

# Overview and Scrutiny Committee Agenda

Wednesday, 26 January 2022 at 6.00 pm

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

If you are attending the Town Hall for this meeting, please enter the building via the Community Contact Centre entrance.

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

		Page No.
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Minutes of the Previous Overview and Scrutiny Committee	1 - 4
4.	Draft Budget and Corporate Plan Update consultation 2022/23	5 - 14
	Supporting documents	
a)	Draft Corporate Update	15 - 20
b)	Draft Budget 2022-23	21 - 62
c)	Draft Budget Appendix K2	63 - 70

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# Agenda Item 3 Public Document Pack

## OVERVIEW AND SCRUTINY COMMITTEE

9 DECEMBER 2021

Present: Councillors Battley (Chair), Patmore (Vice-Chair), Arthur, Bishop, Edwards, Fernando, Pragnell, Roark and Turner

### 89. APOLOGIES FOR ABSENCE

Apologies received from Councillor Webb

### 90. DECLARATIONS OF INTEREST

Councillor	Item	Interest
Pragnell	3	Personal – Works at Department for Work and Pensions

### 91. PERFORMANCE MONITORING QUARTER 2 (2021/22) UPDATE

The Continuous Improvement and Democratic Services Manager reported to the committee the Quarter two 2021-2022 performance Monitoring. This covers July to September. Each of the service areas within the council has their own part on the dashboard with targets. All red or amber targets will have an explanation on their performance.

The Managing director highlighted capacity and issues moving to Plan B. Staff safety is paramount, and the council are working closely with NHS to help assist the vaccine roll out. The council will keep delivering its services as well as keeping staff and the town safe.

The Committee members asked questions with the Portfolio Holders and Managing Director available to answer.

#### **Why have no Long term empty properties been returned to use in this quarter?**

The housing portfolio holder updated the committee that after a very successful beginning to the empty homes strategy there are now a large number of single flats which are very complicated to free up with no national database. Cuts to funding and staff capacity have had an impact.

#### **How is sickness informed, is sickness impacting on services?**

The portfolio holder explained that many departments are at critical levels with staff capacity being reached. There are concerns regarding mental health issues. The HR department has support on offer for staff. The managing director informed the committee that the sickness within the council has improved on previous years. COVID 19 has impacted staff and their families.

#### **How far past five days are Land searches being returned?**

## OVERVIEW AND SCRUTINY COMMITTEE

9 DECEMBER 2021

The council leader agreed that it would be helpful to see how far the target is missed and this will be requested and updated. Unfortunately, staffing capacity issues remain within the planning department.

### **Has there been an overspend on agency staff in Planning and Housing?**

The council leader confirmed some agency staff have been used in the planning department though there is still a recruitment drive to employ planners. Planning officers not working in the public sector is a large issue across the country. The council has been able to attract a planning policy officer back to the borough give scope to work from home.

### **Has the increase in Universal credit having any effect on housing options?**

The housing portfolio officer reported it is too early to see the impact of the £20 reduction and additional tapers. Utility bill increases are having a large impact on residents and this could continue into next year. Affordable accommodation is very hard to find now within the borough with over 400 units of temporary accommodation being used at the moment. Figures will be brought to the next O&S meeting to look further into the impact. The Managing director informed the committee that household support fund has had to be closed as all the support had been claimed. There are discussions for the ESCC to expand the fund.

### **Can official and formal responses be sent to job applicants?**

The managing director informed the committee she will speak with the HR department and see if any changes are needed. A later update was given after speaking with HR staff. Email notifications will be enabled for applicants, so they no longer need to sign in to see their application status.

### **Is the planning service overspending and over exceeding?**

The council leader agreed this needs to be looked and she will be doing so the relevant managers.

**The chair asked that staff be thanked for their hard work and achievements to date.**

## **92. FINANCIAL MONITORING REPORTS FOR 2021/22- QUARTER 2**

The Chief Accountant gave a summary of the revised outturn position for services at the end of September 2021 (excluding capital financing charges and recharges). The report is quarter two though this is in the middle of budget setting.

The figures in the report highlight any major variances.

### **Rough sleepers are an overspend. Are there any government grants upcoming?**

The Chief Accountant answered that any grant the finance team are aware of has been built into the figures in the report. The finance portfolio holder answered that

## OVERVIEW AND SCRUTINY COMMITTEE

9 DECEMBER 2021

due to COVID rough sleeper shelters are not able to be used which has a large impact on costs. There have been government grants come in but it's rarely enough.

### **Syrian Resettlement programme is showing an underspend. What are the reasons?**

The finance portfolio answered that the program payments are very complex, and some payments had not been previously reclaimed. The managing director informed the committee that some government money is paid in arrears.

### **Regarding Parking and leisure are there further Covid payments coming from government?**

The Chief Accountant updated the committee that some losses in parking and leisure have been able to be claimed back but not all of the losses. The grants claimed are reflected in the report. The finance portfolio holder stated the government has made some compensation payments to the council for loss of council income. These were mainly due to lock downs.

## **93. OVERVIEW AND SCRUTINY WORK PROGRAMME UPDATES**

### **93.1 Council Motions update**

Councillor Battley conducted a review focussed on considering motions received by Council and associated next steps since the motions were tabled. Motions seem to have got a lot longer and some motions have been repeated. Recommendations put forward are:

Agreed motions requiring actions should name a relevant person who will be responsible for completing and reporting on the outcome. Where longer term-based motions are agreed, this may mean being made part of the day-to-day work of the council across multiple areas.

A motion tracker should be created and maintained by democratic services showing the progress of actions passed.

Public tracker should be viewable on the council's website. This will need developing and scoping for best format.

A report should be made to Full Council every 6 months to review the motions passed during that period and the actions undertaken. This will require a constitutional change that will first need to go to WAG for approval.

The Managing director informed the committee that all work must be assessed and be capacity checked.

## **94. SEA CHANGE UPDATE**

## OVERVIEW AND SCRUTINY COMMITTEE

9 DECEMBER 2021

Councillor Patmore gave a verbal update. Unfortunately planning issues has stopped the planned meeting with Sea Change. It is hoped to put some questions to Sea Change that are not relevant to a live planning application in the new year.

Cllr Barnett gave an update that its hoped Sea Change will be making a public a statement about the Queensway gateway Road.

### 95. EQUALITIES AND WOMEN'S SAFETY

Councillor Arthur gave a verbal update. Work on equalities will begin in January with a meeting with Cllr Rogers. Work has been concentrated reviewing the application that has been made to The Safer Street Fund installation of lighting and CCTV in Alexandra Park. A few issues have been identified including the lack of consultation with Park users, individuals and groups, women's groups, residents of Saint Helens Rd on how they might be impacted by the additional lighting and removal of vegetation along that side of the park and people from ethnic minority backgrounds, particularly people who we know are disproportionately targeted by police. The group was told that due to the time constraints on the funding, it has been deemed that there's no time for consultation with any of those groups and on the commitment in our corporate plan to ensure our decisions reflect best practice. A data driven transparent and take account of equality, diversity, and environmental impact. No evidence is available to demonstrate that that lighting will reduce violence against women and girls. And we're told that it's very difficult to find evidence to prove this. But it's believed that there will be an impact when it's used alongside other safety measures. The government timeframes for funding releases often allow insufficient time for councils who have to implement it or to do due diligence.

The Managing Director and the Council Leader have been disappointed with the way the funding was offered from government and CCTV would not be installed without consultation with residents. The Managing Director will encourage the OPC in the Home Office to change their funding arrangement.

(The Chair declared the meeting closed at 19:26PM)

# Agenda Item 4



**Report To:** Overview and Scrutiny Committee

**Date of Meeting:** Wednesday, 26 January 2022

**Report Title:** Draft Budget and Corporate Plan Update consultation 2022/23

**Report By:** Jane Hartnell, Managing Director

**Key Decision:** N/A

**Classification:** Open

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## Purpose of Report

To invite the Overview and Scrutiny Committee to comment on the draft budget and corporate plan update for 2022/23 and alert Scrutiny members to the wider consultation, approvals timetable and next steps.

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## Recommendation(s)

1. That the comments of the Budget Overview and Scrutiny Committee on the draft budget and corporate plan update be referred to Budget Cabinet on the 7th February 2022

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## Reasons for Recommendations

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

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## Introduction

1. The Council agreed its [Corporate Plan \(2020-24\)](#) and budget (2020-21) back in February 2020. Shortly after, COVID-19 spread with unprecedented impacts across the globe.
2. The [2021/22 Corporate Plan update](#) reflected several new activities, roles and responsibilities the Council took on to support our communities through the pandemic with our partners.
3. This report presents the draft 2022/23 Corporate Plan update (appendix A) and the draft budget (attached as part of this meeting's agenda) and invites the Overview and Scrutiny committee to comment on the draft budget and corporate plan for 2022/23.

## Draft 2022/23 Corporate Plan Update

4. The bulk of the corporate plan 2020-24 is unchanged, this includes our approach and the three outcomes and six priorities.
5. Where new data is available, the '[Our borough](#)' and '[Your council](#)' sections have been updated to provide the latest figures. These set the local scene and give the demographic context for the key work we are doing.
6. The draft Corporate Plan 2022/23 annual update is set out in appendix A.
7. This update continues to reflect the impact of the pandemic that has exacerbated those budgetary and resources challenges the Council faced pre pandemic.
8. The headline key activities proposed for 2022/23 include:
  - a. Ongoing actions -including those paused or delayed by the pandemic or which were not expected to be completed in 2021/22
  - b. New or changed activities that reflect refocussing to address resource and budgetary challenges.
9. Following approval of the draft annual update, further work will be undertaken to firm up milestones and measures for each key activity so performance can be tracked via the Council's [performance management](#) arrangements.
10. The Overview and Scrutiny Committee will continue to monitor performance quarterly against our milestones and measures and these meetings are streamed live on our website.

## Consultation

11. Comments on the annual corporate plan update and draft budget have been sought from residents, council staff and a range of community and business organisations.
12. Consultation with the Overview and Scrutiny committee forms part of the consultation and all views received will be summarised and submitted to the budget Cabinet meeting on the 7<sup>th</sup> of February.



13. The consultation runs from the 14<sup>th</sup> of January to 9am on the 7th February 2022. Those views received after the publication deadline for the Cabinet meeting will be summarised and tabled at the Cabinet meeting.

### Timetable of Next Steps

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

Action	Key milestone	Due date (provisional)	Responsible
Draft budget and corporate plan updates 2022/23 published for consultation	Documents published on the council website	14 January 2022	Assistant Director Financial Services & Revenues Continuous Improvement and Democratic Services Manager
Consultation meeting with Hastings Community Network	Meeting held, views sought and summarised for budget cabinet	28 January 2022	Leader/Deputy
Consultation meeting with the Staff and Management Forum	Meeting held, views sought and summarised for budget cabinet	27 January 2022	Leader
Consultation meeting with the Chamber of Commerce	Meeting held, views sought and summarised for budget cabinet	24 January 2022	Leader/Deputy
Consultation meeting with Overview and Scrutiny	Meeting held, views sought and summarised for budget cabinet	26 January 2022	Leader/Deputy
Consultation meeting with Hastings Young Persons Council	Meeting held, views sought and summarised for budget cabinet	20 January 2022	Leader
Corporate plan annual update and budget 2022/23 finalised and published on the council's website	Documents approved by full Council 16 <sup>th</sup> of February	21 February 2022 (subject to amendments required)	Assistant Director Financial Services & Revenues Continuous Improvement and Democratic

			Services Manager
2022/23 performance milestones and measures integrated into performance dashboard	Dashboard refreshed.	1 <sup>st</sup> April 2022	Continuous Improvement and Democratic Services Manager
2021/22 yearend performance data collated and used to propose draft Performance Indicators for 2022/23 for consideration by O&S.	O and S and Cabinet report	July 2022	Continuous Improvement and Democratic Services Manager

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## Wards Affected

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## Policy Implications

Reading Ease Score:

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

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

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## Additional Information

Appendix A - Draft Corporate Plan update 2022/23

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## Officer to Contact

Officer Mark Horan (Continuous Improvement and Democratic Services Manager)

Email [mhoran@hastings.gov.uk](mailto:mhoran@hastings.gov.uk)

Tel 01424 451485

## Draft Corporate Plan key activities update for 2022/23

<b>Tackling homelessness, poverty and ensuring quality housing</b>
<ul style="list-style-type: none"> <li>• Conclude implementation and encourage take up of new self-service modules for revenues and benefits.</li> <li>• Achieve key performance and collection targets in respect of benefit processing times and collection rates for council tax &amp; business rates.</li> </ul>
<ul style="list-style-type: none"> <li>• Review our council tax reduction scheme by November 2022.</li> </ul>
<p>Continue our programme to maximise delivery of much needed new, affordable and retrofitted homes in our town:</p> <ul style="list-style-type: none"> <li>• Mobilise and monitor the pipeline of developments with partners to increase the supply of affordable rented homes by 500 units over the next 5 years.</li> <li>• Progress developments on council owned land to meet our affordable homes target.</li> <li>• Improve access to settled housing for homeless people through our social lettings agency and landlord incentive programmes.</li> <li>• Continue our Housing First programme and explore new funding and partnership opportunities to increase the range of accommodation options for people with multiple and complex needs.</li> <li>• Utilise available grant funding aimed at reducing fuel poverty and improving energy efficiency by promoting and referring residents to the Warm Home Check Service.</li> </ul>
<ul style="list-style-type: none"> <li>• Develop and adopt a new Housing Strategy and review key policy documents, including the Social Housing Allocation scheme.</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to review our temporary and emergency accommodation options, ensuring that suitable provision is available and achieve best value, and apply lessons learned to firm up future provision arrangements.</li> </ul>
<ul style="list-style-type: none"> <li>• Make sure homes are adapted and made fit for the future where we have power and resources to do so.</li> </ul>
<ul style="list-style-type: none"> <li>• 80 homes adapted through Disabled Facility Grant funding in 2022/23.</li> </ul>
<b>Keeping Hastings clean and safe</b>
<p>Ensuring delivery of our statutory refuse, recycling and street cleansing services, including:</p> <ul style="list-style-type: none"> <li>• Enhancing our existing contracted out refuse and recycling service by working closely with the contractor. For example, where appropriate, adjusting collection rounds to improve service delivery to residents.</li> </ul>

- Seek Government guidance on the implementation of relevant sections of the Environment Act 2021, including food waste, enhancing the garden waste scheme and reviewing the Technically Environmentally and Economically Practicable (TEEP) assessment on our recycling service and progress accordingly.
- Building on the good performance of our in-house street cleansing service, continue to work in partnership (including our voluntary sector partners such as Tidy up St Leonards) towards identifying potential improvements to the way the service is operated, and implement them where sufficient budget is identified and authorised.
- Review bulky waste collection arrangements in order to reduce the cost of fly tipping.
- Maintaining our three green flag accreditations for our parks (St Leonards Gardens, Alexandra Park & Hastings Country Park) Park and deliver service and safety improvements in Alexandra Park in partnership with community organisations.

- Ensuring effective delivery of our statutory street scene enforcement services delivered through our Warden team including:
- Continuing to tackle anti- social behaviour and enviro crime in line with our statutory commitments in partnership with other agencies such as the police.
  - Maintaining a primary focus on the multi-agency approach to reducing negative environmental, social and economic impacts on areas such as the town centre and seafront associated with the street community.

- Ensuring statutory delivery of our licensing and environmental health commitments including:
- Continue supporting businesses to comply with rules (normal and Covid 19 related) as they seek to return to business as usual during 2022/23.
  - Continue supporting local businesses exporting products of animal origin which require export health certification following from EU-exit.

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

- Continue to explore options for delivery of succession arrangements following the end of the ground’s maintenance contract in November 2023.
- Implement the succession arrangements for the ending of (i) the Public Convenience Cleaning contract, and (ii) the Building Cleaning contract, from April 2022.
- Complete the statutory safety improvement works to meet Environment Agency requirements at the Buckshole reservoir.
- Consult on and publish new Cultural Regeneration Strategy during 2022/23.

- Keep open council owned and run visitor attractions where it is safe and we can afford to do so, bringing forward ways to run these better, cheaper and or differently.
- 2022/23 milestones include:
- Undertake survey of East Hill Cliff Railway and determine future programme, budget implications and expected downtime for works arising.
  - Others TBD for Museum.

- Continue work on our Local Plan engaging our citizens and partners to help set how the borough will shape up for the future.
- 2022/23 Milestones include:
- Completion of Regulation 19 consultation by end of quarter 2.

- Submit draft Local Plan to Secretary of State by end of quarter 3.
- Prepare for examination in public during 2022/23 (subject to decision by the Planning Inspectorate).
- Asset Management and Capital programme reviewed and 2022/23 plans and actions refreshed and delivered accordingly.
- 2022/2023 Milestones include:
  - Churchfields Business Centre – construction complete by end of quarter 3.
  - Cornwallis – planning consent granted by end of quarter 1 and construction commenced by end of quarter 3.
  - Harold Place – planning consent granted & legal agreement completed by end of quarter 1 and construction commenced by end of quarter 3.

### **Minimising environment and climate harm in all that we do**

- Complete our actions in the climate change strategy and action plan for 2022/2023 having reviewed lessons learned and opportunities in response to Covid 19.

Examples for 2022/23 include:

- Development of a refreshed strategy and action plan for October 2022.
- Respond to the Environmental Act with Sussex partners to consider local nature recovery strategies as required, informed by results of Local Plan commissioned research.
- Work collaboratively with regional and county partners to respond to the climate emergency and draw down associated funding.
- Supporting net zero ambitions of all the Towns Fund projects.
- Solar for Business – commence installations subject to fiscal due diligence. minimum target 5 during 22/23 offsetting XXX tonnes (TBD) of Co2.
- Building on the delivery of the Wayfinding and DestiSmart projects continue to take opportunities to move around the town on foot, by cycle (active travel) and through sustainably powered vehicles (subject to movement and access, garden town and skills development programmes through the Town Deal).
- Scoping how to best restore, protect, rewild and enhance the towns natural spaces and where feasible, integrate findings into the climate change action plan, including incorporating relevant policy within the emerging Local Plan and via Towns Fund projects such as the garden town and green skills initiatives.

- Continue to implement our sustainable procurement policy and review take up through the council's performance [review process](#).
- Review our services, assets and activities to look at how we can run them in an environmentally friendly way.

### **Delivery of our major regeneration schemes**

- Having successfully bid for 24.3m Town Deal Funding, ensure delivery of the programme, keep the Town Board and other stakeholders updated and work to lever in any further private investment or other government funding streams as possible e.g. Levelling Up funding.

Examples for 2022/23 include supporting:

- Towns Fund project leads in developing robust business cases and deliver their projects.
- the Town Deal Board to continue to champion the programme and maximise impact.
- the 4 Town Deal accelerated project to successfully complete works, this includes The Source Park Courtyard, East Sussex College Group Station Plaza works, EV charging points and works to the Alley in the Heritage Action Zone area.
- Submit a Levelling Up bid subject to new published guidelines and timetable.

• Deliver the Connecting Hastings and Rother Together projects to December 2022 with the programme closing in June 2023

• Progress the development of West Marina project.

Milestones for 2022/23 include:

- Developer undertakes technical and survey work and consults local groups (quarters 1-3).
- Developer commences master planning (quarter 4).

### **Ensuring the council can survive and thrive into the future**

Reprioritising and reorganising services and learning lessons from Covid19, in order to meet our commitments, budgetary challenges and rebuild reserves, and where necessary make in year budget reductions during 2022/23.

Further improve our performance reporting arrangements using our dashboard on our website to help citizens track how we are doing by:

- smartening existing targets.
- better integrating performance, risk and finance reporting.
- publishing an action plan for the delivery of our corporate standard, subject to capacity.

• Integrate lessons learned and continue to realise benefits from the digital first programme and maintaining on-line access to services, subject to capacity and budget.

• Facilitating good programme and project management practice across the Council's key areas of work, subject to capacity and budget.

• Lead and work with partners to enable citizen-centred services that tackle health inequalities, improve quality of life and benefit the breadth of our local community.

### ***New key activities (i.e. not previously included in our 2020-24 Corporate Plan)***

On-going management to:

- Work in partnership with NHS, public health and the community to support the NHS COVID vaccination programme with communication and engagement activities to maximise uptake In Hastings across all community groups.
- Facilitate and support ESCC public health in providing testing facilities for residents of Hastings.
- Undertake prevention control and manage outbreaks of COVID-19 cases in Hastings.
- Work with the Community Hub partners as required to support residents affected by COVID.

Identifying and implementing learning from pandemic:

- Review pandemic working arrangements balancing needs of service delivery and staff welfare with environmental benefits of reduced travel to inform the development of a hybrid working culture efficiently using office space.
- Ensuring provision of essential ICT infrastructure to embed hybrid working for staff.
- Share learning with our partners to inform joint recovery efforts.

Recovering from the pandemic, where capacity, resources and safety arrangements allow by:

- Ensuring delivery and the on-going assurance programme of business support grants allocated as a result of Covid 19 (until March 2022).
- Supporting the arts, heritage, culture, leisure and tourism sectors and encourage wellbeing, healthy and active lifestyles (Milestones TBD).

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Page 15	<p><b>Tackling homelessness, poverty and ensuring quality housing</b></p>
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Further improve our performance reporting arrangements using our dashboard on our website to help citizens track how we are doing by:

- smartening existing targets.
- better integrating performance, risk and finance reporting.
- publishing an action plan for the delivery of our corporate standard, subject to capacity.

• Integrate lessons learned and continue to realise benefits from the digital first programme and maintaining on-line access to services, subject to capacity and budget.

• Facilitating good programme and project management practice across the Council's key areas of work, subject to capacity and budget.

• Lead and work with partners to enable citizen-centred services that tackle health inequalities, improve quality of life and benefit the breadth of our local community.

### **New key activities (i.e. not previously included in our 2020-24 Corporate Plan)**

On-going management to:

- Work in partnership with NHS, public health and the community to support the NHS COVID vaccination programme with communication and engagement activities to maximise uptake In Hastings across all community groups.
- Facilitate and support ESCC public health in providing testing facilities for residents of Hastings.
- Undertake prevention control and manage outbreaks of COVID-19 cases in Hastings.
- Work with the Community Hub partners as required to support residents affected by COVID.

Identifying and implementing learning from pandemic:

- Review pandemic working arrangements balancing needs of service delivery and staff welfare with environmental benefits of reduced travel to inform the development of a hybrid working culture efficiently using office space.
- Ensuring provision of essential ICT infrastructure to embed hybrid working for staff.
- Share learning with our partners to inform joint recovery efforts.

Recovering from the pandemic, where capacity, resources and safety arrangements allow by:

- Ensuring delivery and the on-going assurance programme of business support grants allocated as a result of Covid 19 (until March 2022).
- Supporting the arts, heritage, culture, leisure and tourism sectors and encourage wellbeing, healthy and active lifestyles (Milestones TBD).

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# Budget - DRAFT

## 2022-2023



# Appendices to Budget Report

Contents:

Appendix A	REVENUE BUDGET SUMMARY
Appendix B	INTEREST, MINIMUM REVENUE PROVISION & CONTRIBUTIONS TO RESERVES
Appendix C	REVENUE BUDGET VARIATION ANALYSIS
Appendix D	CAPITAL PROGRAMME SUMMARY
Appendix E	CAPITAL PROGRAMME FINANCING STATEMENT
Appendix F	GOVERNMENT GRANT RESERVE
Appendix G	REVENUE BUDGET FORWARD PLAN
Appendix H	RESERVES
Appendix I	INFORMATION TECHNOLOGY RESERVE
Appendix J	RENEWAL AND REPAIRS RESERVE
Appendix K	PRIORITY, INCOME & EFFICIENCY REVIEW (PIER OUTCOMES)
Appendix K2	COUNCIL EFFICIENCIES AND EQUALITIES IMPACTS ASSESSMENTS SUMMARY
Appendix L	LAND DISPOSAL PROGRAMME
Appendix M	COUNCIL TAX - TO FOLLOW WHEN INFORMATION AVAILABLE
Appendix N	FORESHORE TRUST BUDGET (TO FOLLOW - TO BE DETERMINED IN MARCH)
Appendix O	REVENUE BUDGET SUMMARIES
Appendix P	CAPITAL PROGRAMME



**REVENUE BUDGET SUMMARY****Appendix A**

	2021-2022 Original Budget £	2021-2022 Revised Budget £	2022-2023 Estimate Budget £
<b>Directorates</b>			
Corporate Resources	807,560	637,460	445,430
Operational Services	12,160,078	13,476,340	12,732,840
<b>Direct Service Expenditure</b>	12,967,638	14,113,800	13,178,270
Contingency Provision (incl. R&R Reserve)	500,000	0	300,000
<b>Total Service Expenditure</b>	13,467,638	14,113,800	13,478,270
Provision for the Repayment of Principal (MRP)	1,722,911	1,668,155	1,741,200
Net Interest (Earnings) / Payments	1,452,027	1,304,375	1,579,758
<b>Total Expenditure</b>	16,642,576	17,086,330	16,799,228
<b>Amount to be met from Grant and Collection Fund</b>			
Government Grant - Revenue Support Grant	(1,009,837)	(1,009,837)	(1,040,990)
Covid Grants (Unringfenced)	(698,862)	(698,862)	0
Lower Tier Services Grant	(162,661)	(162,661)	(171,333)
2022/23 Services Grant	0	0	(263,308)
New Homes Bonus	(173,162)	(173,162)	(158,442)
NNDR (Surplus) / Deficit	167,253	167,253	100,000
Council Tax (Surplus) / Deficit	(103,621)	(103,621)	(51,824)
Housing Benefit Administration Grant	(397,789)	(411,383)	(425,209)
Council Tax Support Admin Grant	(164,592)	(156,974)	(156,974)
Business Rates	(2,602,886)	(2,602,886)	(2,051,632)
Business Rates - Pooling	(1)	(50,619)	(57,879)
Business Rates - Section 31 Grant	(1,569,173)	(1,569,173)	(2,049,368)
Council Tax - Section 31 Grant	(199,520)	(199,520)	0
Council Tax	(7,103,645)	(7,103,645)	(7,390,176)
Total Funding	(14,018,495)	(14,075,089)	(13,717,134)
Funding deficit / (surplus)	2,624,081	3,011,241	3,082,094
<b>Collection Fund - deficit(20/21)</b>			
NNDR - Deficit (2020/21)	-	-	5,095,785
Business Rates Section 31 Reserve	-	-	(5,095,785)
Net Position deficit/(surplus)	-	-	0
<b>Reserve movements</b>			
Contributions to Reserves (e.g. R&R)	723,150	689,000	689,000
Use of Earmarked Reserves (see Appendix H)	(1,864,300)	(3,153,282)	(1,598,800)
Net Contribution to/(from) Reserves	(1,141,150)	(2,464,282)	(909,800)
<b>Use of Reserves to fund Deficit</b>			
Transfer from General Reserve	(1,282,931)	(346,959)	(2,072,294)
Transfer to/(from) Specific Reserve	(200,000)	(200,000)	(100,000)
Total	(1,482,931)	(546,959)	(2,172,294)
<b>General Fund Movement</b>	0	0	0
Net Council Expenditure	15,501,426	14,622,048	15,889,428

**COUNCIL TAX**

<b>2021-2022</b>			<b>2022-2023</b>		
Total	Band D		Total	Band D	Increase
£	£		£	£	%
14,018,495		Budget requirement	13,717,134		
(1,009,837)		Revenue Support Grant	(1,040,990)		
(164,592)		Council Tax Administration Support Grant	(156,974)		
(173,162)		New Homes Bonus	(158,442)		
63,632		Collection Fund (Surplus) / Deficit	48,176		
(3,028,005)		Other non-ring fenced grants	(2,967,096)		
(2,602,886)		Retained Business Rates	(2,051,632)		
<b>7,103,645</b>	<b>276.17</b>	<b>Borough Council Tax</b>	<b>7,390,176</b>	<b>281.67</b>	1.99%
39,715,797	1,544.04	County Council Precept	42,329,989	1,613.37	4.49%
2,506,094	97.43	Fire Authority Precept	2,607,171	99.37	1.99%
5,527,915	214.91	Police and Crime Commissioner Precept	5,900,964	224.91	4.65%
<b>54,853,451</b>	<b>2,132.55</b>	<b>Total Council Tax</b>	<b>58,228,299</b>	<b>2,219.32</b>	4.07%
	<b>25,722</b>	<b>Council Taxbase at Band D</b>		<b>26,237</b>	

TABLE OF COUNCIL TAX BANDS AND AMOUNTS :

<b>2021-22</b>		<b>Relationship</b>	<b>East Sussex</b>		<b>East Sussex</b>	<b>Hastings</b>	<b>2022-2023</b>
<b>Total Amount</b>	<b>Band and Value *</b>	<b>to Band D</b>	<b>C.C.</b>	<b>Police and Crime Commissioner</b>	<b>Fire Authority</b>	<b>B.C.</b>	<b>Total Amount</b>
£1,421.69	A - up to £40,000	6 / 9	£1,075.58	£149.94	£66.25	£187.78	£1,479.55
£1,658.65	B - £40,001 up to £52,000	7 / 9	£1,254.84	£174.93	£77.29	£219.08	£1,726.14
£1,895.59	C - £52,001 up to £68,000	8 / 9	£1,434.11	£199.92	£88.33	£250.37	£1,972.73
£2,132.55	D - £68,001 up to £88,000	-	£1,613.37	£224.91	£99.37	£281.67	£2,219.32
£2,606.45	E - £88,001 up to £120,000	11 / 9	£1,971.90	£274.89	£121.45	£344.26	£2,712.50
£3,080.35	F - £120,001 up to £160,000	13 / 9	£2,330.42	£324.87	£143.53	£406.86	£3,205.68
£3,554.24	G - £160,001 up to £320,000	15 / 9	£2,688.95	£374.85	£165.62	£469.45	£3,698.87
£4,265.10	H - over £320,000	18 / 9	£3,226.74	£449.82	£198.74	£563.34	£4,438.64
43,744	Number of properties on Council Tax Banding List						43,842
£25,722	Each £1 of Council Tax at Band D will raise						£26,237

**Appendix A (continued)**

**1. BUSINESS RATES BASELINE**

	<b>Budget 2021-22 Amount £</b>	<b>Revised Budget 2021-22 Amount £</b>	<b>Budget 2022-23 Amount £</b>
<b>NNDR Income</b>			
Gross rateable value	61,565,469	62,858,915	62,858,915
Small business multiplier	49.9	49.9	49.9
Gross rates receivable	<u>30,721,169</u>	<u>31,366,599</u>	<u>31,366,599</u>
Reliefs and allowances for bad debt and appeals	<u>(9,913,272)</u>	<u>(12,135,901)</u>	<u>(11,647,447)</u>
Net rates less losses	20,807,897	19,230,698	19,719,152
Cost of Collection allowance	<u>(132,166)</u>	<u>(130,460)</u>	<u>(132,166)</u>
<b>NNDR Income</b>	<u>20,675,731</u>	<u>19,100,238</u>	<u>19,586,986</u>
<b>Hastings BC Share (40%)</b>	<b>8,270,292</b>	<b>7,640,095</b>	<b>7,834,794</b>
<b>Tariff Calculation</b>			
Business Rates Baseline for HBC	9,486,922	9,486,922	9,486,922
DCLG calculation of baseline funding level	3,819,518	3,819,518	3,819,518
Adjustment for Revised budget	0	0	0
<b>Tariff</b>	<u>5,667,405</u>	<u>5,667,404</u>	<u>5,667,405</u>
<b>Levy calculation</b>			
Total income	8,270,292	7,640,095	7,834,794
Add 50% small business relief	763,353	1,107,084	1,104,123
Add reliefs attracting Section 31 grant	314,049	942,217	779,520
Adjusted income	<u>9,347,694</u>	<u>9,689,396</u>	<u>9,718,437</u>
Less Tariff	<u>(5,667,405)</u>	<u>(5,667,404)</u>	<u>(5,667,405)</u>
	3,680,289	4,021,992	4,051,032
Baseline funding level	<u>(3,819,518)</u>	<u>(3,819,518)</u>	<u>(3,819,518)</u>
Growth	<u>(139,228)</u>	<u>202,474</u>	<u>231,515</u>
<b>Levy payable (50%)</b>	<u>1</u>	<u>101,237</u>	<u>115,757</u>
<b>Pooling income (50% of levy / additional pool share)</b>	<u>(1)</u>	<u>(50,619)</u>	<u>(57,879)</u>
<b>Safety Net calculation</b>			
Baseline funding level	3,819,518	3,819,518	3,819,518
Threshold (92.5% of baseline funding level)	3,533,054	3,533,054	3,533,054
Adjusted income less Tariff	3,680,289	4,021,992	4,051,032
Difference	<u>147,235</u>	<u>488,938</u>	<u>517,978</u>
<b>Safety Net receivable</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Business Rates Collection</b>			
Business Rates precept	8,270,292	7,640,095	7,834,794
Tariff	(5,667,405)	(5,667,404)	(5,667,405)
Levy	(1)	(101,237)	(115,757)
Safety Net	0	0	0
<b>Net Business Rates collection</b>	<u>2,602,886</u>	<u>1,871,454</u>	<u>2,051,632</u>

**2. COLLECTION FUND**

	<b>2021-22 Original Budget £</b>	<b>2021-22 Revised Budget £</b>	<b>2022-23 Estimate Budget £</b>
Council Tax (Surplus) / Deficit	(103,621)	(103,621)	(51,824)
Non Domestic Rates (Surplus) / Deficit	167,253	167,253	5,195,785
<b>Total Collection Fund (Surplus) / Deficit</b>	<b>63,632</b>	<b>63,632</b>	<b>5,143,961</b>

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

**Appendix B**

	2021-22 Original Budget £000's	2021-22 Revised Budget £000's	2022-23 Estimated Outturn £000's
Net Interest Payments	1,452	1,304	1,580
Contributions to Reserves	723	689	689
Minimum Revenue Provision (Statutory provision for principal repayment arising from borrowing requirement)	1,723	1,668	1,741
<b>Total</b>	<b>3,898</b>	<b>3,662</b>	<b>4,010</b>
<b>Interest</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Gross Interest Payable	2,115	1,843	2,137
Gross Interest Received	(609)	(504)	(503)
Income and expenditure in relation to investment properties	(64)	(45)	(64)
Fees	10	10	10
	<b>1,452</b>	<b>1,304</b>	<b>1,580</b>
<b>Contributions to Reserves</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
IT Reserve	214	189	189
Government Grant Reserve	0	0	0
Transfer to Specific Reserve re: Resilience and Stability Reserve	0	0	0
Transfer to Specific Reserve re: Housing Licensing	1	0	0
R&R General	420	420	420
R&R White Rock Theatre	80	80	80
R&R re: New Vehicles	8	0	0
	<b>723</b>	<b>689</b>	<b>689</b>
<b>Total Contributions To Reserves</b>	<b>723</b>	<b>689</b>	<b>689</b>

**SUMMARISED FULL BUDGET VARIATION ANALYSIS****Appendix C**

	2021/22 Revised Budget		2022/23 Budget	
	£	£	£	£
2020/21 Budget Surplus / (Deficit)		(1,482,931)		(1,482,931)
<b>Growth Items</b>				
Inflation	0		(665,400)	
R&R Reserve funded items	(428,909)		0	
Fees and Charges	0		172,000	
<b>PIER Growth / Change items -</b>				
Waste and Environmental Enforcement Team - Lower Fixed Penalty income	(25,000)		(10,000)	
Legal Division - Lower level of costs being recovered	(10,000)		(10,000)	
Regeneration Activity - one off income removed	(25,000)		(25,000)	
Staffing - Planning and Enforcement	0		(59,000)	
Planning Policy - Development Plan	21,000		(117,000)	
External Audit Costs - 21/22 onwards (£25k less £5k additional govt funding)	(20,000)		(20,000)	
		(487,909)		(734,400)
<b>Savings</b>				
PIER Savings - See Appendix K	1,075,509	1,075,509	1,355,580	1,355,580
<b>Other changes</b>				
(Increase) / Decrease in Provision for the Repayment of Principal (MRP)		54,756		(18,289)
(Increase) / Decrease in Contingency Provision		500,000		200,000
Additional interest costs		147,652		(127,731)
Government Grant - Revenue Support Grant		0		31,153
Lower Tier Services Grant		0		8,672
New Homes Bonus		0		(14,720)
Council Tax and NNDR Changes		56,594		357,362
R&R Reserve funded items		0		156,800
Factory Units and Other Properties		184,330		266,900
Other Expenditure		(227,512)		(242,412)
Homelessness		(336,120)		(783,000)
Controlling Migration Fund		(124,070)		33,300
Housing Licensing		(11,360)		175,760
Dangerous Structures		(522,500)		0
Local Plan		(135,990)		(201,820)
Towns Fund		(83,870)		120,000
Cliff Railways		(135,740)		(33,860)
(Increase) / Decrease Other Net Changes		1,382,202		(1,238,658)
<b>Unfunded Deficit</b>		(146,959)		(2,172,294)
<b>Use of Reserves to fund deficit</b>				
Transfer from General Reserve	346,959		2,072,294	
Transfer to/(from) Specific Reserve	(200,000)		100,000	
		146,959		2,172,294
<b>Balance</b>		<b>0</b>		<b>0</b>

## CAPITAL PROGRAMME SUMMARY

	Original 2021/22	Revised 2021/22	2022/23	2023/24	2024/25	Subseq. Years	Total over Prog Period
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Net cost by Service</b>							
Corporate Resources	11,693	2,402	11,174	288	0	0	13,864
Operational Services	1,088	1,272	3,680	8,885	6,085	1,465	21,387
	<b>12,781</b>	<b>3,674</b>	<b>14,854</b>	<b>9,173</b>	<b>6,085</b>	<b>1,465</b>	<b>35,251</b>

**Net cost by Status**

Committed Schemes	c	9,504	2,568	10,164	873	585	1,465	15,655
Uncommitted Schemes	u	318	34	200	2,300	2,000	0	4,534
New Schemes	n	2,959	1,072	4,490	6,000	3,500	0	15,062
		<b>12,781</b>	<b>3,674</b>	<b>14,854</b>	<b>9,173</b>	<b>6,085</b>	<b>1,465</b>	<b>35,251</b>

**Gross cost of schemes analysed by service**

Corporate Resources		13,243	2,837	12,289	288	0	0	15,414
Operational Services		9,220	5,124	9,457	12,941	8,141	3,521	39,184
		<b>22,463</b>	<b>7,961</b>	<b>21,746</b>	<b>13,229</b>	<b>8,141</b>	<b>3,521</b>	<b>54,598</b>

## CAPITAL PROGRAMME FINANCING STATEMENT

## Appendix E

	2021/22 Original £'000	2021/22 Revised £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total over life of Programme £'000
<b><u>Spending</u></b>						
<b><u>Capital Spending</u></b>						
Total Gross Spend	22,463	7,961	21,746	13,229	8,141	51,077
Capital Grants and Contributions Received	(9,682)	(4,287)	(6,892)	(4,056)	(2,056)	(17,291)
<b>Capital Requirement</b>	<b>12,781</b>	<b>3,674</b>	<b>14,854</b>	<b>9,173</b>	<b>6,085</b>	<b>33,786</b>
<b><u>Financing available</u></b>						
New Capital receipts in year	5,030	50	6,019	250	50	6,369
Bfwd Capital Receipts	26	0	0	969	0	0
<b>Total</b>	<b>5,056</b>	<b>50</b>	<b>6,019</b>	<b>1,219</b>	<b>50</b>	<b>6,369</b>
<b><u>Finance Used</u></b>						
Capital Reserve / Revenue/R&R reserve	69	206	184	23	0	413
Capital Receipts used from asset sales	30	50	5,050	250	50	5,400
Capital receipts from prior years	26	0	0	0	0	0
<b>Total Financing available from internal resources</b>	<b>125</b>	<b>256</b>	<b>5,234</b>	<b>273</b>	<b>50</b>	<b>5,813</b>
<b><u>Remaining Financing Requirement</u></b>	<b>12,656</b>	<b>3,418</b>	<b>9,620</b>	<b>8,900</b>	<b>6,035</b>	<b>27,973</b>

2025/26

**Government Grant Reserves**

**Appendix F**

<b>Cost Centre Code</b>	<b>Description</b>	<b>Holding Account Code</b>	<b>Balance b/f 1 April 2021 £ 000's</b>	<b>Income &amp; Transfers £ 000's</b>	<b>Expenditure &amp; Transfers £ 000's</b>	<b>Balance c/f 31 March 2022 £ 000's</b>	<b>Income &amp; Transfers £ 000's</b>	<b>Expenditure &amp; Transfers £ 000's</b>	<b>Balance c/f 31 March 2023 £ 000's</b>
20110	DCE-Revenues Division	Q1028	(417)	0	60	(357)	0	72	(286)
20124	EU Exit Funding Reserve	Q1039	(52)	0	52	0	0	0	0
20298	High Street Clean-up	Q1041	0	0	0	0	0	0	0
20216	FLAG	Q1011	0	0	0	0	0	0	0
20310	Local Authority Parks Improvement	Q1043	(1)	0	1	0	0	0	0
20262	Street Games	Q1032	0	0	0	0	0	0	0
20263	Sports for All	Q1030	0	0	0	0	0	0	0
20314	Countryside Stewardship	Q1007	(39)	0	8	(31)	0	8	(23)
<b>Total</b>			<b>(510)</b>	<b>0</b>	<b>122</b>	<b>(388)</b>	<b>0</b>	<b>80</b>	<b>(309)</b>



Ref	Revenue Budget Forward Plan	2021-22 Budget £000's	2021-22 Revised Projection £000's	2022-23 Projection £000's	2023-24 Projection £000's	2024-25 Projection £000's	2025-26 Projection £000's
1	<b>Direct Service Expenditure (Net)</b>	<b>12,968</b>	<b>14,114</b>	<b>13,178</b>	<b>13,642</b>	<b>14,115</b>	<b>14,597</b>
2	<b>Funding Commitments:-</b>						
3	Election Costs (bi-annually)				(70)		(70)
4	<b>Savings/Additional Income Identified</b>						
5	<b>Previous PIER savings</b>						
6	Theatre - reduced contributions				(100)	(100)	(100)
7	Potential PIER savings/growth (net) at 30 December 2021				(78)	(78)	(78)
8	Income - Property				(70)	(70)	(70)
9	Income - re Schemes in Capital Programme				(187)	(715)	(1,146)
10	Fees and Charges				(60)	(120)	(180)
11	<b>Other:</b>						
12	Contingency Provision	500	0	300	300	300	300
13	Interest (net of Fees ) & other Adjustments	1,452	1,304	1,580	1,753	1,935	2,040
14	Minimum Revenue Provision (excl. Inc Gen Adj)	1,723	1,668	1,741	2,006	2,327	2,638
15	Contribution to Reserves	723	689	689	689	689	689
16	Net Use of Earmarked Reserves	(1,864)	(3,153)	(1,599)	(1,599)	(1,599)	(1,599)
17	<b>Net Council Expenditure</b>	<b>15,502</b>	<b>14,622</b>	<b>15,889</b>	<b>16,226</b>	<b>16,684</b>	<b>17,021</b>
18	Taxbase	25,722	25,722	26,237	26,499	26,764	27,032
19	Council Tax	276.17	276.17	281.67	287.27	292.99	298.82
20	<b>Funding</b>						
21	From Collection Fund - Council Tax	(7,104)	(7,104)	(7,390)	(7,612)	(7,842)	(8,078)
22	From Collection Fund - Business Rates	(2,603)	(2,603)	(2,052)	(2,093)	(2,135)	(2,177)
23	Revenue Support Grant	(1,010)	(1,010)	(1,041)	(1,062)	(1,083)	(1,105)
24	Covid Grants Unringfenced	(699)	(699)				
25	2022/23 Services Grant			(263)			
26	Lower Tier Services Grant	(163)	(163)	(171)	(175)	(178)	(182)
27	New Homes Bonus	(173)	(173)	(158)	0	0	0
28	Council Tax Support Admin Grant	(165)	(157)	(157)	(157)	(157)	(157)
29	Housing Benefit Admin Grant	(398)	(411)	(425)	(425)	(425)	(425)
30	NNDR (Surplus) / Deficit	167	167	100	100	0	0
31	NNDR Pooling	(0)	(51)	(58)	(58)	(58)	(58)
32	Business Rates Section 31 Grant	(1,569)	(1,569)	(2,049)	(2,090)	(2,132)	(2,175)
33	Council Tax - Section 31 Grant	(200)	(200)				
34	Council Tax Surplus	(104)	(104)	(52)	0	0	0
35	<b>Contribution To General Fund</b>	<b>(14,019)</b>	<b>(14,075)</b>	<b>(13,717)</b>	<b>(13,572)</b>	<b>(14,010)</b>	<b>(14,356)</b>
36							
37	<b>Funding Shortfall / (Surplus)</b>	<b>1,483</b>	<b>547</b>	<b>2,172</b>	<b>2,654</b>	<b>2,674</b>	<b>2,665</b>
38							
39	<b>Use of General Reserve</b>	(1,283)	(347)	0	0	0	0
40							
41	<b>Use of Resilience and Stability Reserve</b>	(200)	(200)	(100)	(100)	0	0
42							
43	<b>Net Funding Shortfall / (Surplus)</b>	<b>0</b>	<b>0</b>	<b>2,072</b>	<b>2,554</b>	<b>2,674</b>	<b>2,665</b>

**RESERVES**

Appendix H

	2021 / 22			2022 / 23			
	Balance at 1 April 2021 £'000	Income & Transfers £'000	Expenditure & Transfers £'000	Balance at 31 Mar 2022 £'000	Income & Transfers £'000	Expenditure & Transfers £'000	Balance at 31 Mar 2023 £'000
General Reserve	(7,159)	(212)	347	<b>(7,024)</b>	0	2,072	<b>(4,952)</b>
Capital Reserve	(150)	0	0	<b>(150)</b>	0	50	<b>(100)</b>
<b>Earmarked Reserves</b>							
Renewal and Repairs Reserve	(1,629)	(500)	1,233	<b>(896)</b>	(500)	648	<b>(748)</b>
Risk Management Reserve	(315)	0	15	<b>(300)</b>	0	15	<b>(285)</b>
Information Technology Reserve	(247)	(189)	233	<b>(203)</b>	(189)	214	<b>(178)</b>
On-Street Car Parking Surplus Reserve	(40)	0	0	<b>(40)</b>	0	0	<b>(40)</b>
Section 106 Reserve (Revenue)	(465)	0	49	<b>(416)</b>	0	49	<b>(367)</b>
Section 106 Reserve (Capital)	(386)	0	323	<b>(63)</b>	0	0	<b>(63)</b>
Government Grant Reserve	(510)	0	122	<b>(388)</b>	0	80	<b>(309)</b>
Monuments in Perpetuity	(46)	0	1	<b>(45)</b>	0	1	<b>(44)</b>
Ore Valley Reserve	(250)	0	0	<b>(250)</b>	0	0	<b>(250)</b>
Resilience and Stability Reserve	(1,000)	0	200	<b>(800)</b>	0	100	<b>(700)</b>
Transition Reserve	0	0	0	<b>0</b>	0	0	<b>0</b>
Redundancy Reserve	(665)	0	225	<b>(440)</b>	0	225	<b>(215)</b>
Community Safety Reserve	0	0	0	<b>0</b>	0	0	<b>0</b>
Economic Development Reserve	0	0	0	<b>0</b>	0	0	<b>0</b>
Safer Hastings Partnership	(88)	0	10	<b>(78)</b>	0	0	<b>(78)</b>
Disabled Facilities Grant	(3,611)	(2,056)	1,400	<b>(4,267)</b>	(2,056)	2,056	<b>(4,267)</b>
First World War Project	0	0	0	<b>0</b>	0	0	<b>0</b>
Invest to Save and Efficiency Reserve	(144)	0	12	<b>(132)</b>	0	82	<b>(50)</b>
Clinical Commissioning Group	0	0	0	<b>0</b>	0	0	<b>0</b>
Carry-forward Reserve	(1,070)	0	1,070	<b>0</b>	0	0	<b>0</b>
Controlling Migration	(116)	(109)	109	<b>(116)</b>	0	116	<b>0</b>
Towns Fund	0	(113)	60	<b>(53)</b>	0	53	<b>0</b>
Selective Licensing Reserve (inc. redundancy)	(144)	0	144	<b>0</b>	0	0	<b>0</b>
Revenue Hardship Fund	(80)	0	0	<b>(80)</b>	0	0	<b>(80)</b>
Syrian Refugee Resettlement Programme	(21)	0	21	<b>0</b>	0	0	<b>0</b>
Housing Licensing Reserve	(412)	0	8	<b>(404)</b>	0	172	<b>(232)</b>
Community Housing Fund	(35)	0	0	<b>(35)</b>	0	0	<b>(35)</b>
Business Rates Section 31 Reserve	(4,959)	0	0	<b>(4,959)</b>	0	4,959	<b>0</b>
	<b>(23,542)</b>	<b>(3,179)</b>	<b>5,581</b>	<b>(21,140)</b>	<b>(2,745)</b>	<b>10,892</b>	<b>(12,993)</b>

**EXPENDITURE FUNDED BY USE OF RESERVES**  
(expenditure & transfers) / Income & transfers

<b>Cost Centre / Account</b>	<b>2021-22 Original</b>	<b>2021-22 Revised</b>	<b>2022-23 Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>General Reserve</b>			
General reserve Saving to/(Use of)	(247,000)	346,959	(2,072,294)
<b>Total</b>	<b>(247,000)</b>	<b>346,959</b>	<b>(2,072,294)</b>
<b>Transfers between Reserves</b>			
Carry Forward Reserve to General Reserve	Q1004 0	0	0
Government Grant Reserve to General Reserve	Q1011 0	(47,000)	0
Carry Forward Reserve to Controlling Migration	NEW 0	0	0
Selective Licensing Reserve to General Reserve	Q1042 0	(144,000)	0
Syrian Refugee Reserve to General Reserve	Q1033 0	(21,000)	0
Carry Forward Reserve to Towns Fund	NEW 0	0	0
	<hr/>	<hr/>	<hr/>
	0	(212,000)	0
<b>Carry Forward Reserve</b>			
Carried forward	Q1004 (81,000)	(1,070,000)	0
	<hr/>	<hr/>	<hr/>
	(81,000)	(1,070,000)	0
<b>Capital Reserve</b>			
2016 - 950th Anniversary (£330k in total over 3 years)	Q1017 0	0	0
Various Capital Expenditure to be Financed			
CPO - Empty Homes Strategy -capital	(50,000)	0	(50,000)
	<hr/>	<hr/>	<hr/>
	(50,000)	0	(50,000)
<b>Disabled Facilities Grant</b>			
Disabled Facilities Grant - Salaries	Q1008 (60,000)	(60,000)	(60,000)
Disabled Facilities Grant - Capital	(1,752,584)	(1,340,000)	(1,996,000)
	<hr/>	<hr/>	<hr/>
	(1,812,584)	(1,400,000)	(2,056,000)
<b>Renewal &amp; Repairs Reserve</b>			
(per programme of works - Appendix J)			
Capital	Q1026 (704,500)	(927,409)	(547,700)
Vehicles	(46,000)	(206,000)	0
Contingency	0	0	0
	<hr/>	<hr/>	<hr/>
	(100,000)	(100,000)	(100,000)
	<hr/>	<hr/>	<hr/>
	(850,500)	(1,233,409)	(647,700)
<b>Transition Reserve</b>			
Transfer to General Fund	Q1034 0	0	0
	<hr/>	<hr/>	<hr/>
	0	0	0
<b>Resilience and Stability Reserve</b>			
	Q1031 (200,000)	(200,000)	(100,000)
	<hr/>	<hr/>	<hr/>
	(200,000)	(200,000)	(100,000)
<b>Information Technology Reserve</b>			
(per programme of works - Appendix I)			
	Q1013 (248,000)	(233,000)	(214,000)
	<hr/>	<hr/>	<hr/>
	(248,000)	(233,000)	(214,000)
<b>Invest to Save &amp; Efficiency Reserve</b>			
Transfer to General Fund	Q1015 (82,000)	(11,700)	(82,000)
Transfer to Capital Reserve	0	0	0
	<hr/>	<hr/>	<hr/>
	(82,000)	(11,700)	(82,000)
<b>Redundancy Reserve</b>			
Transfer to General Fund	Q1024 (225,000)	(225,000)	(225,000)
	<hr/>	<hr/>	<hr/>
	(225,000)	(225,000)	(225,000)
<b>Land Charges Reserve</b>			
Capital	0	0	0
Land Charges Reserve to Revenue Hardship Fund	0	0	0
Land Charges Reserve to General Reserve	0	0	0
	<hr/>	<hr/>	<hr/>
	0	0	0

<u>Earmarked Reserves</u>	Cost Centre	2021-22 Original £	2021-22 Revised £	2022-23 Estimate £
<b><u>Government Grant Reserve</u></b>	Various			
capital (further details - Appendix F)		0 (153,000)	0 (74,603)	0 (79,700)
		<u>(153,000)</u>	<u>(74,603)</u>	<u>(79,700)</u>
<b><u>Monuments in Perpetuity</u></b>	Q1023			
capital				
Revenue	20303	(500)	(1,000)	(1,000)
		<u>(500)</u>	<u>(1,000)</u>	<u>(1,000)</u>
<b><u>S106 Reserve</u></b>				
Capital	Q2451	(7,000)	(323,000)	0
Revenue	Q1029	(49,000)	(49,000)	(49,000)
		<u>(56,000)</u>	<u>(372,000)</u>	<u>(49,000)</u>
<b><u>On-Street Car Parking Surplus Reserve</u></b>	Q1003			
Havelock Road Crossing	20292	0	0	0
		<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Risk Management Reserve</u></b>	Q1014			
Risk Management Schemes	20135	(15,000)	(15,000)	(15,000)
		<u>(15,000)</u>	<u>(15,000)</u>	<u>(15,000)</u>
<b><u>Ore Valley</u></b>	Q1002			
		0	0	0
		<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Safer Hastings partnership</u></b>				
		0	(10,000)	0
		<u>0</u>	<u>(10,000)</u>	<u>0</u>
<b><u>Clinical Commissioning Group</u></b>	Q1020			
Housing NHS CCG		0		0
Lets Get Moving		0	0	0
		<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Selective Licensing</u></b>	Q1042			
Selective Licensing surplus / deficit	20195	0	0	0
		<u>0</u>	<u>0</u>	<u>0</u>
<b><u>First World War Reserve</u></b>	Q1010			
		0	0	0
		<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Housing Licensing Reserve</u></b>	Q1036			
Housing Licensing Reserve		0	(7,910)	(172,310)
		<u>0</u>	<u>(7,910)</u>	<u>(172,310)</u>
<b><u>Syrian Refugee Resettlement Programme</u></b>	Q1033			
		0	0	0
		<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Community Housing Fund</u></b>	Q1037			
Housing Administration		0	0	0
		<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Controlling Migration</u></b>	Q1044			
		(33,300)	(108,750)	0
		<u>(33,300)</u>	<u>(108,750)</u>	<u>0</u>
<b><u>Revenue Hardship Fund</u></b>	Q1027			
		0	0	0
		<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Towns Fund</u></b>	NEW			
		(113,000)	(59,910)	(53,090)
		<u>(113,000)</u>	<u>(59,910)</u>	<u>(53,090)</u>
<b><u>Business Rates Section 31 Reserve</u></b>	Q2498			
		0	0	(4,959,000)
		<u>0</u>	<u>0</u>	<u>(4,959,000)</u>
<b>Total use of earmarked and capital reserves *</b>	A	<u>(3,919,884)</u>	<u>(5,022,282)</u>	<u>(8,703,800)</u>
Revenue use of earmarked reserves		(1,864,300)	(3,153,282)	(6,557,800)
Transfers between Reserves		0	(212,000)	0
Capital use of earmarked reserves		(1,855,584)	(1,869,000)	(2,046,000)
Transition Reserve and Com / Econ Reserve		(200,000)	0	(100,000)
Total Expenditure & Transfers (Excl. General Reserve Use)	B	<u>(3,919,884)</u>	<u>(5,234,282)</u>	<u>(8,703,800)</u>

<b>INFORMATION TECHNOLOGY RESERVE</b>					<b>Appendix I</b>
	<b>2021-22</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
	<b>Original</b>	<b>Revised</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>OPENING BALANCE :</b>					
BALANCE B/FWD. AT 1 APRIL	(247)	(247)	(203)	(178)	(153)
<b>EXPENDITURE :</b>					
GOVCONNECT	9	7	9	9	9
MICROSOFT LICENSING FOR TEST ENVIRONMENT	15	16	0	0	0
RESILIENCE IMPROVEMENTS	0	0	0	0	0
ANTI VIRUS	0	9	0	0	0
KACE SYSTEMS MANAGEMENT SERVER	4	0	0	0	0
SERVICE REVIEW EFFICIENCY PROJECTS	90	0	90	90	90
PC HARDWARE AND SOFTWARE	115	124	115	115	115
MICROSOFT 365	0	0	0	0	0
SERVER OPERATING SYSTEMS UPGRADES	10	10	0	0	0
UPS UPGRADES	0	0	0	0	0
COMMVault UPGRADE	5	10	0	0	0
CONTRACT COMPLIANCE SYSTEM UPGRADE	0	5	0	0	0
VIRTUALISATION WARRANTY REDRESH	0	12	0	0	0
SAN WARRANTY REFRESH	0	2	0	0	0
SAN ADDITIONAL STORAGE	0	25	0	0	0
SOFTWARE ASSET MANAGEMENT	0	13	0	0	0
	<b>248</b>	<b>233</b>	<b>214</b>	<b>214</b>	<b>214</b>
<b>INCOME :</b>					
CONTRIBUTIONS TO RESERVE - FROM GENERAL FUND	(189)	(189)	(189)	(189)	(189)
<b>CLOSING BALANCE :</b>					
BALANCE IN-HAND C/FWD. AT 31 MARCH	(188)	(203)	(178)	(153)	(128)

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

2020-21		2021-22 ORIGINAL BUDGET £	2021-22 REVISED BUDGET £	2022-23 ESTIMATED BUDGET £
Actual £				
<b><u>OPENING BALANCE:</u></b>				
1,555,956	BALANCE BROUGHT FORWARD	1,366,656	1,628,909	895,500
<b><u>INCOME:</u></b>				
508,000	CONTRIBUTIONS TO RESERVE - GENERAL	508,000	500,000	500,000
508,000		508,000	500,000	500,000
<b><u>EXPENDITURE:</u></b>				
435,047	PROGRAMMED REPAIRS AND REDECORATIONS	199,000	190,100	222,500
	OTHER REPAIRS & RENEWALS	505,500	943,309	325,200
435,047	SUB TOTAL	704,500	1,133,409	547,700
	0 CAPITAL EXPENDITURE FUNDED FROM RESERVES	46,000	0	0
	0 VEHICLES	0	0	0
	0 PROVISION FOR UNEXPECTED ITEMS	100,000	100,000	100,000
435,047		850,500	1,233,409	647,700
<b><u>CLOSING BALANCE:</u></b>				
1,628,909	BALANCE CARRIED FORWARD	1,024,156	895,500	747,800

**PROGRAMMED REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE**

**Appendix J (con't)**

Cost Centre	Reference	PROPERTY	DESCRIPTION OF WORK	2021-2022	2021-2022	2022-2023	2023-2024	2024-2025
				ORIGINAL BUDGET £	REVISED BUDGET £	ESTIMATE £	ESTIMATE £	ESTIMATE £
20116	PR001	TOWN HALL	Isolated internal / external redecs & repairs. MEWP high level stonework H&S inspection	20,000	20,000	30,000	30,000	30,000
20118	PR047	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	ALL BUILDINGS - FIRE RISK	Fire risk assessments & works arising	6,000	10,500	6,000	6,000	6,000
20118	PR051	ALL BUILDINGS - AIR CONDITIONING	AC energy efficiency certification (every 3 years)	4,000	4,000	4,000	4,000	4,000
20118	PR52	ALL BUILDINGS - ENERGY CERTIFICATION	Annual Display Energy Certs for major bldgs	1,000	1,000	1,000	1,000	1,000
20118	PR54	ALL BUILDINGS - LEGIONELLA RISK	Automated checks & monitoring inc hygiene assess	20,000	10,000	25,000	25,000	25,000
20118	PR55	ALL BUILDINGS - ELECTRICAL TESTING	routine cyclical testing & works arising	6,000	6,000	6,000	6,000	6,000
20118	PR57	ALL BUILDINGS - SAFETY ANCHORS	Annual testing of access safety anchors	2,000	2,000	2,000	2,000	2,000
20118	PR58	ALL BUILDINGS - AUTOMATIC DOORS	Annual maintenance routine	500	500	500	500	500
20132	PR008	BANK BUILDINGS	External redecs to front elevation	8,000	8,000	0	0	0
20131	PR009	MICRO UNIT FACTORIES	External redecs	5,000	5,000	0	0	0
20131	PR037	FACTORY UNITS	External redecs/roof repairs to empty units	30,000	30,000	0	0	0
20132	PR041	OTHER BUILDINGS (ESTATES MISC.)	Essential upgrades/repairs.	10,000	10,000	0	0	0
20205	PR023	WEST HILL CLIFF RAILWAYS	Redecorations & repairs	5,000	5,000	5,000	5,000	5,000
20245	PR024	EAST HILL CLIFF RAILWAYS	Redecorations & repairs	5,000	5,000	5,000	5,000	5,000
20258	PR034	FALAISE FITNESS CENTRE	External redecorations.	0	0	25,000	25,000	0
20303	PR014	CREMATORIUM - CREMATOR FT2	Rehearthng & rebricking of cremator FT2	7,000	7,000	7,000	7,000	7,000
20303	PR014	CREMATORIUM - CREMATOR FT3	Rebricking / rehearthng of cremator FT3	8,000	0	46,000	8,000	8,000
20303	PR52a	CEMETERY	Path health & safety repairs	8,000	8,000	8,000	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	6,000	6,000	6,000	6,000	6,000
20250	OR255	FRONT LINE	Concrete health & safety repair works	9,000	9,000	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	2,000	2,000	2,000
20259	PR033	SUMMERFIELDS SPORTS CENTRE	External redecs	5,000	6,200	0	0	0
20310	PR026	SPORTS PAVILIONS	Int/ext redecs.	4,000	4,000	8,000	8,000	8,000
20310	PR044	ALEXANDRA PARK RAILINGS	Phased railing redecorations	5,000	5,000	5,000	5,000	5,000
20313	PR028	HASTINGS C P - VISITOR CENTRE	Int/ext redecs.	2,500	2,900	0	0	0
20306	PR030	HASTINGS STATION - FISHING BOAT FEATURE	Survey repairs / redecs	0	2,000	0	0	0
20306	PR031	TOWN CENTRE UNDERPASS	Decoration	0	1,000	0	0	0
		<b>Total of Programmed work</b>		<b>199,000</b>	<b>190,100</b>	<b>222,500</b>	<b>184,500</b>	<b>159,500</b>

**OTHER REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE**

**Appendix J (con't)**

Cost Centre	Reference	PROPERTY	DESCRIPTION OF WORK	2021-2022 ORIGINAL BUDGET £	2021-2022 REVISED BUDGET £	2022-2023 ESTIMATE £	2023-2024 ESTIMATE £	2024-2025 ESTIMATE £
20245	OR247	EAST HILL LIFT LOWER STATION	Roof replacement	0	0	30,000	0	0
20249	OR250	WHITE ROCK THEATRE	General repair contributions	20,000	13,500	20,000	0	0
20249	OR251	WHITE ROCK THEATRE	Contribution to large plant / boiler replacement	0	1,000	0	0	0
20306	OR314	FISHING BOAT AT STATION APPROACH	Repairs inc. stone dressing	2,000	2,000	0	0	0
20310	OR231	CLIFF REPAIR SURVEY	Biennial or Sextennial survey	0	8,000	15,000	0	0
20313	OR211	HASTINGS COUNTRY PARK - TACKLEWA	Health & safety repairs and repointing	0	0	1,000	0	0
20259	OR326	INDOOR BOWLS CENTRE	Equality Act works	10,000	30,000	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	5,000	0	0
20251	OR334	JOHNS PLACE MUSEUM	Essential stoneworks repairs to interior of window openings	0	7,814	9,000		0
20310	OR339	CLIFFS	Cliff Repairs arising from engineer's inspections	50,000	101,000	100,000	100,000	0
20117	OR340	MURIEL MATTERS HOUSE REPLACEMENT RISING MAIN	Replacement of existing rising main in rear of building to avoid further flooding issues	0	18,000	0	0	0
20117	OR342	MURIEL MATTERS HOUSE - PASSENGER LIFTS	Heavy duty door closing mechanisms	0	0	5,000	0	0
20245	OR347	WEST HILL LIFT - ATTENDANT'S & STORE AREAS	Works to patio waterproofing to prevent water ingress	18,000	0	18,000	0	0
20250	OR348	PROMENADE SURFACING	Further tarmac repairs to worst areas	30,000	30,000	50,000	0	0
20310	OR364	BEXHILL REC WEST	Internal redecoration	10,000	10,000	0	0	0
20245	OR374	WEST HILL LIFT - ENTRANCE ROOF	Replace railings with galv. steel railings	5,000	5,000	0	0	0
20310	OR385	ALEXANDRA PARK	Information Shelter lower decoration	2,000	2,000	0	0	0
20310	OR392	ALEXANDRA PARK	Lower Stream Culvert Wall	0	3,500	0	0	0
20310	OR395	WHITE ROCK GARDENS	Demolition of old toilet block	9,000	9,000	0	0	0
20245	OR405	EAST HILL CLIFF RAILWAY - UPPER STATION	Pedestrian paths resurfacing - deterioration of existing patched up surface creating trip hazards	10,000	10,000	0	0	0
20303	OR410	CEMETERY CHAPEL	Front window and stone reveal repairs	20,000	20,000	0	0	0
20313	OR411	HASTINGS COUNTRY PARK	Surface dressing to Coastguard Lane tarmac/asphalt path surfacing	25,000	25,000	0	0	0
20246	OR412	HASTINGS CASTLE	Curtain wall consolidation following emergency stabilisation works	0	25,000	0	0	0
20251	OR413	HASTINGS MUSEUM & ART GALLERY	Works to improve security following report	0	10,000	0	0	0
20259	OR416	SUMMERFIELDS LEISURE CENTRE	Re-tiling of edge of pool	0	100,000	0	0	0
20310	OR417	BEXHILL REC BRIDGE 6	Repair & redec to steel support (H&S)	0	0	0	0	0
20313	OR418	HCP LOWER ECCLESBOURNE GLEN	2 no. new boardwalk bridges (H&S)	0	0	0	0	0
20310	OR419	ST JOHNS PLAYGROUND	Stabilise playground retention wall	0	2,500	0	0	0
20310	OR420	TORFIELD MUGA	Survey of subsidence to MUGA corner	2,500	4,500	0	0	0
20310	OR421	SUMMERFIELDS WOODS	New bridge over heritage site Roman Bath (H&S)	0	0	0	0	0
20310	OR422	WEST MARINA GARDENS	Timber repairs & redecorate	2,000	2,000	0	0	0
20310	OR423	ALEXANDRA PARK SHORNDEN	Reservoir access point for Idverde	1,500	1,500	0	0	0
20313	OR424	HASTINGS COUNTRY PARK OLD VISITOR CENTRE	External & redecoration	2,500	2,500	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	2021-2022 ORIGINAL BUDGET £	2021-2022 REVISED BUDGET £	2022-2023 ESTIMATE £	2023-2024 ESTIMATE £	2024-2025 ESTIMATE £
20313	OR425	HASTINGS COUNTRY PARK HIGH WICKHAM	Replace knee rail with posts	2,500	2,500	0	0	0
20310	OR426	GENSING GARDENS	Sandstone wall repairs	3,000	3,000	0	0	0
20310	OR427	WHITE ROCK GARDENS EAST	Make good to pillar remains	0	2,000	0	0	0
20310	OR428	WHITE ROCK GARDENS WEST	Repair or replace tennis court fence	3,500	3,500	0	0	0
20310	OR429	ALEXANDRA PARK	Resin bonded paths phased resurfacing	5,000	5,000	0	0	0
20313	OR430	HASTINGS COUNTRY PARK YARD	Clear historic waste	6,000	6,000	0	0	0
20287	OR431	CARLISLE PARADE UNDERGROUND CAR PARK	Replacement of lighting	0	10,000	0	0	0
20251	OR432	HASTINGS MUSEUM & ART GALLERY	Lightning protection upgrade	5,000	5,000	0	0	0
20250	OR433	BOTTLE ALLEY	Cleaning of glass mosaic	0	10,710	0	0	0
20117	OR434	MURIEL MATTERS HOUSE	Heating pipe insulation	15,000	15,000	0	0	0
20313	OR435	HASTINGS COUNTRY PARK PATHS - EAST COASTGUARD LANE	Reapply 'Fibredec' last laid in 2015	25,000	25,000	0	0	0
20117	OR436	MURIEL MATTERS HOUSE	Repairs to rear car park waterproofing	0	0	17,200	0	0
20250	OR437	WEST OF HAVEN	Resurface MP path to worn areas of mesh	0	6,000	0	0	0
20250	OR438	CINQUE PORTS WAY	Resurface highway tarmac (non ESCC)	0	17,785	0	0	0
20250	OR439	MILLSTONE FOUNTAIN	Replace inlet grille & improve internals	2,000	2,000	0	0	0
20250	OR440	BOTTLE ALLEY UPPER	Railing replacement - heritage railings poor	25,000	25,000	0	0	0
20245	OR441	EAST HILL LIFT PUBLIC CONVENIENCE	Interior refit due to dampness	0	0	10,000	0	0
20310	OR442	GENSING GARDENS WALL	Rebuild wall in Conservation Area.	60,000	60,000	0	0	0
20310	OR443	BEXHILL EAST SPORTS PAVILION	Full roof replacement	34,000	34,000	0	0	0
20310	OR444	WARRIOR SQUARE GARDENS (EAST)	Major repair works	8,000	8,000	0	0	0
20310	OR445	WHITE ROCK GARDENS	Major repair works to west boundary wall	12,000	12,000	0	0	0
20310	OR446	WHITE ROCK SUN SHELTER	Repair and redecorate shelter railings	2,000	2,000	0	0	0
20287	OR447	GRAND PARADE UGCP	Concrete repairs to prom support beams	20,000	27,000	0	0	0
20148	OR448	BUS SHELTERS	Repair & Replacement Programme	12,000	12,000	15,000	0	0
20251	OR449	HASTINGS MUSEUM & ART GALLERY HEATING BOILERS	Replace existing heating boiler	0	0	30,000	0	0
20132	OR450	12/13 York Buildings Flat Conversion	Contribution to capital project	46,000	46,000	0	0	0
20132	OR451	12/13 York Buildings Flat Conversion	Potential Contribution to capital project II -tbd	0	160,000	0	0	0
		<b>Total of Other Work</b>		<b>505,500</b>	<b>943,309</b>	<b>325,200</b>	<b>100,000</b>	<b>0</b>

Appendix K					
PIER Outcomes	Cost Centre	Revised 2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000
<b>PIER Savings identified in previous years for 2022/23 (not included elsewhere)</b>					
Senior Management Restructure (remainder - £260k p.a.in total when completed)	Various	42	54	54	54
Theatre - Reduced Contribution	20249	0	100	200	200
Land sales - Interest generated by proceeds from land sales/Use of capital receipts	Various	0	75	75	75
Rental Space - Muriel Matters House			13	13	13
<b>Total Prior year identified savings for 2021-22 onwards</b>	<b>Sub-total</b>	<b>42</b>	<b>229</b>	<b>329</b>	<b>329</b>
<b>PIER Savings identified for 2021/22 onwards following review of 2020/21 final accounts and 2021/22 budgets</b>					
Off Street Car Parking - Business Rates Appeal - Priory St	20287	111	26	26	26
Off Street Car Parking - Premises Insurance	20287	11	11	11	11
Off Street Car Parking - cash collection contract	20287	5	5	5	5
Hastings Country Park - Parking Charges - volume increase	20312	7	7	7	7
Cemetery & Crematorium - premises Insurance	20303	3	3	3	3
Refuse Collection - fees and charges - volume	20293	11	10	10	10
Audit - Supplies and services	20108	13	13	13	13
DSO - Waste and Cleansing service - Equipment and materials	20323	20	20	20	20
Greenwaste - additional income - volume increase	20296	35	35	35	35
Parks & Gardens - Routine Mtc - s106 profiling	20310	20	20	20	20
Parks & Gardens - Premises Insurance	20310	5	5	5	5
Parks & Gardens - IT link to Alexandra park removed	20310	2	2	2	2
Building Surveyors - Revised Budget	20105	5	5	5	5
Administrative Buildings - Muriel Matters House - Business Rate Appeal	20117	8	8	8	8
Non-distributed Costs - unfunded pension costs - decrease	20125	102	102	102	102
Hastings Contact Centre - Team leader post	20113	53	39	39	39
Housing Management & admin - reduced insurance, postage & systems costs	20172	0	8	8	8
Renewable Energy Solutions - hired and contracted services	20321	49	50	50	50
<b>Savings</b>	<b>Sub-total</b>	<b>462</b>	<b>369</b>	<b>369</b>	<b>369</b>
<b>Savings - including Selected Expenditure Freeze in 2021/22 (Nov 2021 - March 2022)</b>					
Hastings Contact Centre - Reduced hours by a staff member	20113	10	10	10	10
External Funding (Contain Outbreak Management Fund) - salaries funded	various	45	0	0	0
Admin Bldgs - Town Hall - including £500 pwk/ Rental of Rooms	20116	24	24	24	24
Transformation team - End of two fixed term posts	20115	17	62	62	62
Corporate Personnel Expenses - revised training budget	20112	30	20	20	20
Legal - Freeze on Recruitment (beyond debt recovery staffing)	20106	50	0	0	0
Revenues And Benefits - (Including, Doc Mail £15k, Supplies and Services £10k)	20110	25	15	15	15
Waste and Environmental Enforcement Team - Wardens - recruitment of 2 posts postponed one to be filled	20297	54	25	25	25
Housing - new external funding of rental deposits	20187	100	50	50	50
White Rock Area Development - supplies and services	20209	30	30	30	30
1066 Country Campaign - 2021/22 contribution (given carry forward last year)	20222	50	0	0	0
<b>Additional 2021/22 savings and selected Expenditure Freeze</b>	<b>Sub-total</b>	<b>435</b>	<b>236</b>	<b>236</b>	<b>236</b>
<b>New PIER Savings for 2022/23 Budget</b>					
Civic and ceremonial - Transport	20240	1	1	1	1
Filming - additional Income (HBC Share)	20241	21	6	6	6
White Rock Area Development - Staffing - covered by external grants (staff transferred)	20209	35	35	35	35
Cultural Activities - Stade Saturdays - funded by external grant in 2021/22 - then ends	20212	5	5	5	5
External funding initiatives (salaries met by Towns Fund)	20177	25	25	25	25
Regeneration Activity - Locate East Sussex - end in 2023/24 unless funding secured	20208	0	10	30	30
Marketing & Communications Post - transfer to regeneration - (Town Fund)	tdb	6	32	32	32
Admin buildings - MMH - Shred it - Less often/ Water bottles/ Audio Visual / Cleaning	20117	4	4	4	4
Rent out further floor - Muriel Matters House	20117	0	0	30	30
Street cleaning DSO - No annual hire of Mechanical Sweeper	20323	0	10	10	10
DSO St. Cleaning Service - stop No NI 195 checks(detritus inspection) from July 2023	20323	0	0	12	12
Regeneration Manager Secondment -Post partially backfilled	20102	7	24	0	0
Revenues And Benefits - reorganisation 2022/23 - Incl Agency Staff reduction	20110	0	175	175	175
Youth Activities (Young Persons Council ) £5k to £3k	20221	0	2	2	2
<b>Asset Sales: Revenue implications</b>					
Whitworth Road / Queensway (land off new roundabout - both sides)		0	0	23	23
Burton St Leonards Property (£400k)		0	0	18	18
Harrow Lane - Use of Capital receipt in place of new borrowing vs investment (£5.5m)		0	75	75	75
Remove groyne refurbishment works (HBC funded) in 2022/23 and all carry forwards (£105k)		0	6	6	6
Civic Silver/regalia - limited sale - receipt		0	30	0	0
Hometrack - Housing Prices information - Supplies and services	20185	0	4	4	4
IT- technology Reserve - temporarily reduce annual contributions- hardware /software		25	25	25	25
R&R contributions - end of vehicle contributions (now leasing)		8	8	8	8
Public Convenience Cleaning contract		0	36	36	36
Grounds Mtc - end flower towers in Wellington Square	20310	0	8	8	8
Grounds Mtc - £30k contract payment (Optivo)				30	30
<b>Total Savings</b>	<b>Sub-total</b>	<b>137</b>	<b>521</b>	<b>600</b>	<b>600</b>
<b>Total Savings</b>		<b>1,076</b>	<b>1,356</b>	<b>1,534</b>	<b>1,534</b>
<b>Budget Adjustments Identified</b>					
Waste and Environmental Enforcement Team - Lower Fixed Penalty income	20297	(25)	(10)	(10)	(10)
Building Cleaning Contract	Various		(63)	(51)	(39)
Homelessness	20182	(336)	(783)	(744)	(707)
Legal Division - Lower level of costs being recovered	20106	(10)	(10)	(10)	(10)
Regeneration Activity - one off income removed	20208	(25)	(25)	(25)	(25)
Staffing - Planning and Enforcement	20180	0	(59)	(59)	(59)
Planning Policy - Development Plan	20341	21	(117)	(47)	0
External Audit Costs - 21/22 onwards (£25k less £5k additional govt funding)	20108	(20)	(20)	(20)	(20)
	<b>Sub-total</b>	<b>(395)</b>	<b>(1,087)</b>	<b>(966)</b>	<b>(870)</b>
<b>Overall Savings (Growth)</b>		<b>681</b>	<b>269</b>	<b>568</b>	<b>665</b>

### Hastings Borough Council Efficiencies, Income, and Savings Proposals for 2022/23 onwards and equality impact

The council is acutely aware of the impact it's spending and savings decisions has on our town and communities. In allocating its resources, the council must first fund its statutory responsibilities – the activity it is required by law to undertake. The level of funding available to the council has been greatly reduced since 2010, and more recently by the pandemic which has impacted our income levels and increased service demand from our most vulnerable residents who are entitled to support. This leaves the council seeking to balance funding for its priorities. In proposing service and budget reductions, the council has sought to mitigate as far as possible negative consequences for our community.

*Note: The following table identifies the likelihood of negative impact of these budget decisions on groups who share protected characteristics as defined by the Equality Act 2010. The council's budget also funds a significant level of other activity, (much of which is discretionary) to meet the needs of our most vulnerable and socially excluded residents, to address inequality of opportunity and deprivation).*

Proposal	Savings/ Income £000			HBC Staff impact	
	22/23 £	23/24 £	24/25 £		
<b>PIER Savings identified previously for 2022/23 &amp; beyond (not included elsewhere)</b> (PIER = Priorities, income, efficiency reviews)					
1. <b>Remainder of 2019/20 Senior Management Restructure</b> (£260k p.a.in total) – achieved by resignations /retirements	54,000	54,000	54,000	0.6 FTE	<b>Low</b>
2. <b>White Rock Theatre</b> - Reduced subsidy contribution from 2022/23 and further reduction from 23/24 onwards when current contract ends	100,000	200,000	200,000	N/A	<b>Low</b>
3. <b>Land sales</b> - Interest generated by proceeds from land sales/Use of capital receipts	75,000	75,000	75,000	N/A	<b>N/A</b>
4. <b>Rental Space - Muriel Matters House</b> – Rental income from new tenant that was secured after the last budget was set.	13,000	13,000	13,000	N/A	<b>N/A</b>

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
<b>Savings identified during the PIER process for the 2022/23 budget</b>					
<b>a) BUDGET MANAGEMENT SAVINGS - identified during review of final accounts and 2021/22 budgets</b>					
5. Off-Street Car Parking - Business Rates Appeal - Priory Street	26,000	26,000	26,000	N/A	N/A
6. Off-Street Car Parking - Premises Insurance	11,000	11,000	11,000	N/A	N/A
7. Off-Street Car Parking - Cash collection contract	5,000	5,000	5,000	N/A	Low
8. Hastings Country Park - Parking Charges - volume increase	7,000	7,000	7,000	N/A	Low
9. Cemetery & Crematorium - Premises Insurance	3,000	3,000	3,000	N/A	N/A
10. Refuse Collection - Fees and charges – volume increase	10,000	10,000	10,000	N/A	Low
11. Audit - Supplies and services	13,000	13,000	13,000	N/A	N/A
12. DSO - Waste and Cleansing service - Equipment and materials efficiency savings	20,000	20,000	20,000	N/A	N/A
13. Greenwaste - Additional income - volume increase	35,000	35,000	35,000	N/A	N/A
14. Parks & Gardens - Routine maintenance using section106 budgets as profiled	20,000	20,000	20,000	N/A	N/A
15. Parks & Gardens - Premises Insurance cost renegotiation/ reduction	5,000	5,000	5,000	N/A	N/A
16. Parks & Gardens - IT link to Alexandra park no longer required	2,000	2,000	2,000	N/A	N/A

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
17. Building Surveyors – Budget revision	5,000	5,000	5,000	N/A	N/A
18. Administrative Buildings - Muriel Matters House - Business Rate Appeal	8,000	8,000	8,000	N/A	N/A
19. Non-distributed Costs - Unfunded pension costs – decrease in call on budget for staff who left HBC previously	102,000	102,000	102,000	N/A	N/A
20. Hastings Contact Centre – Vacant Team Leader post	39,000	39,000	39,000	1 FTE	<b>Low</b> – the CCC service levels have been kept at an appropriate level without this post. The capacity in CCC team will continue to support those who are unable to use our on-line service access routes
21. Housing Management and administration – Efficiency saving from reduced postage costs	8,000	8,000	8,000	N/A	<b>Low</b>
22. Renewable Energy Solutions – Reduction in use of external contractors – work is now being done in-house	50,000	50,000	50,000	N/A	N/A
<b>IN-YEAR SAVINGS TO BE CONTINUED:</b> The following were identified as in-year savings made in November – these have been reviewed to identify what can be continued into future years					
23. Hastings Contact Centre – Staff requested reduced hours	10,000	10,000	10,000	0.2 FTE	<b>Low</b> – see line 20 above
24. External Funding – use of Covid Outbreak Management Fund (COMF) – to fund work undertaken by staff diverted to support C-19 management and vaccination programme.	TBC if allocation for 22/23?	0	0	N/A	<b>N/A</b> – this funding will cover the work HBC officer are undertaking to support the NHS and VCS colleagues to ensure the most vulnerable in our town are able to receive their vaccinations as easily as possible.

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
25. Admin Buildings – Rental of Town Hall as a vaccination centre – anticipated to continue in 2022/23	24,000	24,000	24,000	N/A	Low
26. Transformation team – 2 fixed term posts end 31 <sup>st</sup> March 2022	62,000	62,000	62,000	1 FTE 1 FTE (vacant)	Low
27. Corporate Personnel Expenses - Revised training budget due to use of apprenticeship levy and potential for cheaper virtual training.	20,000	20,000	20,000	N/A	Low
28. Revenues and Benefits non-staff efficiency savings - Doc Mail £15k	15,000	15,000	15,000	N/A	Low
29. Waste and Environmental Enforcement Team/ Wardens – Delete one of two vacant posts	25,000	25,000	25,000	1 FTE	Low
30. Housing - New external funding used for providing rental deposits	50,000	50,000	50,000	N/A	Low
31. White Rock Area Development – Reduce budgets allocated for consultancy/feasibility work	30,000	30,000	30,000	N/A	Low
<b>NEW PIER SAVINGS:</b>					
<b>The following are new savings identified during the PIER process to come into effect from 2022/23</b>					
32. Civic and ceremonial – Savings on transport costs	1,000	1,000	1,000	N/A	Low
33. Filming - Additional income (HBC Share)	6,000	6,000	6,000	N/A	N/A
34. White Rock Area Development - Post moved to Town Deal team	35,000	35,000	35,000	N/A	N/A

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
35. Cultural Activities - Stade Saturdays - funded by external grant during 2021/22 - then ceases	5,000	5,000	5,000	N/A	Low
36. External funding initiatives (salaries met by Towns Fund budget)	25,000	25,000	25,000	N/A	N/A
37. Regeneration Activity: Reduce activity budget by £10k for 2022/23 and cease contribution to Locate East Sussex – from 2023/24	10,000	30,000	30,000	N/A	Low - Due to priority given to delivery of Town Deal and bidding for Levelling up, the focus of the HBC team is on attracting developers and inward investors. Given fiscal status of authority it is felt that reduction of locate budget will have a medium impact during this period of capital development and partnership working to deliver town wide regeneration.
38. Communications Post – re-assigned to support Town Deal team	32,000	32,000	32,000	1 FTE	Low
39. Admin buildings efficiencies from reduced occupation of Muriel Matters House (MMH)	4,000	4,000	4,000	N/A	N/A
40. Rent out further floor in MMH	0	30,000	30,000	N/A	N/A
41. Street cleaning DSO – New ways of working - no longer hire of mechanical sweeper	10,000	10,000	10,000	N/A	N/A
42. Waste Service - Cease NI 195 monitoring by external company from July 2023 – use evidence from My Hastings and internal monitoring	0	12,000	12,000	N/A	N/A

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
43. Regeneration manager secondment – Jan 22 – Jan 23 post partially back-filled by Continuous Improvement Manager – net part-year savings	24,000	0	0	N/A	<b>Low</b>
44. Revenues and Benefits – re-organisation following retirement of service manager	175,000 est.	175,000 est.	175,000 est.	2 FTE and 2 FTE agency staff	<b>Low</b> – the level of staff in the new structure will be set to meet the performance standards to deliver the service effectively.
45. Youth Activities - reduce the allocation to Education Future's Trust for administering the Young Person's Council	2,000	2,000	2,000	N/A	<b>Medium</b> – will see a reduction in staff support and small grants budget.
<b>ASSET SALES – revenue implications, i.e. the council can use receipts from sales of assets to avoid or reduce borrowing on capital schemes and this reduces the impact on the revenue budget.</b>					
46. Whitworth Road/Queensway (land off new roundabout - both sides)	0	23,000	23,000	N/A	<b>N/A</b>
47. Burton St Leonards Property	0	18,000	18,000	N/A	<b>N/A</b>
48. Harrow Lane - Use of Capital receipt in place of new borrowing vs investment (£5.5m)	75,000	75,000	75,000	N/A	<b>N/A</b>
49. Civic silver/regalia sale	30,000	0	0	N/A	<b>Low</b>
<b>Other savings</b>					
50. Groyne refurbishment works budget not needed from 2022/23 following significant recent works undertaken with DEFRA grant	6,000	6,000	6,000	N/A	<b>Low</b>
51. Hometrack software system saving – No longer required	4,000	4,000	4,000	N/A	<b>N/A</b>
52. IT technology reserve - Temporarily reduce annual contributions - hardware /software	25,000	25,000	25,000	N/A	<b>N/A</b>



Proposal	Savings/ Income £000				
53. Repairs and Renewal contributions - end of vehicle contributions (now leasing)	8,000	8,000	8,000	N/A	N/A
54. Savings from re-tendering of public conveniences cleaning contract	36,000	36,000	36,000	N/A	N/A
55. Delete budget for annual flower towers in Warrior Square Gardens as part of sustainability approach.	8,000	8,000	8,000	N/A	N/A
56. Grounds Maintenance client partnership arrangements – saving following departure of Optivo from the original joint contract	0	30,000	30,000	N/A	N/A
<b>Growth Items and Budget adjustments</b>					
57. Waste and Environmental Enforcement Team – Lower Fixed Penalty income than anticipated	(10)	(10)	(10)	N/A	Low
58. Additional costs of adding Building Cleaning service to in-house DSO (NB subject to Council decision on 9/2/22)	(63)	(51)	(39)	N/A	Low
59. Increased costs of temporary accommodation for homeless people and families. A new Task Force is being established to identify ways of reducing costs.	(c.783k)	(c.744k)	(c.707k)	N/A	The impact on individuals and families of living in Temporary Accommodation for longer than necessary is well documented, the council seeks to re-house people as soon as possible.
60. Legal Division - Lower level of cost recovery than budgeted - efforts of team are being diverted to debt collection.	(10)	(10)	(10)	N/A	Low
61. Regeneration Activity - One off income removed	(25)	(25)	(25)	N/A	Low

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
62. Planning and enforcement staffing – New posts to meet service demands and address backlogs	(59,000)	(59,000)	(59,000)	+ 2 FTE	N/A
63. Planning Policy – Re-profiled costs of Local Plan development	117,000	47,000	0	N/A	N/A
64. Increased External Audit costs (£25k p.a. less £5k government funding)	(20,000)	(20,000)	(20,000)	N/A	Low

**Land and Property Disposal Programme**

	<b>Estimated Receipts £</b>
<b><u>2021/22</u></b>	
Sale of Ex Council Houses	
Other	
	<hr/> <b>50,000</b>
<b><u>2022/23</u></b>	
Harrow Lane	
Lodge - Burton St Leonards	
Whitworth Road (North & South)	
Sale of Ex Council Houses	
Other	
	<hr/> <b>6,019,200</b>
<b><u>2023/24</u></b>	
Mayfield E	
Bexhill Road South	
Sandrock	
Sale of Ex Council Houses	
Other	
	<hr/> <b>250,000</b>
<b><u>2024/25</u></b>	
Sale of Ex Council Houses	
Other	
	<hr/> <b>50,000</b>
<b><u>2025/26</u></b>	
Sale of Ex Council Houses	

## CORPORATE SERVICES AND GOVERNANCE

## Appendix O

Reference NO.	2020-21 ACTUAL	SERVICE	2021-22		2022-23 ESTIMATED OUTTURN	2021-22	2022-23
			ORIGINAL BUDGET	REVISED BUDGET		BUDGET	BUDGET
	£		£	£	£	£	£
		<b>SUMMARY OF REVENUE ESTIMATES</b>					
CR1	211,434	20101 - Managing Director	214,230	217,310	220,570	3,080	6,340
CR2	326,263	20102 - Corp. Policy, Partnerships and Performance	236,860	278,860	250,200	42,000	13,340
CR3	211,254	20103 - Electoral Services	223,970	229,800	234,650	5,830	10,680
CR4	381,112	20104 - Estates Services	397,930	400,630	404,440	2,700	6,510
CR5	213,185	20105 - Building Surveyors	224,020	219,260	221,500	(4,760)	(2,520)
CR6	493,229	20106 - Legal Services	515,860	509,110	544,770	(6,750)	28,910
CR7	238,372	20107 / 20108 - Audit and Investigations Services	242,180	236,840	236,250	(5,340)	(5,930)
CR8	971,230	20109 - Accountancy Services	1,007,110	1,040,540	1,051,910	33,430	44,800
CR9	2,337,442	20110 - Revenues Services	2,353,150	2,332,190	2,203,390	(20,960)	(149,760)
CR10	586,965	20111 - People, Customer and Business Support	607,820	574,820	629,980	(33,000)	22,160
CR11	183,330	20112 - Corporate Personnel Expenses	185,050	175,180	165,060	(9,870)	(19,990)
CR12	821,994	20113 - Contact Centre	791,720	719,550	756,290	(72,170)	(35,430)
CR13	286,402	20115 - Transformation Team	255,870	252,920	195,490	(2,950)	(60,380)
CR14	56,351	20116 - Admin Buildings - Town Hall	40,460	34,730	25,630	(5,730)	(14,830)
CR15	500,614	20117 - Admin Buildings - Muriel Matters House	413,210	423,490	429,240	10,280	16,030
CR16	47,384	20118 - Admin Buildings - General Expenses	66,700	61,200	71,700	(5,500)	5,000
CR18	1,311,229	20120 - Corporate Expenses	1,243,200	1,284,600	1,278,270	41,400	35,070
CR19	728,548	20121 - IT	713,180	689,510	703,640	(23,670)	(9,540)
CR20	339,534	20122 - IT Reserve / Hardware	339,840	324,840	305,840	(15,000)	(34,000)
CR21	46,525	20123 - Land & Property Systems-GIS	48,960	48,940	48,940	(20)	(20)
	(10,292,399)	Less recharges to other services	(10,121,320)	(10,121,320)	(10,121,320)	0	0
	(7)	Unallocated Balance	0	(67,000)	(143,560)	(67,000)	(143,560)
CR22	(112,374)	20124 - Corporate Management Expenses	784,110	804,110	804,110	20,000	20,000
CR23	714,038	20125 - Non Distributed Costs	789,980	687,580	655,580	(102,400)	(134,400)
CR24	1,501,568	20126 / 20127 / 20128 - Benefit Payments and Administration	1,453,100	1,453,100	1,453,100	0	0
CR25	2,041,999	20129 - Council Tax and Business Rates Collection	603,590	603,590	603,590	0	0
CR26	(364,452)	20130 - Employment Areas	(362,840)	(382,000)	(376,600)	(19,160)	(13,760)
CR27	(1,359,420)	20131 - Factory Units	(1,116,110)	(1,557,860)	(1,430,770)	(441,750)	(314,660)
CR28	(2,967,330)	20132 - Farms and Other Properties	(3,183,720)	(2,926,300)	(3,135,960)	257,420	47,760
CR29	0	20133 - St Mary in the Castle	0	0	0	0	0
CR30	(455,816)	20135 - Other Expenditure	176,808	404,320	419,220	227,512	242,412
CR31	185,489	20136 / 20137 - Registration of Electors	225,910	226,730	226,540	820	630
CR32	865,452	20138 - Cost of Democracy	831,330	866,800	865,120	35,470	33,790
CR33	93,822	20139 / 20140 - Election Expenses	200,990	201,000	200,990	10	0
CR34	0	20144 - Local Strategic Partnership	18,550	18,550	18,550	0	0
CR35	0	20145 - Sustainable Energy & Development	14,680	14,680	14,680	0	0
CR36	0	20146 - Public Consultation	6,180	6,180	6,180	0	0
CR37	24,611	20148 - Shelters and Seats	30,450	30,450	42,840	0	12,390
CR38	8,189	20149 - Street Naming and Numbering	9,750	9,750	11,840	0	2,090
CR39	98,274	20150 - Decorative Lighting	88,360	118,520	88,710	30,160	350
CR40	111,291	20324 - Communications and Design	94,420	125,080	121,270	30,660	26,850
CR41	226,177	20151 / 20152 / 20155-61 - Foreshore Trust	0	0	0	0	0
	611,511		665,538	637,280	445,430	(28,258)	(220,108)

## OPERATIONAL SERVICES

## Appendix O

Reference NO.	2020-21 ACTUAL	SERVICE	2021-22	2021-22	2022-23 ESTIMATED OUTTURN	2021-22	2021-22
			ORIGINAL BUDGET	REVISED BUDGET		BUDGET	BUDGET
	<b>£</b>	<b>SUMMARY OF REVENUE ESTIMATES</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
OS1	943,992	20169 - Environmental Services Management & Administration	990,220	981,670	<b>943,470</b>	(8,550)	(46,750)
OS2	386,613	20170 - Amenities Administration	413,920	421,560	<b>428,250</b>	7,640	14,330
OS3	487,160	20316 - Waste Service - Management and Admin	464,510	471,280	<b>478,500</b>	6,770	13,990
OS4	818,045	20317 - Parking Service - Management and Admin	853,980	803,970	<b>841,240</b>	(50,010)	(12,740)
OS5	892,081	20172 - Administration - Housing	905,200	895,680	<b>912,320</b>	(9,520)	7,120
OS6	80,679	20173 - Local Land Planning Management & Admin	87,420	87,010	<b>90,790</b>	(410)	3,370
OS7	82,409	20174 - Director of Operational Services	0	0	<b>0</b>	0	0
OS8	276,473	20175 - Leisure Administration	290,200	291,660	<b>294,090</b>	1,460	3,890
OS9	207,397	20176 - Resort Services Management and Administration	217,060	218,160	<b>218,980</b>	1,100	1,920
OS10	516,562	20177 - Regeneration Administration Division	532,320	519,460	<b>511,270</b>	(12,860)	(21,050)
OS11	321,806	20178 - Communications & Marketing	311,540	314,410	<b>311,390</b>	2,870	(150)
	(5,013,216)	Less recharges to other services	(5,066,370)	(5,066,370)	<b>(5,066,370)</b>	0	0
	0	Unallocated Balance	0	(61,510)	<b>(36,070)</b>	<b>(61,510)</b>	<b>(36,070)</b>
OS12	50,891	20179 - Building Control	62,420	62,420	<b>62,420</b>	0	0
OS13	633,357	20180 - Development Control & Conservation	740,490	920,040	<b>836,470</b>	179,550	95,980
OS14	(123,352)	20181 - Local Land Charges Register	(106,570)	(125,520)	<b>(112,850)</b>	(18,950)	(6,280)
OS15	1,825,392	20182 - Homelessness	2,123,870	2,459,990	<b>2,906,870</b>	336,120	783,000
OS16	(1)	20183 - Homelessness Reduction Grant	0	0	<b>0</b>	0	0
OS17	233,854	20207 - Rough Sleeper Prevention	0	0	<b>0</b>	0	0
OS18	11,790	20206 - Syrian Resettlement Programme	0	(64,510)	<b>(82,640)</b>	(64,510)	(82,640)
OS19	89,493	20184 - Social Lettings	76,210	156,540	<b>150,840</b>	80,330	74,630
OS20	89,319	20185 - Homelessness Strategy	103,310	102,210	<b>104,410</b>	(1,100)	1,100
OS21	65,785	20186 - Housing Register	74,100	74,770	<b>74,770</b>	670	670
OS22	(1)	20187 - Funded Deposits	0	0	<b>0</b>	0	0
OS23	(9,458)	20188 - Youth Homelessness	18,280	18,810	<b>22,140</b>	530	3,860
OS24	106,415	20191 - Housing Renewal	395,610	435,040	<b>395,450</b>	39,430	(160)
OS25	62,561	20193 - Controlling Migration Fund	33,300	157,370	<b>0</b>	124,070	(33,300)
OS26	359,002	20195 - Selective licensing	0	0	<b>0</b>	0	0
OS27	(69,015)	20196 - Housing Licensing	(3,450)	7,910	<b>172,310</b>	11,360	175,760
OS28	7,616	20197 - Housing Solution Services	8,080	4,100	<b>11,490</b>	(3,980)	3,410
OS29	(0)	20334 - CHART - Live, Work, Thrive	0	0	<b>0</b>	0	0
OS30	36,080	20200 - Dangerous Structures	2,500	525,000	<b>2,500</b>	522,500	0
OS31	720	20198 - Housing - Works in Default	0	4,650	<b>0</b>	4,650	0
OS32	0	20342 - CHART - Resettlement Employability Project	0	0	<b>0</b>	0	0
OS33	1	20202 - Housing - NHS Clinical Commissioning Group CCG	0	0	<b>0</b>	0	0
OS34	5,435	20204 - Sustainable Housing in Inclusive Neighbourhoods	0	0	<b>0</b>	0	0
OS35	0	20344 - Afghan Resettlement Programme	0	(48,450)	<b>(47,020)</b>	(48,450)	(47,020)
	<b>3,375,884</b>	<b>Housing and Built Environment</b>	<b>3,528,150</b>	<b>4,690,370</b>	<b>4,497,160</b>	<b>1,162,220</b>	<b>969,010</b>

Reference NO.	2020-21 ACTUAL	SERVICE	2021-22	2021-22	2022-23 ESTIMATED OUTTURN	2021-22	2021-22
			ORIGINAL BUDGET	REVISED BUDGET		BUDGET VARIANCE	BUDGET VARIANCE
OS36	253,125	20208 - Regeneration Activity	308,450	294,190	<b>305,660</b>	(14,260)	(2,790)
OS37	89,706	20209 - White Rock Area Development	117,640	52,640	<b>52,640</b>	(65,000)	(65,000)
OS38	337,098	20211 - Planning Policy	368,740	254,040	<b>289,200</b>	(114,700)	(79,540)
OS39	0	20341 - Local Plan	0	135,990	<b>201,820</b>	135,990	201,820
OS40	92,120	20212 - Cultural Activities	124,550	122,350	<b>124,170</b>	(2,200)	(380)
OS41	98,797	20214 - External Funding Initiatives	95,190	96,070	<b>98,430</b>	880	3,240
OS42	20,952	20215 - Community Cohesion	32,790	32,620	<b>32,570</b>	(170)	(220)
OS43	0	20336 - Reopening High Street Fund	0	0	<b>0</b>	0	0
OS44	0	20326 - Hastings Fish Brand	0	0	<b>0</b>	0	0
OS45	168	20217 - Coastal Communities Fund	0	0	<b>0</b>	0	0
OS46	(15,800)	20269 - CHART CLLD - Connecting Hastings and Rother Together Community Led Local Development	(15,800)	(13,350)	<b>67,000</b>	2,450	82,800
OS47	(62,889)	20325 - DESTI Smart	0	(760)	<b>0</b>	(760)	0
OS48	180,768	20219 - Community Partnership	0	0	<b>0</b>	0	0
OS49	0	20335 - LGF Wayfinding	0	0	<b>0</b>	0	0
OS50	2,446	20221 - Youth Activities (Young Persons Council)	5,000	5,000	<b>5,000</b>	0	0
OS51	30,038	20166 - Towns Fund	113,000	196,870	<b>(7,000)</b>	83,870	(120,000)
OS52	65,697	20222 - 1066 Country Campaign	137,920	205,920	<b>137,860</b>	68,000	(60)
OS53	6,140	20223/ 20224 - Tourism Marketing	0	0	<b>0</b>	0	0
OS54	170,405	20225 - Visitor Centre	133,940	105,080	<b>108,460</b>	(28,860)	(25,480)
OS55	6,131	20226 - Community Awareness	3,100	3,100	<b>1,900</b>	0	(1,200)
OS56	60,403	20228, 20229, 20230-20233, 20234-20235, 20237, 20238 - Raising the Profile of Hastings	68,900	52,260	<b>69,350</b>	(16,640)	450
OS57	4,328	20239 - Meteorological Expenses	4,350	4,350	<b>4,350</b>	0	0
OS58	11,403	20240 - Civic & Ceremonial Expenses	14,180	15,180	<b>14,400</b>	1,000	220
OS59	4,042	20241 - Filming	(4,000)	(24,500)	<b>(10,000)</b>	(20,500)	(6,000)
OS60	19,043	20242 - Coastal Protection	19,870	25,470	<b>25,470</b>	5,600	5,600
OS61	6,251	20243 - Navigational Aids	3,620	3,680	<b>3,680</b>	60	60
OS62	19,446	20244 - Env. Schemes Net Shops	25,050	19,450	<b>19,450</b>	(5,600)	(5,600)
OS63	171,055	20245 - Cliff Railways	(138,380)	(2,640)	<b>(104,520)</b>	135,740	33,860
OS64	(12,645)	20246/20247 - Castle and Caves	(14,330)	6,880	<b>(17,860)</b>	21,210	(3,530)
OS65	(211,775)	20248 - Chalets and Beach Huts	(226,130)	(189,440)	<b>(220,860)</b>	36,690	5,270
OS66	464,403	20249 - White Rock Theatre	353,370	268,370	<b>253,370</b>	(85,000)	(100,000)
OS67	211,300	20250 - Seafront	236,770	244,370	<b>220,760</b>	7,600	(16,010)
OS68	375,579	20251 - Museums	423,590	356,040	<b>457,610</b>	(67,550)	34,020
OS69	9,199	20252 - Fishermans Museum	8,630	8,490	<b>10,490</b>	(140)	1,860
OS70	12,092	20257 - Sports Management	(13,910)	(25,120)	<b>(13,910)</b>	(11,210)	0
OS71	45,832	20258 - Falaise Fitness Centre	45,920	46,280	<b>71,280</b>	360	25,360
OS72	248,755	20259 - Sports Centres	48,750	162,680	<b>71,480</b>	113,930	22,730
OS73	0	20271 - CHART Active Hastings	0	(10)	<b>0</b>	(10)	0
OS74	188,659	20264 - Active Hastings & Play Development	152,930	191,500	<b>160,830</b>	38,570	7,900
OS75	57,928	20267 - Play Pathfinder	49,520	40,520	<b>40,520</b>	(9,000)	(9,000)
OS76	99,483	20321 - Renewable Energy Solutions	151,070	101,830	<b>104,710</b>	(49,240)	(46,360)
OS77	7,702	20327 - Museum & Schools Project	0	(4,330)	<b>0</b>	(4,330)	0
OS78	(6,000)	20273 - British BID DCLG - Loan Fund (Business Improvement District)	0	0	<b>0</b>	0	0
<b>3,061,382</b>		<b>Regeneration and Culture</b>	<b>2,634,290</b>	<b>2,791,070</b>	<b>2,578,310</b>	<b>156,780</b>	<b>(55,980)</b>

Reference NO.	2020-21 ACTUAL	SERVICE	2021-22	2021-22	2022-23 ESTIMATED OUTTURN	2021-22	2021-22
			ORIGINAL BUDGET	REVISED BUDGET		BUDGET VARIANCE	BUDGET VARIANCE
OS79	267,118	20276 - Food Safety	282,010	287,000	<b>282,000</b>	4,990	(10)
OS80	152,937	20277 / 20278 - Health and Safety	156,120	156,120	<b>156,120</b>	0	0
OS81	305,174	20279 - Environmental Protection	333,820	321,870	<b>322,830</b>	(11,950)	(10,990)
OS82	38,769	20280 - Pest Control	43,360	50,410	<b>54,640</b>	7,050	11,280
OS83	62,357	20281 - Local Licensing	68,160	78,350	<b>78,430</b>	10,190	10,270
OS84	(68,450)	20283 - Liquor Licensing	(68,760)	(63,760)	<b>(68,760)</b>	5,000	0
OS85	(16,119)	20284 - Gambling Licensing	(18,770)	(16,270)	<b>(16,270)</b>	2,500	2,500
OS86	45,324	20285 - Stray Dog Contract	45,710	45,710	<b>45,710</b>	0	0
OS87	53,820	20286 - Emergency Planning	66,750	69,450	<b>69,450</b>	2,700	2,700
OS88	(218,797)	20287 / 20288 - Parking	(659,100)	(650,650)	<b>(768,700)</b>	8,450	(109,600)
OS89	69,398	20290 - Closed Circuit Television	75,190	75,190	<b>75,190</b>	0	0
OS90	(1,791)	20291 - ESCC Highway Tree Maintenance	(3,000)	(3,000)	<b>(3,000)</b>	0	0
OS91	0	20119 - DSO Operational Building	0	0	<b>8,070</b>	0	8,070
OS92	1,117,453	20293 - Waste Collection	1,221,910	1,344,330	<b>1,385,350</b>	122,420	163,440
OS93	944,092	20294 - Recycling	958,850	862,890	<b>901,900</b>	(95,960)	(56,950)
OS94	110,315	20295 - Street Cleansing	114,890	114,890	<b>114,890</b>	0	0
OS95	1,195,335	20323 - Waste and Street Cleansing (DSO)	1,329,950	1,353,870	<b>1,377,260</b>	23,920	47,310
OS96	(206,369)	20296 - Greenwaste	(252,570)	(305,520)	<b>(299,655)</b>	(52,950)	(47,085)
OS97	334,908	20297 - Waste and Environmental Enforcement Team	315,860	340,860	<b>325,860</b>	25,000	10,000
OS98	36,727	20298 - Together Action	37,420	37,420	<b>37,420</b>	0	0
OS99	99,405	20299 - Safer Hastings Partnership (HBC)	97,120	85,610	<b>89,320</b>	(11,510)	(7,800)
OS100	8,184	20300 - Safer Hastings Partnership (External)	0	10,000	<b>0</b>	10,000	0
OS101	(0)	20337 - Safer Streets	0	0	<b>0</b>	0	0
OS102	0	20345 - Violence Against Women and Girls	0	0	<b>0</b>	0	0
OS103	30,784	20302 - Watercourses	34,310	34,310	<b>34,360</b>	0	50
OS104	(714,564)	20303 / 20304 - Cemetery and Crematorium	(596,350)	(604,290)	<b>(624,380)</b>	(7,940)	(28,030)
OS105	24,956	20305 - Travellers Costs	25,990	26,130	<b>26,130</b>	140	140
OS106	34,834	20306 - Town Centre	38,060	41,060	<b>36,160</b>	3,000	(1,900)
OS107	23,174	20307 - Allotments	23,190	22,270	<b>22,580</b>	(920)	(610)
OS108	15,709	20308 - Ecology	19,220	18,470	<b>18,470</b>	(750)	(750)
OS109	161,817	20309 - Arboriculture	155,690	162,240	<b>157,250</b>	6,550	1,560
OS110	1,194,375	20310 - Parks and Gardens	1,419,130	1,586,190	<b>1,324,590</b>	167,060	(94,540)
OS111	122,550	20312 / 20313 - Hastings Country Park	181,120	166,550	<b>111,330</b>	(14,570)	(69,790)
OS112	50,527	20314 - Countryside Stewardship	24,000	24,000	<b>24,000</b>	0	0
OS113	344,617	20315 - Public Conveniences	350,380	364,710	<b>374,890</b>	14,330	24,510
OS114	0	20338 - Hastings Country Park Grant Funded Works	0	0	<b>0</b>	0	0
OS115	832	20339 - Hastings Country Park Visitor Centre	20,000	20,000	<b>20,000</b>	0	0
<b>5,619,402 Environment and Place</b>			<b>5,839,660</b>	<b>6,056,410</b>	<b>5,693,435</b>	<b>216,750</b>	<b>(146,225)</b>
<b>12,056,667 Operational Services Directorate Total</b>			<b>12,002,100</b>	<b>13,476,340</b>	<b>12,732,835</b>	<b>1,474,240</b>	<b>730,735</b>

## CAPITAL PROGRAMME SUMMARY

	Original 2021/22	Revised 2021/22	2022/23	2023/24	2024/25	Subseq. Years	Total over Prog Period
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Net cost by Service</b>							
Corporate Resources	11,693	2,402	11,174	288	0	0	13,864
Operational Services	1,088	1,272	3,680	8,885	6,085	1,465	21,387
	<b>12,781</b>	<b>3,674</b>	<b>14,854</b>	<b>9,173</b>	<b>6,085</b>	<b>1,465</b>	<b>35,251</b>

**Net cost by Status**

Committed Schemes	c	9,504	2,568	10,164	873	585	1,465	15,655
Uncommitted Schemes	u	318	34	200	2,300	2,000	0	4,534
New Schemes	n	2,959	1,072	4,490	6,000	3,500	0	15,062
		<b>12,781</b>	<b>3,674</b>	<b>14,854</b>	<b>9,173</b>	<b>6,085</b>	<b>1,465</b>	<b>35,251</b>

**Gross cost of schemes analysed by service**

Corporate Resources		13,243	2,837	12,289	288	0	0	15,414
Operational Services		9,220	5,124	9,457	12,941	8,141	3,521	39,184
		<b>22,463</b>	<b>7,961</b>	<b>21,746</b>	<b>13,229</b>	<b>8,141</b>	<b>3,521</b>	<b>54,598</b>



## Profile of Council Net Cost

Scheme Ref.	Scheme	Class	Total Gross Cost	Total Net Cost	Before 31.3.21	2021/22	Revised 2021/22	2022/23	2023/24	2024/25	Subsequent Years
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CR-16	New ERP system	* C	1,017	538	538	0	0	0	0	0	0
CR-19	Conversion of 12/13 York Buildings	* C	1,011	1,011	585	179	426	0	0	0	0
CR-22	Priory Meadow Contribution to Capital Works	* C	700	700	162	250	0	250	288	0	0
CR-26	Churchfields Business Centre	* N	4,500	2,950	131	2,819	624	2,195	0	0	0
CR-27	Development / Furbishment of Lacuna Place	* C	9,612	9,612	9,298	188	173	141	0	0	0
CR-28	London Rd & Shepherd St	* C	1,311	1,311	1,311	0	0	0	0	0	0
CR-29	Cornwallis Street Development	* C	8,000	8,000	84	6,946	1,081	6,835	0	0	0
CR-30	Harold Place Restaurant Devt	* C	1,700	1,700	11	1,171	76	1,613	0	0	0
CR-32	Development of 311-323 Bexhill Rd (Aldi & Others)	* C	9,389	9,389	9,389	0	0	0	0	0	0
CR-33	Castleham Car Park resurfacing	* N	22	22	0	0	22	0	0	0	0
CR-34	Castleham Industrial Units	* N	140	140	0	140	0	140	0	0	0
	Schemes Already Committed	C	32,740	32,261	21,378	8,734	1,756	8,839	288	0	0
	Schemes Uncommitted	U	0	0	0	0	0	0	0	0	0
	New Schemes	N	4,662	3,112	131	2,959	646	2,335	0	0	0
	No further approval required	*									
Total Capital Expenditure			37,402	35,373	21,509	11,693	2,402	11,174	288	0	0

		Total	Before	Revised				Subsequent	
		Budget	31.3.21	21/22	21/22	22/23	23/24	24/25	Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CR-16 71224	<b>New ERP system</b>								
	Purchase and development of new Enterprise Resource Planning system								
	<u>Funding Source</u>								
	Council	538	538	0	0	0	0	0	0
	Other	479	479	0	0	0	0	0	0
	<u>Total Funding</u>	1,017	1,017	0	0	0	0	0	0
CR-19 71253	<b>Conversion of 12/13 York Buildings</b>								
	Conversion of the upper floors of this grade 2 listed building to six flats								
	<u>Funding Source</u>								
	Council	1,011	585	179	426	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	1,011	585	179	426	0	0	0	0
CR-22 71259	<b>Priory Meadow Contribution to Capital Works</b>								
	Contribution to ensure continuing rental income								
	<u>Funding Source</u>								
	Council	700	162	250	0	250	288	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	700	162	250	0	250	288	0	0
CR-32 71261	<b>Development of 311-323 Bexhill Rd (Aldi &amp; Others)</b>								
	Acquisition of Commercial Property - 311-323 Bexhill Road (Aldi & Others)								
	<u>Funding Source</u>								
	Council	9,389	9,389	0	0	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	9,389	9,389	0	0	0	0	0	0
CR-26 71272	<b>Churchfields Business Centre</b>								
	Sidney Little road Business Incubator Hub								
	<u>Funding Source</u>								
	Council	2,950	131	2,819	624	2,195	0	0	0
	Other - LGF funding £500k & CHART £300k & Towns Fund £750k	1,550	0	1,550	435	1,115	0	0	0
	<u>Total Funding</u>	4,500	131	4,369	1,059	3,310	0	0	0
CR-27 71273	<b>Development / Furbishment of Lacuna Place</b>								
	Office building with ground floor retail accommodation totalling 39,696 Sq.ft.								
	<u>Funding Source</u>								
	Council	9,612	9,298	188	173	141	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	9,612	9,298	188	173	141	0	0	0
CR-28 71274	<b>London Rd &amp; Shepherd St</b>								
	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 1,311	1,311	0	0	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<u>Total Funding</u>	1,311	1,311	0	0	0	0	0	0

		Total	Before	Revised				Subsequent		
		Budget	31.3.21	21/22	21/22	22/23	23/24	24/25	Years	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
CR-29 71275	<b>Cornwallis Street Development</b>									
	Redevelopment of Cornwallis Street for Hotel									
	<u>Funding Source</u>									
	Council	c	8,000	84	6,946	1,081	6,835	0	0	0
	Other		0	0	0	0	0	0	0	
	<u>Total Funding</u>		8,000	84	6,946	1,081	6,835	0	0	0
CR-30 71276	<b>Harold Place Restaurant Devt</b>									
	Redevelopment of Harold Place for Restaurant use									
	<u>Funding Source</u>									
	Council	c	1,700	11	1,171	76	1,613	0	0	0
	Other		0	0	0	0	0	0	0	
	<u>Total Funding</u>		1,700	11	1,171	76	1,613	0	0	0
CR-33 71281	<b>Castleham Car Park resurfacing</b>									
	Resurface Car Park									
	<u>Funding Source</u>									
	Council	c	22	0	0	22	0	0	0	0
	Other		0	0	0	0	0	0	0	
	<u>Total Funding</u>		22	0	0	22	0	0	0	0
CR-34 71285	<b>Castleham Industrial Units</b>									
	Over-Roofing Units 6,7,8 & 9/10									
	<u>Funding Source</u>									
	Council	c	140	0	140	0	140	0	0	0
	Other		0	0	0	0	0	0	0	
	<u>Total Funding</u>		140	0	140	0	140	0	0	0
	Totals									
	Council	c	35,373	21,509	11,693	2,402	11,174	288	0	0
	Other	o	2,029	479	1,550	435	1,115	0	0	0
			<b>37,402</b>	<b>21,988</b>	<b>13,243</b>	<b>2,837</b>	<b>12,289</b>	<b>288</b>	<b>0</b>	<b>0</b>



		Total	Before		Revised			Subsequent	
		Budget	31.3.21	21/22	21/22	22/23	23/24	24/25	Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
H07 71227	<b>Private Sector Renewal Support</b>								
	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	32	32	27	0	0	0	0	0
	<b>Total Funding</b>	<b>32</b>	<b>32</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
H08 71228	<b>Disabled Facilities Grant</b>								
	Property Grants for disabled facilities Grant of £2,056,655 for 2021/22 (DFG reserve 3.014m @ 31st March 2021)								
	<u>Funding Source</u>								
	Council	0	0	0	0	0	0	0	0
	Government Grant	10,733	1,109	1,812	1,400	2,056	2,056	2,056	2,056
	<b>Total Funding</b>	<b>10,733</b>	<b>1,109</b>	<b>1,812</b>	<b>1,400</b>	<b>2,056</b>	<b>2,056</b>	<b>2,056</b>	<b>2,056</b>
H15 71229	<b>Empty Homes Strategy - CPO</b>								
	Rolling programme of purchases and disposals								
	<u>Funding Source</u>								
	Council	250	100	50	0	50	50	50	0
	Government Grant	0	0	0	0	0	0	0	0
	<b>Total Funding</b>	<b>250</b>	<b>100</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>0</b>
OS-05 71266	<b>Purchase of Temporary Homelessness Accommodation</b>								
	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	5,703	5,703	0	0	0	0	0	0
	Government Grant / S106	0	0	0	0	0	0	0	0
	<b>Total Funding</b>	<b>5,703</b>	<b>5,703</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
OS-30 71284	<b>Next Steps Accommodation Pathway</b>								
	Next Steps Accommodation Pathway								
	<u>Funding Source</u>								
	Council	426	0	0	426	0	0	0	0
	Government Grant (plus £316k S106)	1,429	0	0	1,429	0	0	0	0
	<b>Total Funding</b>	<b>1,855</b>	<b>0</b>	<b>0</b>	<b>1,855</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
RP04 71231	<b>Restoration of Pelham Crescent/ Pelham Arcade</b>								
	Feasibility study and grants for restoration works, plus additional phase 2 works / grants to adjoining property								
	<u>Funding Source</u>								
	Council	359	295	34	1	33	0	0	30
	Historic England(English Heritage) £280K Council reserves £117K	397	293	104	104	0	0	0	0
	<b>Total Funding</b>	<b>756</b>	<b>588</b>	<b>138</b>	<b>105</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>30</b>
RP16 71232	<b>Road at Pelham Arcade</b>								
	Road above Pelham Arcade								
	<u>Funding Source</u>								
	Council	245	11	34	34	200	0	0	0
	Other- Freeholder Contributions & Historic England	411	0	50	50	361	0	0	0
	<b>Total Funding</b>	<b>656</b>	<b>11</b>	<b>84</b>	<b>84</b>	<b>561</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Total	Before		Revised			Subsequent	
	Budget	31.3.21	21/22	21/22	22/23	23/24	24/25	Years
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RP11 71240	<b>Groyne Refurbishment</b>							
	To maintain Beach and Groynes							
	<u>Funding Source</u>							
	Council	105	0	70	0	0	35	35
	Other	0	0	0	0	0	0	0
	<b>Total Funding</b>	<b>105</b>	<b>0</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>35</b>
ES35 71241	<b>Work on Harbour Arm and New Groynes</b>							
	Coastal Protection – FDGIA Funding for sea defence works							
	<u>Funding Source</u>							
	Council	0	0	0	0	0	0	0
	Contribution from DEFRA/EA	2,965	2,568	320	132	265	0	0
	<b>Total Funding</b>	<b>2,965</b>	<b>2,568</b>	<b>320</b>	<b>132</b>	<b>265</b>	<b>0</b>	<b>0</b>
ES36 71242	<b>Further Sea Defence works</b>							
	Hastings Pier to South West Outfall							
	<u>Funding Source</u>							
	Council	0	0	0	0	0	0	0
	Other - DEFRA/EA	150	0	150	116	34	0	0
	<b>Total Funding</b>	<b>150</b>	<b>0</b>	<b>150</b>	<b>116</b>	<b>34</b>	<b>0</b>	<b>0</b>
RP09 71244	<b>Public Realm</b>							
	Improvement & Refurbishment of public realm assets							
	<u>Funding Source</u>							
	Council	88	88	31	0	0	0	0
	Other - Coastal Communities Fund revenue	106	106	0	0	0	0	0
	<b>Total Funding</b>	<b>194</b>	<b>194</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
ES32 71248	<b>Country Park - Interpretive Centre</b>							
	Provision of a new Interpretive Centre. Council funding 40%.							
	<u>Funding Source</u>							
	Council	262	224	0	38	0	0	0
	Other - European Funding 60%	338	338	0	0	0	0	0
	<b>Total Funding</b>	<b>600</b>	<b>562</b>	<b>0</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Total Budget £'000	Before 31.3.21 £'000	Revised				Subsequent		
			21/22 £'000	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	Years	£'000
<b>ES37 71249</b>	<b>Playgrounds Upgrade Programme</b>								
	Hare Way, Mare Bay, Highwater View, Bexhill Road and other play spaces contribution to upgrades								
	<u>Funding Source</u>								
	Council	283	160	79	85	38	0	0	0
	Other S106	19	12	7	7	0	0	0	0
	<b>Total Funding</b>	<b>302</b>	<b>172</b>	<b>86</b>	<b>92</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OS 28 71254</b>	<b>Hastings Housing Company</b>								
	<u>Funding Source</u>								
	Council	5,428	5,428	0	0	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<b>Total Funding</b>	<b>5,428</b>	<b>5,428</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OS 26 71255</b>	<b>DSO - Waste and Cleansing service - Vehicles</b>								
	<u>Funding Source</u>								
	Council	771	771	0	0	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<b>Total Funding</b>	<b>771</b>	<b>771</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OS 27 71268</b>	<b>DSO Waste and Cleansing service - Depot Works &amp; Equipment</b>								
	<u>Funding Source</u>								
	Council (£122k IT & equip, £206k Castleham works)	136	136	0	0	0	0	0	0
	Other	0	0	0	0	0	0	0	0
	<b>Total Funding</b>	<b>136</b>	<b>136</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OS06 71256</b>	<b>Energy - Solar Panels</b>								
	Solar Panels on non-domestic rooftops within the borough								
	<u>Funding Source</u>								
	Council	1,700	62	200	100	538	500	500	0
	Other	0	0	0	0	0	0	0	0
	<b>Total Funding</b>	<b>1,700</b>	<b>62</b>	<b>200</b>	<b>100</b>	<b>538</b>	<b>500</b>	<b>500</b>	<b>0</b>
<b>OS07 71267</b>	<b>Energy Generation - Unallocated</b>								
	Future Green Energy Projects								
	<u>Funding Source</u>								
	Council	4,300	0	284	0	0	2,300	2,000	0
	Other	0	0	0	0	0	0	0	0
	<b>Total Funding</b>	<b>4,300</b>	<b>0</b>	<b>284</b>	<b>0</b>	<b>0</b>	<b>2,300</b>	<b>2,000</b>	<b>0</b>
<b>OS4 71258</b>	<b>Buckshole Reservoir Statutory Protection Works</b>								
	Spillway, drawdown works, signage & Contract Works								
	Council	1,253	132	160	455	666	0	0	0
	Other	0	0	0	0	0	0	0	0
	<b>Total Funding</b>	<b>1,253</b>	<b>132</b>	<b>160</b>	<b>455</b>	<b>666</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Total	Before		Revised			Subsequent	
	Budget	31.3.21	21/22	21/22	22/23	23/24	24/25	Years
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>OS12</b>	<b>Priory Street Multi Storey Car Park</b>							
71265	Car Park Improvements - Concrete Repairs							
	<u>Funding Source</u>							
	Council	1,545	145	0	0	0	0	1,400
	Other	0	0	0	0	0	0	0
	<b>Total Funding</b>	<b>1,545</b>	<b>145</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400</b>
<b>OS13</b>	<b>Lower Bexhill Road</b>							
71271	Housing Development							
	<u>Funding Source</u>							
	Council	93	93	35	0	0	0	0
	Other	6,900	1,238	5,662	601	3,061	2,000	0
	<b>Total Funding</b>	<b>6,993</b>	<b>1,331</b>	<b>5,697</b>	<b>601</b>	<b>3,061</b>	<b>2,000</b>	<b>0</b>
<b>OS14</b>	<b>Electric Vehicles</b>							
71278	Acquisition of Electric Vehicles							
	<u>Funding Source</u>							
	Council - Vehicles expected to be leased	0	0	86	0	0	0	0
	Other	13	0	0	13	0	0	0
	<b>Total Funding</b>	<b>13</b>	<b>0</b>	<b>86</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OS15</b>	<b>Electric Vehicle Infrastructure</b>							
71279	Electric Vehicle Charging points, Load loggers, remedial works & EV points							
	<u>Funding Source</u>							
	Council	44	44	0	0	0	0	0
	Other	0	0	0	0	0	0	0
	<b>Total Funding</b>	<b>44</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OS16</b>	<b>Priory Street Works</b>							
71280	LED Lighting replacement, rewiring & automated gate control							
	<u>Funding Source</u>							
	Council	140	7	25	133	0	0	0
	Other	0	0	0	0	0	0	0
	<b>Total Funding</b>	<b>140</b>	<b>7</b>	<b>25</b>	<b>133</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OS29</b>	<b>Towns Fund Capital (2020/21 Accelerated scheme)</b>							
71282	Towns Fund Capital (Accelerated)							
	<u>Funding Source</u>							
	Council	0	0	0	0	0	0	0
	Other	1,000	1,000	0	0	0	0	0
	<b>Total Funding</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OS31</b>	<b>Bexhill Road South (Housing &amp; Car Park)</b>							
71288	Development of 16 plus affordable units & Car Park refurbishment							
	<u>Funding Source</u>							
	Council	3,575	0	0	0	1,075	2,500	0
	Other	0	0	0	0	0	0	0



## Hastings Borough Council Efficiencies, Income, and Savings Proposals for 2022/23 onwards and equality impact

The council is acutely aware of the impact it's spending and savings decisions has on our town and communities. In allocating its resources, the council must first fund its statutory responsibilities – the activity it is required by law to undertake. The level of funding available to the council has been greatly reduced since 2010, and more recently by the pandemic which has impacted our income levels and increased service demand from our most vulnerable residents who are entitled to support. This leaves the council seeking to balance funding for its priorities. In proposing service and budget reductions, the council has sought to mitigate as far as possible negative consequences for our community.

*Note: The following table identifies the likelihood of negative impact of these budget decisions on groups who share protected characteristics as defined by the Equality Act 2010. The council's budget also funds a significant level of other activity, (much of which is discretionary) to meet the needs of our most vulnerable and socially excluded residents, to address inequality of opportunity and deprivation).*

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
<b>PIER Savings identified previously for 2022/23 &amp; beyond (not included elsewhere)</b> (PIER = Priorities, income, efficiency reviews)					
1. <b>Remainder of 2019/20 Senior Management Restructure</b> (£260k p.a.in total) – achieved by resignations /retirements	54,000	54,000	54,000	0.6 FTE	<b>Low</b>
2. <b>White Rock Theatre</b> - Reduced subsidy contribution from 2022/23 and further reduction from 23/24 onwards when current contract ends	100,000	200,000	200,000	N/A	<b>Low</b>
3. <b>Land sales</b> - Interest generated by proceeds from land sales/Use of capital receipts	75,000	75,000	75,000	N/A	<b>N/A</b>
4. <b>Rental Space - Muriel Matters House</b> – Rental income from new tenant that was secured after the last budget was set.	13,000	13,000	13,000	N/A	<b>N/A</b>

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
<b>Savings identified during the PIER process for the 2022/23 budget</b>					
<b>a) BUDGET MANAGEMENT SAVINGS - identified during review of final accounts and 2021/22 budgets</b>					
5. Off-Street Car Parking - Business Rates Appeal - Priory Street	26,000	26,000	26,000	N/A	N/A
6. Off-Street Car Parking - Premises Insurance	11,000	11,000	11,000	N/A	N/A
7. Off-Street Car Parking - Cash collection contract	5,000	5,000	5,000	N/A	Low
8. Hastings Country Park - Parking Charges - volume increase	7,000	7,000	7,000	N/A	Low
9. Cemetery & Crematorium - Premises Insurance	3,000	3,000	3,000	N/A	N/A
10. Refuse Collection - Fees and charges – volume increase	10,000	10,000	10,000	N/A	Low
11. Audit - Supplies and services	13,000	13,000	13,000	N/A	N/A
12. DSO - Waste and Cleansing service - Equipment and materials efficiency savings	20,000	20,000	20,000	N/A	N/A
13. Greenwaste - Additional income - volume increase	35,000	35,000	35,000	N/A	N/A
14. Parks & Gardens - Routine maintenance using section106 budgets as profiled	20,000	20,000	20,000	N/A	N/A
15. Parks & Gardens - Premises Insurance cost renegotiation/ reduction	5,000	5,000	5,000	N/A	N/A
16. Parks & Gardens - IT link to Alexandra park no longer required	2,000	2,000	2,000	N/A	N/A

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
17. Building Surveyors – Budget revision	5,000	5,000	5,000	N/A	N/A
18. Administrative Buildings - Muriel Matters House - Business Rate Appeal	8,000	8,000	8,000	N/A	N/A
19. Non-distributed Costs - Unfunded pension costs – decrease in call on budget for staff who left HBC previously	102,000	102,000	102,000	N/A	N/A
20. Hastings Contact Centre – Vacant Team Leader post	39,000	39,000	39,000	1 FTE	<b>Low</b> – the CCC service levels have been kept at an appropriate level without this post. The capacity in CCC team will continue to support those who are unable to use our on-line service access routes
21. Housing Management and administration – Efficiency saving from reduced postage costs	8,000	8,000	8,000	N/A	<b>Low</b>
22. Renewable Energy Solutions – Reduction in use of external contractors – work is now being done in-house	50,000	50,000	50,000	N/A	N/A
<b>IN-YEAR SAVINGS TO BE CONTINUED:</b> The following were identified as in-year savings made in November – these have been reviewed to identify what can be continued into future years					
23. Hastings Contact Centre – Staff requested reduced hours	10,000	10,000	10,000	0.2 FTE	<b>Low</b> – see line 20 above
24. External Funding – use of Covid Outbreak Management Fund (COMF) – to fund work undertaken by staff diverted to support C-19 management and vaccination programme.	TBC if allocation for 22/23?	0	0	N/A	<b>N/A</b> – this funding will cover the work HBC officer are undertaking to support the NHS and VCS colleagues to ensure the most vulnerable in our town are able to receive their vaccinations as easily as possible.

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
25. Admin Buildings – Rental of Town Hall as a vaccination centre – anticipated to continue in 2022/23	24,000	24,000	24,000		Low
26. Transformation team – 2 fixed term posts end 31 <sup>st</sup> March 2022	62,000	62,000	62,000	1 FTE 1 FTE (vacant)	Low
27. Corporate Personnel Expenses - Revised training budget due to use of apprenticeship levy and potential for cheaper virtual training.	20,000	20,000	20,000	N/A	Low
28. Revenues and Benefits non-staff efficiency savings (Doc Mail £15k, Supplies and Services £10k)	25,000	25,000	25,000	N/A	Low
29. Waste and Environmental Enforcement Team/ Wardens – Delete one of two vacant posts	25,000	25,000	25,000	1 FTE	Low
30. Housing - New external funding used for providing rental deposits	50,000	50,000	50,000	N/A	Low
31. White Rock Area Development – Reduce budgets allocated for consultancy/feasibility work	30,000	30,000	30,000	N/A	Low
<b>NEW PIER SAVINGS:</b>					
<b>The following are new savings identified during the PIER process to come into effect from 2022/23</b>					
32. Civic and ceremonial – Savings on transport costs	1,000	1,000	1,000	N/A	Low
33. Filming - Additional income (HBC Share)	6,000	6,000	6,000	N/A	N/A
34. White Rock Area Development - Post moved to Town Deal team	35,000	35,000	35,000	N/A	N/A

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
35. Cultural Activities - Stade Saturdays - funded by external grant during 2021/22 - then ceases	5,000	5,000	5,000	N/A	Low
36. External funding initiatives (salaries met by Towns Fund budget)	25,000	25,000	25,000	N/A	N/A
37. Regeneration Activity: Reduce activity budget by £10k for 2022/23 and cease contribution to Locate East Sussex – from 2023/24	10,000	30,000	30,000	N/A	Low - Due to priority given to delivery of Town Deal and bidding for Levelling up, the focus of the HBC team is on attracting developers and inward investors. Given fiscal status of authority it is felt that reduction of locate budget will have a medium impact during this period of capital development and partnership working to deliver town wide regeneration.
38. Communications Post – re-assigned to support Town Deal team	32,000	32,000	32,000	1 FTE	Low
39. Admin buildings efficiencies from reduced occupation of Muriel Matters House (MMH)	4,000	4,000	4,000	N/A	N/A
40. Rent out further floor in MMH	0	30,000	30,000	N/A	N/A
41. Street cleaning DSO – New ways of working - no longer hire of mechanical sweeper	10,000	10,000	10,000	N/A	N/A
42. Waste Service - Cease NI 195 monitoring by external company from July 2023 – use evidence from My Hastings and internal monitoring	0	12,000	12,000	N/A	N/A

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
43. Regeneration manager secondment – Jan 22 – Jan 23 post partially back-filled by Continuous Improvement Manager – net part-year savings	24,000	0	0	N/A	<b>Low</b>
44. Revenues and Benefits – re-organisation following retirement of service manager	175,000 est.	175,000 est.	175,000 est.	2 FTE and 2 FTE agency staff	<b>Low</b> – the level of staff in the new structure will be set to meet the performance standards to deliver the service effectively.
45. Youth Activities - reduce the allocation to Education Future's Trust for administering the Young Person's Council	2,000	2,000	2,000	N/A	<b>Medium</b> – will see a reduction in staff support and small grants budget.
<b>ASSET SALES – revenue implications, i.e. the council can use receipts from sales of assets to avoid or reduce borrowing on capital schemes and this reduces the impact on the revenue budget.</b>					
46. Whitworth Road/Queensway (land off new roundabout - both sides)	0	23,000	23,000	N/A	<b>N/A</b>
47. Burton St Leonards Property	0	18,000	18,000	N/A	<b>N/A</b>
48. Harrow Lane - Use of Capital receipt in place of new borrowing vs investment (£5.5m)	75,000	75,000	75,000	N/A	<b>N/A</b>
49. Civic silver/regalia sale	30,000	0	0	N/A	<b>Low</b>
<b>Other savings</b>					
50. Groyne refurbishment works budget not needed from 2022/23 following significant recent works undertaken with DEFRA grant	6,000	6,000	6,000	N/A	<b>Low</b>
51. Hometrack software system saving – No longer required	4,000	4,000	4,000	N/A	<b>N/A</b>
52. IT technology reserve - Temporarily reduce annual contributions - hardware /software	25,000	25,000	25,000	N/A	<b>N/A</b>

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
53. Repairs and Renewal contributions - end of vehicle contributions (now leasing)	8,000	8,000	8,000	N/A	N/A
54. Savings from re-tendering of public conveniences cleaning contract	36,000	36,000	36,000	N/A	N/A
55. Delete budget for annual flower towers in Warrior Square Gardens as part of sustainability approach.	8,000	8,000	8,000	N/A	N/A
56. Grounds Maintenance client partnership arrangements – saving following departure of Optivo from the original joint contract	0	30,000	30,000	N/A	N/A
<b>Growth Items and Budget adjustments</b>					
57. Waste and Environmental Enforcement Team – Lower Fixed Penalty income than anticipated	(10)	(10)	(10)	N/A	Low
58. Additional costs of adding Building Cleaning service to in-house DSO (NB subject to Council decision on 9/2/22)	(63)	(51)	(39)	N/A	Low
59. Increased costs of temporary accommodation for homeless people and families. A new Task Force is being established to identify ways of reducing costs.	(c.783k)	(c.744k)	(c.707k)	N/A	The impact on individuals and families of living in Temporary Accommodation for longer than necessary is well documented, the council seeks to re-house people as soon as possible.
60. Legal Division - Lower level of cost recovery than budgeted - efforts of team are being diverted to debt collection.	(10)	(10)	(10)	N/A	Low
61. Regeneration Activity - One off income removed	(25)	(25)	(25)	N/A	Low

Proposal	Savings/ Income £000			HBC Staff impact	Likelihood of negative impact on Equality Act protected characteristics Low – Medium – High
	22/23 £	23/24 £	24/25 £		
62. Planning and enforcement staffing – New posts to meet service demands and address backlogs	(59,000)	(59,000)	(59,000)	+ 2 FTE	N/A
63. Planning Policy – Re-profiled costs of Local Plan development	117,000	47,000	0	N/A	N/A
64. Increased External Audit costs (£25k p.a. less £5k government funding)	(20,000)	(20,000)	(20,000)	N/A	Low