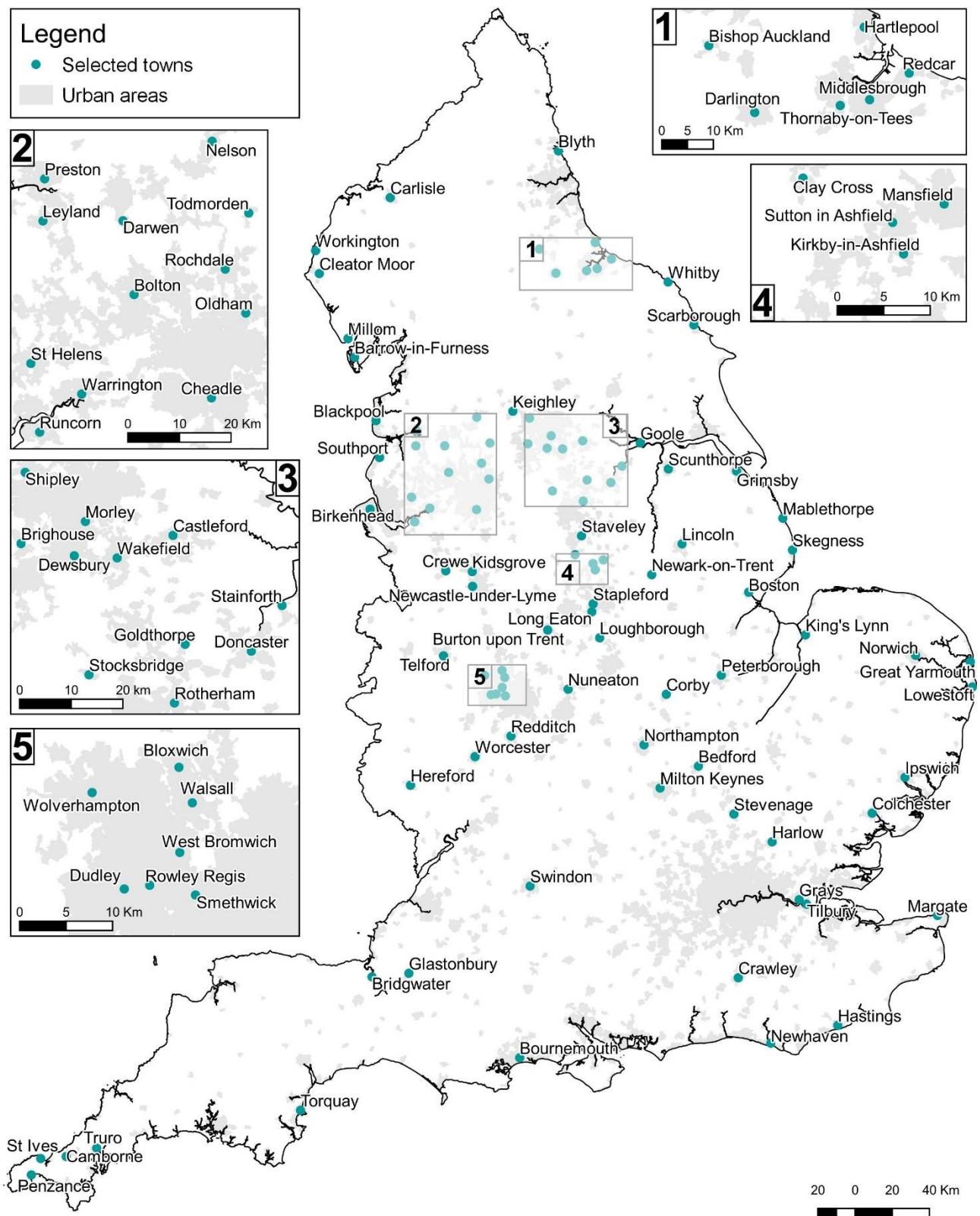
² <https://commonslibrary.parliament.uk/insights/trends-and-inequalities-in-cities-towns-and-villages/>

³ <https://www.ey.com/uk/en/newsroom/news-releases/18-11-27-uks-largest-towns-and-cities-lure-international-investors-whilst-rest-of-the-country-gets-left-behind-brexit-calls-for-a-new-approach>

⁴ <https://www.centreforcities.org/reader/talk-of-the-town/direct-links-cities-towns/>

⁵ <https://www.gov.uk/government/publications/state-of-the-nation-2016>

⁶ <https://localtrust.org.uk/insights/research/left-behind-understanding-communities-on-the-edge/>



Creating a sustainable future for towns

- 1.7 We know that each town will have different assets, and a unique path to prosperity. While there are many factors that determine the strength of the economy, growth ultimately depends on the success of businesses in the town and wider region. Through the Towns Fund we're giving 101 towns the tools to design and deliver a growth strategy for their area.
- 1.8 Some businesses make long-term investments in a place or depend on the location of towns for success in the wider economy. These firms might need access to the natural environment e.g. access to the coast for an offshore wind energy business; low cost floor space e.g. logistics and manufacturing; or are tied to a particular place through historic investment in infrastructure and capital assets e.g. ports, heavy manufacturing equipment.
- 1.9 Where these businesses are growing and significant in the town economy, local leaders should support them to grow further and invest into the workforce. By engaging with their supply chains, towns can diversify the economy and bring new opportunities to the area. For instance, car manufacturers depend on a supply chain of smaller manufacturers and professional services that can be supported to sell into new international markets. Transport connectivity to larger urban areas and regional economic assets (e.g. ports, manufacturers) can be strong in these towns and should be capitalised on by ensuring that there is good local connectivity (e.g. through improving access to a railway station) to deliver opportunities for all.
- 1.10 These interventions are equally appropriate for towns whose main function is to provide services, including from the public sector, to smaller towns and villages in the wider region. This is often the case in rural areas, where towns serve as hubs for the wider economy. A major hospital in a town like this could provide opportunities to boost the local supply chain, and then diversify those businesses into new markets.
- 1.11 In some towns, these businesses are declining or have closed. However, there are opportunities for the local workforce to re-train to access new jobs. Investments in social infrastructure – town centres, community spaces, schools, libraries – can create spaces for people to meet and deliver projects that build on a spirit of pride that is often strong in towns, and will give a strong foundation to develop skills and health. Local leaders should then work with the significant employers and education providers in the wider region to unlock new opportunities.
- 1.12 Businesses in other sectors (e.g. creative industries, professional services, tourism) are more mobile and can be drawn to the heritage and cultural offer in towns, as well as their connectivity to larger urban areas. Understanding what attracts these firms, and the wider link between amenity value and economic development will be key, such as the quality of town centres, the culture on offer⁷ and access to quality green space which can improve health and wellbeing.

⁷ Parker, C., N. Ntounis, S. Quinn and S. Millington (2017), Identifying factors that influence vitality and viability

- 1.13 Substantial investment will be required to attract these types of business where they are not present, even if historically they have made a significant contribution to the local economy. In this context, local leaders should both build the skills of local people and make the place work for them, and take a strategic and long-term approach to attract new high value firms.
- 1.14 By harnessing a diverse range of perspectives – business, philanthropists, investors, universities, colleges, communities and civil society, as well as local authorities – towns can understand their assets, and, crucially, ensure they are all playing their part in growing the economy.
- 1.15 We know that coming together helps drive economic growth and capture imaginations and opportunities. This has been demonstrated through the success of the Northern Powerhouse, Midlands Engine and Ox-Cam Arc.
- 1.16 With the right support from government and strong local and community leadership, our country's towns can unlock their full potential; helping to raise living standards and productivity across the country.

Town Deals

- 1.17 Through the £3.6bn Towns Fund, we have announced 101 towns we will work with toward a Town Deal, building on the learning of the Greater Grimsby Town Deal.
- 1.18 We know that substantial public investment is already flowing into towns and the regions in which they are located. Aligning this investment alongside the activity of business, investors, education providers and civil society will further improve the ability of towns to realise their growth ambitions.
- 1.19 We will work with places to identify opportunities to align or rationalise public investment around key local priorities, as part of agreeing a Town Deal. Where possible, there may also be commitments by government or its agencies to work with the town more closely.
- 1.20 Bringing in private investment will be key to sustainably growing town economies. The Towns Fund will allow towns to address some of the key investment criteria identified by overseas investors as important when considering investing in regional locations, including transport, skills, real estate availability and local business support. Investors are also attracted to projects with strong local alignment, as well as the support of government as a whole. Town Deals will play an important role in giving investors the confidence to back projects, ensuring all communities can prosper.
- 1.21 This Prospectus sets out the first stage of agreeing a Town Deal. This will operate as a two-stage process. We will provide further guidance on the Stage 2 in due course.

Stage 1: providing capacity support to places to put the structures and vision in place in order to move to the next stage of agreeing a deal

Stage 2: places to use their locally-owned Town Investment Plan to put together a business case to apply for funding for interventions

The Towns Fund

1.22 The Towns Fund will provide the core public investment in Town Deals – additional funding may come from other sources or parts of government. The objective of the Fund is to drive the economic regeneration of towns to deliver long term economic and productivity growth through:

- **Urban regeneration, planning and land use:** ensuring towns are thriving places for people to live and work, including by: increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.
- **Skills and enterprise infrastructure:** driving private sector investment and ensuring towns have the space to support skills and small business development.
- **Connectivity:** developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity

Urban regeneration, planning and land use

1.23 Perception of place is an important ‘pull’ factor in business location decisions and can affect a place’s capacity to attract and retain workers. Many towns already have a strong heritage and sense of place, and benefit from their cultural and civic assets which may make places more attractive to live, work, visit and invest in.

1.24 Investing in these cultural assets as part of an integrated regeneration strategy can rejuvenate places, leading to positive economic outcomes at a local level through helping to retain a highly skilled workforce, and attracting tourists who will bolster local businesses.

1.25 In post-industrial towns, there will likely also be opportunities to redevelop vacant sites for new business and leisure uses. By aligning this with other complementary investment, including transport, local leaders can ensure these developments support the economy into the future, and create wider strategic benefits. For example, agglomeration effects can occur when urban areas are dense and provide space for a mixture of uses, including housing.

1.26 Towns should explore strategies for bringing forward town centre regeneration, including making best use of brownfield sites or surplus land owned by central or local government. Having such a strategy in place will allow places to acquire strategic sites when opportunities arise and make use of them as part of long-term regeneration plans. Towns should work with public land owners and other land owners to identify and unlock land across the town and its periphery, creating a future land supply that will sustain the town’s development. All development should

be cognisant of flood risk and coastal erosion where relevant.



1 Bolton Town Centre

Case example: attracting private investment to the development of Bolton Town Centre

Private investment can unlock growth plans that are beyond the scope of public investment. Bolton town centre's regeneration masterplan is an ambitious vision that has identified key areas for investment in the town centre, building on the town's successes in retail, tourism, office space and housing, and identifying areas for intervention that will expand and develop the town's assets.

Through Invest in Bolton, which was developed in collaboration with the Department for International Trade and the Greater Manchester Growth Company, the local authority has actively sought private investment of up to £1 billion, building on the £100 million committed by Bolton Council to kickstart the regeneration.

Though a 15-year plan, the quality of vision laid out in the masterplan, and the commitment the Council has made to regeneration means that investment has already begun to flow into the town centre, and a number of key sites for development are in discussion to be brought forward. The investment will ensure the town centre is fit for the future and can provide the right environment for shops and offices to prosper.

Source: <http://www.investinbolton.com/why-invest/>

Case example: modernising historic assets to drive local growth

Historic England's cross Pennine project focused on the economic potential of vacant historic textiles mills. 20 target mills were identified and options explored to make them viable investments and ensure that wider regeneration benefits are captured. The project concluded that across West Yorkshire and the North West there is 3m sqm of untapped space which could provide 35,000 homes, 200,000 jobs, £9 billion GVA and £23 million per annum in business rates.

Sunny Bank Mills, Farsley, Leeds was a major employer for more than a century, it closed in 2008 and the owners, took an incremental approach to regeneration, establishing an employment centre and creating quality commercial space.

The individual character of the buildings and the site's history make it unique and appealing. It is now home to over 70 businesses including designers, textile artists and a children's play gym, providing 300 jobs overall. It also accommodates a café, art gallery and shop, and hosts an annual community festival, drawing thousands of visitors every year.

Source:

<https://assets.publishing.service.gov.uk/government/uploads/system/uploads/att>



2 Sunny Bank Mills, Farsley, Leeds

Skills and enterprise infrastructure

- 1.27 We have one of the most successful labour markets in the world with the employment rate at a near historical high. But we still face challenges in meeting business need for skills and these challenges can be especially acute in towns. Furthermore, in many post-industrial towns, office space and other employment land is affordable, but is not always well connected to workers or attractive to business.
- 1.28 Universities, colleges and other skills providers already often play a significant role in many local communities and collaborating with local businesses on skills and economic development, but we need to build on this. Collaboration between businesses (large and small) and education providers is important to deliver a more highly skilled workforce. This could be achieved, for example, through investment in buildings that provide both office space and also areas to deliver training. Improving business support facilities may also open up opportunities for local partners, government agencies and the private sector to collaborate more effectively in delivering business support, trade and investment advice.
- 1.29 Addressing the skills that local employers need is essential. Further education providers have the flexibility to deliver the skills provision most relevant to their local areas. In addition, government and local places (through Local Enterprise Partnerships and Mayoral Combined Authorities) have established Skills Advisory Panels and, in some areas, Local Digital Skills Partnerships, to bring together local employers, education providers and other key players to further build an understanding of local labour market and skills needs. Town Investment Plans should use this evidence to identify challenges that local people face and coordinate strategies for how people can be supported locally to meet labour market needs in a way that complements existing skills initiatives and funding streams.
- 1.30 We recognise it is important to ensure everyone has access to high quality education and skills provision in order to reach their potential. Government and places are working together to help create a world leading technical offer including through T-Levels, Apprenticeships and Institutes of Technology. For some towns, investment in education facilities can attract new people to develop their skills. Equally, getting local people qualified to level 3, and build skills around English, maths and digital will help people to access and progress in work.
- 1.31 Places should also consider how they might provide additional support to young people to help them access traineeships or apprenticeships so that they can access and progress in work, especially for those young people at risk of leaving schools and being NEET (not in education or employment or training).

Case example: connecting employers with education providers in the Black Country

The Black Country Skills Factory is an employer-led education and training collaboration which aims to address the shortfall of skills in the Black Country and increase the pipeline of suitably skilled staff to respond to growth. It has been a highly successful project in addressing skills shortages in the advanced manufacturing sector.

The aspiration is to fundamentally shift the relationship between employers and education providers to develop a networked approach to skills delivery: one that is needs-driven by industry demand for skills while also meeting general best practice standards.

Training and education courses are co-developed and co-delivered using shared facilities and industry trainers. This results in the provision of bite-sized skills training courses which fit the current and future needs of highly technical industries. The initial funding for training courses has now come to an end, with new funding being explored. Early findings show that the courses had a significant impact on Black Country businesses and their workforces.



Case example: supporting science intensive firms in Harlow

In 2015, Harlow Council acquired 10 hectares in Harlow to create a collaborative, progressive sci-tech community. The community will provide spaces for start-ups to grow alongside larger, more established firms.

The development is located within the UK Innovation Corridor, an area which already has a global reputation for excellence in scientific research. Harlow Council is working in partnership with Vinci Developments, one of the UK's largest construction companies, and Anglia Ruskin University to create a public health science campus, bringing together research, innovation and manufacturing.

A second development phase was announced in June 2019 for a range of mid-tech units combining office, research and manufacturing and assembly space, with funding of £7.2 million approved for the development. The facility will support small businesses in the area and bring new employment to the local population.

Source: <http://harlowez.org.uk>

Case example: bringing education and skills providers together to boost essential life skills

The Opportunity Area programme established a partnership of education and skills providers in Doncaster, which found that there was a gap in provision for children dealing with multiple disadvantage and vulnerability.

Combining local funding pots with £1m of additional investment from the Department for Education, an Essential Life Skills programme was put in place to develop non-cognitive skills in children, such as confidence, resilience and punctuality.

Source:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/753695/DFE - Opportunity_Areas-One_Year_On_.PDF

Connectivity

- 1.32 High quality and well-designed infrastructure is critical to supporting local economies and sustainably improving living standards. Whether through improving the speed and reliability of transport connectivity or ensuring internet speeds are fit for the needs of businesses, infrastructure investment will be key to spreading prosperity in towns.
- 1.33 In many towns, there is a disconnection between where people live, and where jobs and leisure can be found⁸. For towns close to larger urban areas, strengthening transport within the town to regional transport links (e.g. through a bus network) will open up new opportunities for people in the area. All road-based investments should now include provision for bus priority and cycling, unless this can be shown to be inappropriate. Active travel schemes such as new cycle and walking paths, for example, those prioritised in Local Authority's Local Cycling and Walking Infrastructure Plans (LCWIPs), could have the added benefit of supporting the health of the population, as well as contributing to the net zero greenhouse gas emissions target.
- 1.34 While broadband access and speeds are increasing, we need to reduce the barriers to deployment of new gigabit-capable connectivity, including 5G and fibre connectivity to support our businesses to compete globally. For some firms (e.g. the creative industries or the area's start-up community) reliable digital infrastructure is a key determinant of their location of their jobs, and so digital infrastructure could underpin a new wave of entrepreneurialism to take root in our towns and cities. The deployment of digital, place-based infrastructure requires different local authority teams, for example highways, planning, estates, to buy into a single, cohesive vision for the area. Further support for local authorities can be found in the Digital Connectivity Portal⁹.

⁸ http://shura.shu.ac.uk/24128/1/tackling_transport-related_barriers_low-income_neighbourhoods.pdf

⁹ <https://www.gov.uk/guidance/digital-connectivity-portal>

Case example: strengthening transport links between towns and cities

Some towns suffer from disconnection to larger urban areas. Where there are transport links in place, towns should make the most of them by improving access from within the town.

For example, a project to improve cycling and walking access at Dewsbury and Huddersfield rail stations through information displays, safety measures and other enhancements was awarded £1.9 million through the Transforming Cities Fund, allowing more passengers to benefit from regional rail connections.

Towns can also help to strengthen transport networks in city regions, including through developing connections to other towns.

Sheffield City Region was awarded £4.2 million in March 2019, to take forward a suite of active travel measures that will better connect towns and villages across South Yorkshire. This includes plans for improved cycle and pedestrian routes connecting Doncaster's town centre, railway station, smaller towns such as Conisbrough and Thorne, and the new growth opportunities at Doncaster iPort; plus a new cycle route from Rotherham town centre that will help establish a sustainable transport link for around 2,400 new homes at the Bassingthorpe Farm site, beyond the town.



3 the Sheffield Rotherham tram-train trial

Photo © Andrew Tryon (cc-by-sa/2.0)

Case example: using transport infrastructure to give businesses a digital boost in Cambridgeshire

Towns have levers available to them to bring forward the digital revolution. In Cambridgeshire, a new 'Dig Once' policy has been put in place whereby all new major infrastructure projects (roads, cycleways, busways) must now include ducting to enable the fast and efficient installation of fibre.

Wider use of the assets is enabled by virtue of a new joint venture company between Cambridgeshire County Council and the University of Cambridge, Light Blue Fibre Ltd, which is licenced to make all new and existing duct and dark fibre assets commercially available on a wholesale basis (www.lightbluefibre.co.uk).

Alongside investment in digital connectivity for public sector buildings from which nearby firms can benefit, the scheme is bringing fast digital connectivity to businesses in the area, unlocking new growth opportunities.



Case example: opening access to retail in Telford

Retail and leisure businesses are often held back by poor access to the wider area. Addressing this can be complex when working with dense, built up areas, but we know that these schemes create a better, and more sustainable, foundation for local firms than out of town alternatives.

In Telford, a transport scheme reconfigured the Box Road: a high-speed, three-lane, one-way circulatory system surrounding and constraining the pedestrianised retail area and limiting growth of businesses in the area (pictured above).

The new design encouraged lower speeds, which allowed twelve pedestrian crossings to be installed, and new cycle-ways built.

Under the scheme, the shopping area was connected to a major public/private sector development, now completed at Southwater, including a cinema, hotel, bars and restaurants and other leisure attractions. The scheme was complex to design and deliver but puts Telford on a firm footing to grow into the future.

Source:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/648822/local-sustainable-transport-fund-impact-summary-report.pdf

2 Preparing for a Town Deal

- 2.1 This prospectus sets out the first stage of agreeing Town Deal, with the following steps:



- 2.2 We expect Unitary Authorities, District Councils, and Borough Councils in the areas for the towns selected (hereby referred to as ‘the Lead Council’) to develop a Town Deal Board no later than the end of January 2020, then produce a Town Investment Plan no later than Summer 2020. Further information on what we expect to see in both a Town Deal Board and a Town Investment Plan is below.
- 2.3 The Town Deal Board and Investment Plan will together inform the second stage of agreeing a Town Deal: which will include completing a business case based on the selected content of Town Investment Plans with government. We will publish further detail on how we will agree Town Deals in due course, including the amount of capital and revenue funding available, and the interventions that can be supported through the fund.
- 2.4 We know that in some towns, there are strong partnerships and proposals already in place. We expect to work with these places to agree a Town Deal more quickly. This, in turn, will allow others to take advantage of the support being offered by government to develop good proposals. Lead Councils will return a readiness checklist to government to gauge how quickly towns in their area will be able to prepare for a Town Deal.
- 2.5 Agreeing a Town Deal with investment from the Towns Fund of up to £25m per place will be dependent on government receiving high-quality proposals that meet the objective of the fund and follow the further guidance to be published. If government is not content with the quality of proposals, including their alignment with the objective of the Towns Fund by the end of Summer 2020, then it is unlikely a Town Deal would be agreed.
- 2.6 In due course we will announce details of a competition for further towns to develop a Town Deal Board, a Town Investment Plan and have the opportunity to agree a Town Deal. While we will be looking at aligning this with other funds, including the Future High Street Fund, the purpose of these funding streams is different with the Towns Fund focusing on a wider geography than just one high street. In many places Town Deal funding will not necessarily be directed toward the high street.
- 2.7 Where towns are both preparing to agree a Town Deal and are already involved in the Future High Streets Fund, we expect plans to be aligned, whilst still meeting the separate objectives of the funds. We are not changing our expectations or timelines

for those places currently progressing through the Future High Streets Fund.

Capacity funding and support

2.8 Lead Councils will shortly receive capacity funding from government via a s31 grant to support the development of a Town Deal Board and Investment Plan for each of the shortlisted towns in their area. Funding is being allocated according to population size, using the Office for National Statistics' categorisation of small, medium and large towns. The full details are published in the annex of this prospectus.

Town Size	Population (Census 2011)	Capacity funding (£)
Small	5,000 – 20,000	140,000
Medium	20,000 – 75,000	162,019
Large	75,000 – 225,000	173,029

2.9 We would anticipate that this funding will be used for:

- Convening Town Deal Board
- Running business and wider community engagement events
- Developing Town Investment Plans
- Providing technical expertise for business case development

2.10 Places will also receive some support from within the MHCLG, from relevant departments across government, and from further sources to be announced.

The MyTown Campaign

2.11 It is vital that towns engage with communities to find out directly from the public what they love about their place and how they want to see it grow. To do this we are developing a communications and community engagement toolkit for Town Deal Boards. This will be complemented by a media campaign which will:

- Inform people in the 101 towns of the opportunities of the Towns Fund
- Encourage local people to get involved and to generate ideas

2.12 This campaign will support the community engagement and capacity building activity, detailed below.

2.13 To support the campaign, Lead Councils should nominate a point of contact to work alongside government, as part of completing the readiness checklist.

Town Deal Boards

The Town Deal Board will be the vehicle through which the vision and strategy for the town is defined. It will produce a Town Investment Plan and inform the Town Deal, including the amount of investment secured through the Towns Fund.

The role of the Board is to:

- Develop and agree an evidenced based Town Investment Plan
- Develop a clear programme of interventions
- Coordinate resources and influence stakeholders

Which area should it represent?

- 2.14 The Lead Council should define the area the Town Deal Board will represent on a map. As a default, this should use the boundaries defined by the Office for National Statistics in their recent article¹⁰. This is important so that local communities and other bodies understand where the area of benefit will be. We expect that the geographical area should be continuous.
- 2.15 Any changes to the ONS boundaries will need to be discussed with government to ensure it includes, as part of the area, the town that was originally selected.

Role of the Lead Council

- 2.16 The Town Deal Board should be convened by the Lead Council. The governance structure and decision-making structures of the Town Deal Board should be made public by the Lead Council.
- 2.17 Where more than one town is coming together to develop a Town Deal (more detail on the Joint Town Investment Plans is below), both Lead Councils should have an equal role in the partnership.
- 2.18 Town Deal Boards can build on pre-existing governance structures and relationships at a local level, if they meet the guidance set out in this prospectus.
- 2.19 We expect the Town Deal Board to align with the governance standards and policies of the Lead Council including around whistle blowing, conflicts of interest, and complaints.

Who should be represented?

- 2.20 We recognise that no two towns are the same, but that successful partnerships share some characteristics. We have therefore set out the following requirements and guidelines.
- 2.21 Town Deal Boards must include:
- **Other tiers of Local Government:** We expect all tiers of local government to be a part of the Town Deal Board:

¹⁰

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/understandingtownsinenglandandwales/anintroduction>

- **Town and parish councils:** Town and parish councils have an important role to play in convening stakeholders and providing localised perspective, as they are closely connected to the communities they serve.
 - **Upper-tier authorities:** bring crucial understanding of the important role towns play within the wider regional economy – as well as strategic leadership and powers that will be of value to the partnership.
 - **Mayoral Combined Authorities and Combined Authorities:** provide a strategic overview of an area and many hold powers that will be critical to delivering the Towns Fund e.g. transport.
- **Members of Parliament:** The MP (or MPs) representing the town should be invited to engage in the process of designing and agreeing the Town Investment Plan.
- **Local businesses and investors:** Driving economic growth and building productivity will require entrepreneurship and investment from business. It will therefore be essential to draw on their leadership and capability to help understand challenges and develop the key proposals. Existing investors currently active in the area also have an important role to play; their experience of driving development in specific regions should be drawn on to identify the best uses of public and private funds. **We expect to see representation on Town Deal Boards through large employers and SMEs.**
- **Local Enterprise Partnerships (LEPs):** LEPs bring a strong specialism in economic development strategy, business engagement, and the local skills system – through Skills Advisory Panels – ensuring Town Investment Plans are informed by local economic strategies e.g. Strategic Economic Plans and Local Industrial Strategies.
- **Communities:** Each town will decide how best to involve their local community, building on the MyTown campaign. Communities should have a meaningful role in decision-making for the future of their town, and Town Deal Boards should draw on the local knowledge and insight that communities can provide on the barriers to driving local growth and productivity. We expect this to be achieved by including community representatives from prominent local civic and faith organisations in the governance structure, such as representatives from local community forums, voluntary and community sector organisations, or Councils of the Voluntary Sector.
- Communities are more likely to work to implement solutions, and be able to take advantage of the economic opportunities resulting from government investment if they engaged early and throughout the process of designing and delivering the Town Investment Plan.

2.22 Town Deal Boards may also include (either in their governance structure or in their engagement activity):

- **Business Improvement Districts (BIDs):** where they exist, BIDs work to improve commercial areas through additional services. They have close relationships with their business members and play a strategic role in place shaping

- **Jobcentre Plus:** provide information on working with people furthest from the labour market, and work closely with the voluntary and third sector to support people into work
- **Anchor institutions:** have strong convening power, as well as a significant role in the local economy. They may include:
 - The wider business community
 - Universities and Further Education colleges
 - Academies and Schools
 - Hospitals
 - Development corporations
 - Local sports teams
 - Cultural and creative institutions
 - Housing sector including housing developers and housing associations
- **Arms-length bodies and other non-departmental government agencies:** Such as Homes England, the Environment Agency, and the Historic England have expertise in delivering interventions, and existing place-based networks across the country, which can bring local expertise, as well as the ability to engage with issues at a regional level.
- **Other private investors and developers:** national or international private investors and developers should be engaged early to understand their requirements for investment and identify the best use of public and private funding.

How should it function?

- 2.23 The Lead Council should publish the Town Deal Board's governance structure and ways of working, such as a statement for how the board will engage stakeholders and agree decisions over time. Lead Councils should set out how capacity funding will be spent, and how that will support the process of developing a good Town Investment Plan.
- 2.24 Whilst the Town Deal Board serves an advisory function to the Lead Council, we expect all members to adhere to the Nolan Principles¹¹, set out clear Terms of Reference, and agree to a Code of Conduct.
- 2.25 While we recognise that each place is different, Town Deal Boards should appoint a Chair. Where appropriate we expect this Chair to be from the private sector.

Town Investment Plans

- 2.26 Towns must develop a well-evidenced Town Investment Plan, which sets out a clear understanding of the area, focusing on its assets, opportunities and challenges.
- 2.27 The amount of investment from the Towns Fund will be determined based on the strength of the Towns Investment Plan amongst other relevant factors.

¹¹ <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

What should it say?

- 2.28 The Town Investment Plan should set out investment priorities that could drive economic growth, supported by clear evidence and targeting investment into the economic infrastructure listed around the objective of the fund, as well as making full use of existing powers, particularly in planning.
- 2.29 Town Investment Plans should complement other pre-existing strategy documents that have been developed with local partners to avoid duplicating efforts, and where necessary build on these to meet the expectations set out in this prospectus. For instance, it will be important to align with Local Industrial Strategies, Skills Advisory Panel analysis, local environmental strategies, Local Plans and Spatial Development Strategies, and Local Transport Plans.
- 2.30 Plans should be cognisant of the wider strategic approach being taken through the Northern Powerhouse, Midlands Engine, Ox-Cam Arc and other pan regional strategies. The document should detail high Value for Money interventions that will drive economic growth.
- 2.31 Investment from this fund should be aligned with the government's clean growth objectives where possible, while ensuring that projects deliver good value for money, and as a minimum must not conflict with the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.
- 2.32 It should capture existing government and local initiatives and suggest ways of better coordinating investments within a place, where this could lead to further economic growth.
- 2.33 We expect the strategic element of Town Investment Plans to include:
- Background, context and evidence of need for suggested interventions
 - A vision for the town, complementing agreed or emerging local economic strategies
 - A high-level description of priority areas for the short, medium and long term, including:
 - Activity that can be locally funded
 - Projects that could be supported by public investment (including through the Towns Fund), with high level cost estimates
 - Ambitions for private sector investment and community involvement

Case example: aligning Walsall's regeneration with the wider region

Aligning the growth plans of towns with the wider area will mean every opportunity is being acted on. Walsall's regeneration has been developed to ensure it closely aligns to wider plans for the Borough and wider West Midlands Combined Authority. The regeneration of Walsall began in 2017 with the purchase of the Saddlers Shopping Centre – located in a key position on top of Walsall Railway Station. Its location and regional connectivity across the Black Country has resulted in Transport for West Midlands further investing in public transport provision in Walsall.

New Art Gallery Walsall is one of the most prominent buildings in the town centre, and has an international reputation. Walsall Council have therefore put the Gallery at the heart of their Town Centre masterplan. This plan leverages the Art Gallery, and other cultural assets to draw people into the reinvigorated public spaces in the town centre, and encourage footfall for the surrounding retail offer, whilst also attracting workers to the offices located there.

Walsall will play a key role in realising the West Midlands' ambitious housing plans, as part of the West Midland's Local Industrial Strategy. From the development of homes, to the Walsall to Wolverhampton housing growth corridor, Walsall has an opportunity to attract private sector housing investment to improve attract high-skilled workers to the area and grow the economy.



4 New Art Gallery Walsall

2.34 In due course, additional guidance will be published on the interventions in scope for the Towns Fund, the capital revenue split, and business case guidance. At this point, Town Investment Plans will be further developed to add detail to the priorities that could be funded through the fund (where consideration to the economic, commercial, management and financial aspects of proposals should be given.) However, as this is about driving long-term transformative change to local economies, we expect to see capital projects at the core of projects submitted for Town Deal funding.

2.35 Lead Councils and Town Deal Boards should seek to engage private investors and developers early. As part of this engagement, opportunities for private investment should be identified collaboratively.

2.36 We recognise that Town Deal Boards may want support and advice in developing their Town Investment Plans. A number of departments are considering the best way to provide that support; we anticipate that it will include guidance on assessing the evidence base, and intervention design to ensure Value for Money. For example, Department for Culture Media Sport (DCMS) has already set out its Connected Growth Manual¹², providing guidance to Local Authorities and LEPs on what they can do to support the sectors that DCMS represents.

Joint Town Investment Plans

2.37 There is provision for local places to produce a joint Town Investment Plan. This is dependent on towns selected in the list of 101 towns agreeing to work collaboratively and sharing both a Town Deal Board and Town Investment Plan. It is for the local area to decide whether a case can be put to government on the benefits of clustering towns together. This could be within a single local authority, LEP or Combined Authority area. Reasons for this could be:

- The towns in question are next to each other and/or are part of the same continued urban area
- The towns have significant overlap in terms of economic and social geography
- The Board representatives of each town would significantly overlap
- Having multiple smaller geography partnerships would dilute from a more strategic approach across multiple towns
- There are not suitable levels of stakeholder engagement for a particular town (because it lacks suitable scale etc.) and would benefit from a joint approach
- There are wider strategic benefits from bringing the towns together

2.38 Following this approach will not reduce the levels of capacity funding or the Towns Fund allocation. However, the Lead Council will need to agree this with government ahead of the Town Deal being agreed.

How is it agreed?

2.39 The Town Investment Plan must be agreed by the Town Deal Board in line with the Board's locally-agreed governance structure, which we would expect to be agreed

¹² <https://www.gov.uk/government/publications/connected-growth>

and published no later than January 2020.

- 2.40 The Town Investment Plan is a locally owned document and will not require sign off by government, however it will form the basis of deal negotiation and inform the amount of investment agreed through the Towns Fund. The Plan should explicitly set out how the Towns Fund is being used to crowd-in other local and private investment. It should also articulate how the interventions are driving economic regeneration and delivering value for money.
- 2.41 We encourage places to communicate with government departments (both through regular channels and through specific engagement that MHCLG will arrange) on the development of the Town Investment Plan and to discuss investment priorities.
- 2.42 Further guidance on the agreement of Town Deals will be issued in due course.

Learning, networking, and collaboration

- 2.43 We ask the Lead Council to be ‘open by default’ about their Town Deal Boards, Town Investment Plans and outline business cases, while acknowledging that commercially sensitive information will need to be protected (this should align with the Lead Council’s on their process to handle information which is not to be published in the public domain). Town Deal Boards will make their governance structures, profiles on key stakeholders, meeting agendas and minutes (in accordance with the Local Government Act 1972), evidence and any supporting documents for Town Investment Plans publicly available. For instance, this could be published on the Lead Council’s website.
- 2.44 We will actively facilitate learning between towns. For example, by running regional events, thematic learning events (e.g. around active travel interventions) and publishing products on ‘what works’ for local growth in towns. In partnership with the What Works Centre for Local Economic Growth and the What Works Centre for Wellbeing, MHCLG will publish materials and support events for those involved in delivering the Towns Fund, as well as those in other towns.
- 2.45 We will be appointing officials who will support collaboration – strengthening existing connections between towns and creating new ones. They will also support Town Deal Boards to connect with local partners. For example, in towns benefiting from the government’s Opportunity Area programme are encouraged to connect with their local Opportunity Area partnerships, thereby ensuring that Town plans can build on local efforts already underway in improving education and skills. Contact details can be found in the relevant published Opportunity Area plans.
- 2.46 Alongside future guidance being published on the Town Deal process, we will set out our expectations for monitoring and evaluation, as well as guidance on when Town Investment Plans should be published online.

3 Annexes

Timeline for Lead Councils

Capacity funding distributed to Lead Councils	November 2019
Readiness checklist returned	19 th November 2019
All Town Deal Boards convened (including publication of town boundary)	End of January 2020
Further guidance published	Early 2020
All Town Investment Plans produced	Summer 2020
Town Deals agreed	2020-21
A competition for further Town Deals	2020

Capacity funding allocation per town

Local Authority	Town(s)	Town Capacity Funding Allocation (£)	Local Authority Total (£)
Allerdale Borough Council	Workington	162,019	162,019
Ashfield Council	Kirkby-in-Ashfield	162,019	324,038
	Sutton in Ashfield	162,019	
Barnsley Council	Goldthorpe	140,000	140,000
Barrow Borough Council	Barrow-in-Furness	162,019	162,019
Bedford Borough Council	Bedford	173,029	173,029
Blackburn with Darwen Borough Council	Darwen	162,019	162,019
Blackpool Council	Blackpool	173,029	173,029
Bolton Council	Bolton	173,029	173,029
Boston Borough Council	Boston	162,019	162,019
Bournemouth, Christchurch and Poole Unitary	Bournemouth	173,029	173,029
Bradford Metropolitan District Council	Keighley	162,019	324,038
	Shipley	162,019	
Broxtowe Borough Council	Stapleford	140,000	140,000
Calderdale Council	Todmorden	140,000	302,019
	Brighouse	162,019	
Carlisle City Council	Carlisle	173,029	173,029
Charnwood Borough Council	Loughborough	162,019	162,019
Cheshire East Council	Crewe	162,019	162,019
Chesterfield Borough Council	Staveley	140,000	140,000
Colchester Borough Council	Colchester	173,029	173,029

Copeland Borough Council	Cleator Moor	140,000	
	Millom	140,000	
Corby Borough Council	Corby	162,019	162,019
Cornwall Council	Penzance	140,000	
	St Ives	140,000	
	Camborne	162,019	604,038
	Truro	162,019	
Durham County Council	Bishop Auckland	162,019	162,019
Crawley Borough Council	Crawley	173,029	173,029
Darlington Borough Council	Darlington	173,029	173,029
Doncaster Borough Council	Stainforth	140,000	
	Doncaster	173,029	313,029
Dudley Borough Council	Dudley (Dudley)	173,029	173,029
East Lindsey District Council	Mablethorpe	140,000	
	Skegness	162,019	302,019
East Riding of Yorkshire Council	Goole	162,019	162,019
East Staffordshire Borough Council	Burton upon Trent	162,019	162,019
East Suffolk District Council	Lowestoft	162,019	162,019
Erewash Borough Council	Long Eaton	162,019	162,019
Great Yarmouth Borough Council	Great Yarmouth	162,019	162,019
Halton Borough Council	Runcorn	162,019	162,019
Harlow District Council	Harlow	173,029	173,029
Hartlepool Borough Council	Hartlepool	173,029	173,029
Hastings Borough Council	Hastings	173,029	173,029
Herefordshire Council	Hereford	162,019	162,019
Ipswich Borough Council	Ipswich	173,029	173,029
Borough Council of King's Lynn and West Norfolk	King's Lynn	162,019	162,019
Kirklees Council	Dewsbury	162,019	162,019
Leeds City Council	Morley	162,019	162,019
Lewes District Council	Newhaven	140,000	140,000
Lincoln City Council	Lincoln	173,029	173,029
Mansfield District Council	Mansfield	173,029	173,029
Mendip District Council	Glastonbury	140,000	140,000
Middlesbrough Borough Council	Middlesbrough	173,029	173,029
Milton Keynes Council	Milton Keynes	173,029	173,029
Newark and Sherwood District Council	Newark-on-Trent	162,019	162,019
Newcastle-under-Lyme Borough Council	Kidsgrove	162,019	
	Newcastle-under-Lyme	173,029	335,048
North East Derbyshire District Council	Clay Cross	140,000	140,000
North East Lincolnshire Council	Grimsby	173,029	173,029

North Lincolnshire Council	Scunthorpe	173,029	173,029
Northampton Borough Council	Northampton	173,029	173,029
Northumberland County Council	Blyth	162,019	162,019
Norwich City Council	Norwich	173,029	173,029
Nuneaton and Bedworth Borough Council	Nuneaton	173,029	173,029
Oldham Borough Council	Oldham	173,029	173,029
Pendle Borough Council	Nelson	162,019	162,019
Peterborough City Council	Peterborough	173,029	173,029
Preston City Council	Preston	173,029	173,029
Redcar and Cleveland Borough Council	Redcar	162,019	162,019
Redditch Borough Council	Redditch	173,029	173,029
Rochdale Borough Council	Rochdale	173,029	173,029
Rotherham Borough Council	Rotherham	173,029	173,029
Sandwell Metropolitan Borough Council	Rowley Regis	162,019	486,058
	Smethwick	162,019	
	West Bromwich	162,019	
Scarborough Borough Council	Whitby	140,000	302,019
	Scarborough	162,019	
Sedgemoor District Council	Bridgwater	162,019	162,019
Sefton Council	Southport	173,029	173,029
Sheffield City Council	Stocksbridge	140,000	140,000
South Ribble Borough Council	Leyland	162,019	162,019
St. Helens Council	St Helens	173,029	173,029
Stevenage Borough Council	Stevenage	173,029	173,029
Stockport Metropolitan Borough Council	Cheadle	140,000	140,000
Stockton on Tees Borough Council	Thornaby-on-Tees	162,019	162,019
Swindon Borough Council	Swindon	173,029	173,029
Telford & Wrekin Council	Telford	173,029	173,029
Thanet District Council	Margate	162,019	162,019
Thurrock Council	Tilbury	140,000	302,019
	Grays	162,019	
Torbay Council	Torquay	162,019	162,019
Wakefield Council	Castleford	162,019	335,048
	Wakefield	173,029	
Walsall Borough Council	Bloxwich	162,019	324,038
	Walsall	162,019	
Warrington Borough Council	Warrington	173,029	173,029
Wirral Metropolitan Borough Council	Birkenhead	173,029	173,029
City of Wolverhampton Council	Wolverhampton	173,029	173,029
Worcester City Council	Worcester	173,029	173,029