

Overview and Scrutiny Committee Agenda

Thursday, 26 January 2023 at 6.00 pm

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

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OVERVIEW AND SCRUTINY COMMITTEE

19 DECEMBER 2022

Present: Councillors Patmore (Chair), Jobson (Vice-Chair), Carr, Foster, Hay, Turner, Webb and Sinden

Officers: Coral Harding, Kit Wheeler, Stephen Dobson, Simon Jones, Andrew Palmer, Natasha Tewkesbury, Amy Terry

Members of Cabinet Present: Councillors Batsford, Cannon, Evans and Rogers

122. APOLOGIES FOR ABSENCE

Apologies received from Jane Hartnell, Councillor Roberts and Councillor Pragnell. Councillor Pragnell was substituted by Councillor Williams

123. DECLARATIONS OF INTEREST

Councillor	Item	Interest
Cllr Carr	4	Personal – Voluntary work for Age Friendly Project
Cllr Webb	4	Personal – ESCC Councillor

124. MINUTES OF THE PREVIOUS OVERVIEW AND SCRUTINY COMMITTEE

RESOLVED - That the minutes of the meeting held on 17th October 2022 be approved as a true record.

125. QUARTER 2 WORK PROGRAMME UPDATE REPORT

Councillor Patmore as Chair gave an update. Four areas are being looked at Finance, Equalities, Living Environment and Follow Up on last years Work Programme.

Regarding the Finance theme Councillor Patmore updated that a meeting was held in November with the Senior Officers reviewing the Councils asset management plan. A more substantive report will be produced at the end of the financial year. There are plans for a meeting in January to discuss the Housing and Homelessness budget.

Councillor Jobson as the lead on the Living Environment theme gave an update. The main areas of concern are dog waste, potholes, and sea water quality. Flood risks in the town has been seen in recent weeks. Parts of the town had been subjected to flooding as a result of the unprecedented rain fall. Climate change risk data needs to be collected and Councillor Jobson asked for Councillor Barnett to work strategically

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with ESCC. The Waste department have been contacted and are working with Homegroup

Councillor Carr gave an update on the Equalities theme. There has been an update on the park safety with vegetation management and planting is now complete, lighting bollards have been purchased and are planned for installation immanently and CCTV is being installed.

There has been no update on the Equalities Charter and Councillor Carr has requested information on whether there is a plan for work to continue. The first meeting of the Equality Working Group is to be held on 18th January. Councillor Carr also highlighted the need for an Age Friendly Champion and without active engagement may result in the Council not achieving Age Friendly status.

The committee discussed ESCC having had a meeting with Southern Water and discussed asking Southern Water to attend a meeting (Advice on this needs to be sought from the Chief Legal Officer). The committee are also concerned by the impact of housing and homelessness on residents and the Council. They would like to focus on this area as part of their work.

RESOLVED (unanimously)

That the committee note the progress of the Overview and Scrutiny work programme for the 2022/23 municipal year and follow up actions.

Reasons:

It is the responsibility of members serving on the Overview and Scrutiny committee to set their own work programme for each municipal year and complete the associated actions by the end of year.

126. QUARTER 2 FINANCIAL UPDATE REPORT

The Chief Finance Officer gave an update on this report being for the end of quarter two. The Deputy Chief Finance Officer updated that the report now includes more information. The report shows a forecast year end net overspend of £1.4m with the most notable overspend in homelessness costs (£1.6m). There is an overspend of £282k in development management due some additional staff costs and the use of agency staff. Dangerous structures have an overspend of £122k due to Battle Road works, and a overspend in off street Parking of £100k due to the closure of Cornwallis car park and lower taking in the sports centre car parks. There is a overspend of £91k on the crematorium in relation to gas costs. These overspends are offset in part by an underspend of £639k on net interest and MRP charges.

The Deputy Chief Finance officer also highlighted some underspends in the Capital Programme these being the aborted Harold Place restaurant (£2.77m), Energy

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Generation (£363k) due to slippage in the scheme and the empty home strategy (£50k) which is unlikely to happen this year

The committee asked questions:

Has there been an increase in expenditure on agency staff?

The Chief Finance Officer will come back with a breakdown of expenditure in areas.

How much has Cornwall's car park closing affected the parking income?

The Chief Finance Officer will come back with the break down

Answer: Parking income for Cornwall's car park is down by £70k in the 2022/23 financial year. For a full year the lost income would be approximately £110k.

What is the cost to cancel Harold Place Restaurant?

The Chief Finance Officer answered the final cost of the demolition works with £73k excluding the VAT and a total of £67k was spent on the restaurant scheme.

Have vacancies in Regeneration been filled?

The Chief Finance Officer answered that some vacancies are being held due to a recruitment freeze. The regeneration manager will come back with further information.

How will the overspend be paid for?

The Chief Finance Officer answered it would come from the general reserve if it cannot be saved in the last two quarters. The Assistant Director Housing & Built Environment gave an update regarding the Housing overspend with the primary cost being temporary accommodation.

Will the 23-24 Budget factor in the housing overspend?

The Chief Finance Officer answered they have worked with Housing to discuss forecasts for next year.

At Harrow Lane would the first house be for sale or for rent?

The Assistant Director Housing & Built Environment will investigate this but will certainly be pushing for the rented unit to come first. The site is 100 percent affordable housing with a mixture of properties available to rent and available to buy.

Will any of the new Housing be through the Council as a housing association

The Assistant Director Housing & Built Environment answered it is a good idea to use other people's investment if we can, rather than use the Council's investment, which obviously carries forward a cost. The other housing associations have the capacity to bring these sites forward in a way that the council will not.

RESOLVED (unanimously)

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

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OVERVIEW AND SCRUTINY COMMITTEE

19 DECEMBER 2022

Reason

To assist the council in understanding the financial position and particularly areas of over and under spend. Early indications of emerging overspends can allow management action to be targeted to those areas. This monitoring assists in identifying areas for review in the production of the 2023/24 budget.

127. QUARTER 2 PERFORMANCE MONITORING REPORT

The Transformation and Programmes Manager updated the committee on the Quarter 2 Performance monitoring.

The committee asked questions:

Is there further information regarding the red in legal and amber in constitutional?

Councillor Rogers answered that there is a meeting this week regarding the constitutional review and there have been vacancies in Legal that are yet to be filled.

Is there an update regarding the performance of Audit?

The Chief Finance Officer answered there will be an update at the January Audit meeting. The aim is to sign off the 2021 accounts by March, this is delayed because of the impact of COVID. There will also be a best value report from the auditors at this meeting.

Is there an update on the Asset Management Plan?

The Chief Finance Officer answered that the plan has had a lot of work put in by staff, but extra resources are now needed to take it further.

Are fixed penalty notices targets set correctly?

Councillor Rogers answered the wardens engage with members of the public with a FPN as a last resort. The Transformation and Programmes Manager answered the targets can be reviewed and changed to monitor engagement.

What is in place to ensure schemes start and complete when they should?

The Transformation and Programmes Manager answered all projects are analysed before they go ahead, and the council is trying to enforce good project and program management throughout.

Are the sickness targets correct? Would homeworking assist with the targets?

The Portfolio Holder, Councillor Willis will get back with an answer.

CHART has missed its target. Is there an update?

The Portfolio Holder, Councillor Barnett will get back with an answer

Are homeworkers checked if they are working safely?

The Transformation and Programmes Manager answered all staff have completed a homeworking risk assessment and provided with the equipment needed.

Is there and update on the Housing Strategy?

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The Assistant Director Housing & Built Environment answered that staff capacity has been an issue and there hasn't been the capacity to move forward with the housing strategy.

How many of the 500 affordable homes have been delivered? Will the quarterly target be adjusted?

The Assistant Director Housing & Built Environment explained a table can be brought forward to explaining when sites are thought to be developed. The targets can be reviewed.

Are there the figures on evictions? Do we note the reason for a section 21 notice?

The Assistant Director Housing & Built Environment explained this is the biggest reason for homelessness in Hastings. People who present to the council will have the reason for eviction logged but there is no exact figure available on how many people have been evicted in the Borough.

Will the LHA rate be reassessed?

The Assistant Director Housing & Built Environment answered that it is not looking like it will be reviewed soon. Councillor Evans answered that it has been highlighted to the MP and asked her to take forward.

What is happening with the climate change targets?

The Transformation and Programme Manager answered that all the climate targets are being reviewed.

RESOLVED (unanimously)

1. That the Overview and Scrutiny Committee review performance for Quarter 2 2022/23 (July– September)

2. That staff be thanked for their hard work and achievements to date.

Reason

1. To assist the council to undertake performance and financial monitoring arrangements.
2. That Overview and Scrutiny and the public can review performance and highlight both achievements and areas of concern.

(The Chair declared the meeting closed at. 7.58 pm)

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Agenda Item 4



Report To:	Overview and Scrutiny Committee
Date of Meeting:	Wednesday, 26 January 2023
Report Title:	Draft Budget and Corporate Plan Update consultation 2023/24
Report By:	Jane Hartnell, Managing Director
Key Decision:	N/A
Classification:	Open

Purpose of Report

To invite the Overview and Scrutiny Committee to comment on the draft budget and corporate plan update for 2023/24 and alert Scrutiny members to the wider consultation, approvals timetable and next steps.

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 6th February 2023

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.

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 [2023/24 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. The draft Corporate Plan 2023/24 annual update is set out in appendix A.
6. This update continues to reflect the impact of the pandemic that has exacerbated those budgetary and resources challenges the Council faced pre pandemic.
7. The headline key activities proposed for 2023/24 include:
 - a. Ongoing actions -including those paused or delayed by the pandemic or which were not expected to be completed in 2023/24
 - b. New or changed activities that reflect refocussing to address resource and budgetary challenges.
8. 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.
9. The Overview and Scrutiny Committee will continue to monitor performance quarterly against our milestones and measures and these meetings are currently streamed live on our website.

Consultation

10. 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.
11. 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 6th of February.
12. The consultation runs from the 13th of January to 12noon on the 3rd February 2023. Those views received after the publication deadline for the Cabinet meeting will be summarised and tabled at the Cabinet meeting.

Timetable of Next Steps

13. 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	13 January 2023	Chief Finance Officer, & Transformation and Programmes Manager
Consultation meeting with Hastings Community Network	Meeting held, views sought and summarised for budget cabinet	27 January 2023	Leader/Deputy
Consultation meeting with the Staff and Management Forum	Meeting held, views sought and summarised for budget cabinet	26 January 2023	Leader
Consultation meeting with the Chamber of Commerce	Meeting held, views sought and summarised for budget cabinet	26 January 2023	Leader
Consultation meeting with Overview and Scrutiny	Meeting held, views sought and summarised for budget cabinet	26 January 2023	Leader/Deputy
Corporate plan annual update and budget 2023/24 finalised and published on the council's website	Documents approved by full Council 15 th of February		Chief Finance Officer & Transformation & Programmes Manager

Wards Affected

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

Additional Information

Appendix A - Draft Corporate Plan update 2023/24

Officer to Contact

Officer (Stephen Dodson Transformation and Programmes Manager)

Email sdodson@hastings.gov.uk

Tel 01424 7833261485

Budget - DRAFT

2023-2024



Financial Services

www.hastings.gov.uk

Appendices to Budget Report

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REVENUE BUDGET SUMMARY

Appendix A

	2022-2023 Original Budget £	2022-2023 Forecast Outturn £	2023-2024 Estimate Budget £
Direct Service Expenditure	13,231,580	17,217,677	14,491,575
Contingency Provision (incl. R&R Reserve)	300,000	0	300,000
Total Service Expenditure	13,531,580	17,217,677	14,791,575
Provision for the Repayment of Principal (MRP)	1,741,200	920,000	995,000
Net Interest (Earnings) / Payments	1,579,758	985,000	1,933,332
Total Expenditure	16,852,538	19,122,677	17,719,907

Amount to be met from Grant and Collection Fund

Government Grant - Revenue Support Grant	(1,040,990)	(1,040,990)	(1,308,581)
Lower Tier Services Grant	(174,732)	(174,732)	(148,370)
2022/23 Services Grant	(263,308)	(263,308)	0
New Homes Bonus	(158,442)	(158,442)	(16,240)
NNDR (Surplus) / Deficit	379,224	379,224	1,166,937
Council Tax (Surplus) / Deficit	(48,151)	(48,151)	(206,799)
Housing Benefit Administration Grant	(425,209)	(425,209)	(425,209)
Council Tax Support Admin Grant	(156,974)	(156,974)	(156,974)
Business Rates	(2,020,635)	(2,302,577)	(2,923,683)
Business Rates - Pooling	(117,950)	0	(237,966)
Business Rates - Section 31 Grant	(2,265,513)	(1,788,384)	(2,005,289)
Council Tax	(7,390,176)	(7,390,176)	(7,679,640)
Total Funding	(13,682,855)	(13,369,718)	(13,941,813)
Funding deficit / (surplus)	3,169,683	5,752,959	3,778,094

Reserve movements

Contributions to Reserves (e.g. R&R)	689,000	689,000	689,000
Use of Earmarked Reserves (see Appendix H)	(1,528,500)	(3,082,010)	(1,916,300)
Net Contribution to/(from) Reserves	(839,500)	(2,393,010)	(1,227,300)
<u>Use of Reserves to fund Deficit</u>			
Transfer to/(from) General Reserve	(2,230,183)	(3,259,949)	(1,650,794)
Transfer to/(from) Specific Reserve	(100,000)	(100,000)	(900,000)
Total	(2,330,183)	(3,359,949)	(2,550,794)

General Fund Movement

	0	0	0
Net Council Expenditure	16,013,038	16,729,667	16,492,607

COUNCIL TAX

2022-2023			2023-2024		
Total	Band D		Total	Band D	Increase
£	£		£	£	%
13,682,855		Budget requirement	13,941,813		
(1,040,990)		Revenue Support Grant	(1,308,581)		
(156,974)		Council Tax Administration Support Grant	(156,974)		
(158,442)		New Homes Bonus	(16,240)		
331,073		Collection Fund (Surplus) / Deficit	960,138		
(3,246,711)		Other non-ring fenced grants	(2,816,833)		
(2,020,635)		Retained Business Rates	(2,923,683)		
7,390,176	281.67	Borough Council Tax	7,679,640	290.09	2.99%
42,329,202	1,613.34	County Council Precept	43,987,476	1,661.58	2.99%
2,607,171	99.37	Fire Authority Precept	2,683,002	101.35	1.99%
5,900,964	224.91	Police and Crime Commissioner Precept	6,072,597	229.39	1.99%
58,227,512	2,219.29	Total Council Tax	60,422,714	2,282.40	2.84%
	26,237	Council Taxbase at Band D		26,473	

TABLE OF COUNCIL TAX BANDS AND AMOUNTS :

2022-2023		Relationship to Band D	East Sussex County Council	Police and Crime Commissioner	East Sussex Fire Authority	Hastings Borough Council	2023-2024
Total Amount	Band and Value						Total Amount
£1,479.53	A - up to £40,000	6 / 9	£1,107.72	£152.92	£67.56	£193.39	£1,521.59
£1,726.12	B - £40,001 up to £52,000	7 / 9	£1,292.34	£178.41	£78.83	£225.63	£1,775.21
£1,972.70	C - £52,001 up to £68,000	8 / 9	£1,476.96	£203.90	£90.09	£257.86	£2,028.81
£2,219.29	D - £68,001 up to £88,000	-	£1,661.58	£229.39	£101.35	£290.09	£2,282.40
£2,712.46	E - £88,001 up to £120,000	11 / 9	£2,030.82	£280.36	£123.87	£354.55	£2,789.60
£3,205.64	F - £120,001 up to £160,000	13 / 9	£2,400.06	£331.33	£146.39	£419.02	£3,296.80
£3,698.82	G - £160,001 up to £320,000	15 / 9	£2,769.30	£382.31	£168.91	£483.48	£3,804.00
£4,438.58	H - over £320,000	18 / 9	£3,323.16	£458.77	£202.69	£580.18	£4,564.80
43,842	Number of properties on Council Tax Banding List						44,024
£26,237	Each £1 of Council Tax at Band D will raise						£26,473

Appendix A (continued)

1. BUSINESS RATES BASELINE

	Budget 2022-23 Amount £	Revised Budget 2022-23 Amount £	Budget 2023-24 Amount £
NNDR Income			
Gross rateable value	62,828,825	62,100,371	66,474,083
Small business multiplier	49.9	49.9	51.3
Gross rates receivable	31,351,584	30,988,085	34,101,205
Reliefs and allowances for bad debt and appeals	(11,414,083)	(10,935,481)	(10,011,916)
Net rates less losses	19,937,501	20,052,604	24,089,289
Cost of Collection allowance	(127,653)	(127,653)	(153,153)
NNDR Income	19,809,848	19,924,951	23,936,136
Hastings BC Share (40%)	7,923,939	7,969,981	9,574,454
Tariff Calculation			
Business Rates Baseline for HBC	9,486,922	9,486,922	10,137,291
DCLG calculation of baseline funding level	3,819,518	3,819,518	3,962,452
Adjustment for Revised budget	0	0	0
Tariff	5,667,404	5,667,404	6,174,839
Levy calculation			
Total income	7,923,939	7,969,981	9,574,454
Add 50% small business relief	1,112,800	1,121,931	1,139,698
Add reliefs attracting Section 31 grant	921,981	376,791	375,003
Adjusted income	9,958,720	9,468,703	11,089,155
Less Tariff	(5,667,404)	(5,667,404)	(6,174,839)
	4,291,316	3,801,299	4,914,315
Baseline funding level	(3,819,518)	(3,819,518)	(3,962,452)
Growth	471,798	(18,219)	951,864
Levy payable (50%)	235,899	0	475,932
Pooling income (50% of levy / additional pool share)	(117,950)	0	(237,966)
Safety Net calculation			
Baseline funding level	3,819,518	3,819,518	3,962,452
Threshold (92.5% of baseline funding level)	3,533,054	3,533,054	3,665,268
Adjusted income less Tariff	4,291,316	3,801,299	4,914,315
Difference	758,262	268,245	1,249,047
Safety Net receivable	0	0	0
Business Rates Collection			
Business Rates precept	7,923,939	7,969,981	9,574,454
Tariff	(5,667,404)	(5,667,404)	(6,174,839)
Levy	(235,899)	0	(475,932)
Safety Net	0	0	0
Net Business Rates collection	2,020,636	2,302,577	2,923,683
Section 31 income	2,265,513	1,788,384	2,005,289

2. COLLECTION FUND

	2022-23 Original Budget £	2022-23 Revised Budget £	2023-24 Estimate Budget £
Council Tax (Surplus) / Deficit	(48,151)	(48,151)	(206,799)
Non Domestic Rates (Surplus) / Deficit	5,970,059	5,970,059	1,166,937
Total Collection Fund (Surplus) / Deficit	5,921,908	5,921,908	960,138

INTEREST, MINIMUM REVENUE PROVISION & CONTRIBUTIONS TO RESERVES

Appendix B

	2022-23 Original Budget £000's	2022-23 Forecast Outturn £000's	2023-24 Original Budget £000's
Net Interest Payments	1,580	985	1,933
Contributions to Reserves	689	689	689
Minimum Revenue Provision (Statutory provision for principal repayment arising from borrowing requirement)	1,723	920	995
Total	3,992	2,594	3,617
Interest	£000's	£000's	£000's
Gross Interest Payable	2,137	1,847	2,811
Gross Interest Received	(503)	(808)	(824)
Income and expenditure in relation to investment properties	(64)	(64)	(64)
Fees	10	10	10
	1,580	985	1,933
Contributions to Reserves	£000's	£000's	£000's
IT Reserve	189	189	189
R&R General	420	420	420
R&R White Rock Theatre	80	80	80
	689	689	689
Total Contributions To Reserves	689	689	689

SUMMARISED FULL BUDGET VARIATION ANALYSIS**Appendix C**

	2023/24 Budget	
	£	£
2022/23 Budget Surplus / (Deficit)		(2,330,183)
Growth Items		
Pay Inflation	(440,000)	
Homelessness	(2,300,610)	
External Audit Costs	(78,600)	
PIER Growth - See Appendix K	(255,750)	
Development Control increase in 2.0 FTE	(74,000)	
R&R Reserve funded items	(214,600)	
Contract Indexation	(192,400)	
	<hr/>	(3,555,960)
Savings		
PIER Savings - See Appendix K	1,448,300	
Income from Capital Programme	500,000	
	<hr/>	1,948,300
Other changes		
Fees and Charges		166,330
Decrease in MRP		746,200
Additional interest costs		(353,575)
Government Grant - Revenue Support Grant		267,592
Lower Tier Services Grant		(26,362)
New Homes Bonus		(142,202)
NNDR Reduced Deficit		(787,713)
Council Tax (Surplus) / Deficit		158,648
Business Rates		903,047
Business Rates - Pooling		120,017
Business Rates - Section 31 Grant		(260,224)
Council Tax Income Change		289,464
Factory Units and Other Properties Rental income		184,000
White Rock Theatre		100,300
No Local Election 2023-24		75,000
Local Plan		69,800
(Increase) / Decrease Other Net Changes		(123,273)
Unfunded Deficit		<hr/> (2,550,794)
Use of Reserves to fund deficit		
Transfer from Transition Reserve	0	
Transfer from General Reserve	1,650,794	
Transfer to/(from)Specific Reserve	900,000	
	<hr/>	2,550,794
Balance		<hr/> <hr/> 0

Capital Programme

Scheme Cost Code	Scheme Ref.	Scheme	Class	Total Gross Cost £'000	Profile of Council Net Cost								
					Total Net Cost £'000	Before 31.3.22 £'000	Adjusted			Subsequent Years			
							2022/23 £'000	2022/23 £'000	2023/24 £'000	2024/25 £,000	2025/26 £,000	Years £'000	
71224	CR-16	New ERP system	* c	1,017	538	538	0	0	0	0	0	0	0
71227	H07	Private Sector Renewal Support	* c	40	0	0	0	0	0	0	0	0	0
71228	H08	Disabled Facilities Grant	* c	14,914	0	0	0	0	0	0	0	0	0
71229	H15	Empty Homes Strategy - CPO	* c	100	100	100	50	0	0	0	0	0	0
71231	RP04	Restoration of Pelham Crescent/ Pelham Arcade	c	1,039	436	296	33	0	100	40	0	0	0
71232	RP16	Road at Pelham Arcade	* c	1,416	465	11	200	234	20	200	0	0	0
71240	RP11	Groyne Refurbishment	* c	105	105	0	0	0	35	35	35	0	0
71241	ES35	Work on Harbour Arm and New Groynes	* c	2,965	0	0	0	0	0	0	0	0	0
71242	ES36	Further Sea Defence works	* c	150	0	0	0	0	0	0	0	0	0
71244	RP09	Public Realm	* c	194	88	88	0	0	0	0	0	0	0
71248	ES32	Country Park - Interpretive Centre	* c	1,149	444	444	0	0	0	0	0	0	0
71249	ES37	Playgrounds Upgrade Programme	c	305	205	122	38	83	0	0	0	0	0
71253	CR-19	Conversion of 12/13 York Buildings	* c	1,011	1,011	921	0	16	74	0	0	0	0
71254	OS 28	Hastings Housing Company	* c	5,428	5,428	5,428	0	0	0	0	0	0	0
71255	OS 26	DSO - Waste and Cleansing service - Vehicles	c	771	771	771	0	0	0	0	0	0	0
71256	OS06	Energy - Solar Panels	c	1,700	1,700	62	538	638	500	500	0	0	0
71258	OS4	Buckshole Reservoir	c	1,253	1,253	422	666	831	0	0	0	0	0
71259	CR-22	Priory Meadow Contribution to Capital Works	* c	700	700	162	250	250	288	0	0	0	0
71261	CR-32	Development of 311-323 Bexhill Rd (Aldi & Others)	* c	9,389	9,389	9,389	0	0	0	0	0	0	0
71265	OS12	Priory Street Multi Storey Car Park	* c	1,548	1,545	145	0	0	0	0	0	0	1,400
71266	OS-05	Purchase of Temporary Homelessness Accommodation	* c	5,703	5,703	5,703	0	0	0	0	0	0	0
71267	OS07	Energy Generation - Unallocated	* c	4,300	4,300	0	0	0	2,300	2,000	0	0	0
71268	OS 27	DSO Waste and Cleansing service - Depot Works & Equipment	* c	136	136	136	0	0	0	0	0	0	0
71271	OS13	Lower Bexhill Road	* c	6,993	93	93	0	0	0	0	0	0	0
71272	CR-26	Churchfields Business Centre	c	4,500	2,950	131	2,195	2,819	0	0	0	0	0
71273	CR-27	Development / Furbishment of Lacuna Place	c	9,612	9,612	9,471	141	141	0	0	0	0	0
71274	CR-28	London Rd & Shepherd St	c	1,311	1,311	1,311	0	0	0	0	0	0	0
71275	CR-29	Cornwallis Street Development	c	9,000	9,000	320	6,835	280	8,400	0	0	0	0
71276	CR-30	Harold Place Restaurant Devt	c	89	89	59	1,613	30	0	0	0	0	0
71278	OS14	Electric Vehicles	c	13	13	13	0	0	0	0	0	0	0
71279	OS15	Electric Vehicle Infrastructure	c	50	46	46	0	0	0	0	0	0	0
71280	OS16	Priory Street Works	c	140	140	99	0	41	0	0	0	0	0
71281	CR-33	Castleham Car Park resurfacing	c	22	5	5	0	0	0	0	0	0	0
71282	OS29	Towns Fund Capital (2020/21 Accelerated scheme)	c	1,000	0	0	0	0	0	0	0	0	0

Capital Programme

Scheme Cost Code	Scheme Ref.	Scheme	Class	Total Gross Cost £'000	Profile of Council Net Cost							
					Total Net Cost £'000	Before 31.3.22 £'000	Adjusted 2022/23 £'000	Adjusted 2022/23 £'000	2023/24 £'000	2024/25 £,000	2025/26 £,000	Subsequent Years £'000
71284	OS-30	Next Steps Accommodation Pathway	c	1,855	426	0	0	426	0	0	0	0
71285	CR-34	Castleham Industrial Units	c	325	325	0	140	325	0	0	0	0
71288	OS31	Bexhill Road South (Housing & Car Park)	c	3,575	3,575	0	1,075	1,075	2,500	0	0	0
71289	OS32	Mayfield E (Housing)	c	8,000	8,000	0	1,000	0	4,500	3,500	0	0
71290	OS33	MUGA Refurbishments	c	80	80	0	80	80	0	0	0	0
71291	OS34	TFC - Enterprise & employment infrastructure	c	117	0	0	0	0	0	0	0	0
71293	OS35	TFC - Hastings Castle world heritage destination	c	111	0	0	0	0	0	0	0	0
71294	OS36	TFC - Town to sea creative quarter	c	959	0	0	0	0	0	0	0	0
71295	OS37	TFC - Town centre core	c	737	0	0	0	0	0	0	0	0
71296	OS38	TFC - Town centre public realm & green connections	c	66	0	0	0	0	0	0	0	0
71297	OS39	TFC - Town living	c	39	0	0	0	0	0	0	0	0
71299	OS40	RSI Mobile Health Unit	c	44	0	0	0	0	0	0	0	0
New	OS49	Grounds Maintenance Equipment	n	626	626	0	0	0	626	0	0	0
New	OS50	Roof refurbishment Programme	n	1,700	1,700	0	0	0	700	500	500	0
New	OS58	Cliff Railways	n	1,000	1,000	0	0	0	1,000	0	0	0
New	OS65	Housing Acquisition - Temporary accommodation	n	11,865	9,492	0	0	0	4,746	4,746	0	0
				119,162	82,799	36,285	14,854	7,269	25,789	11,521	535	1,400
Schemes Already Committed			c	103,971	69,981	36,285	14,854	7,269	18,717	6,275	35	1,400
Schemes Uncommitted			u	0	0	0	0	0	0	0	0	0
New Schemes			n	15,191	12,818	0	0	0	7,072	5,246	500	0
No further approval required			*									
Total Capital Expenditure				119,162	82,799	36,285	14,854	7,269	25,789	11,521	535	1,400

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Capital Programme

Appendix D (continued)

Scheme Ref	Cost Code	Description	Total Budget £'000	Before 31.3.22 £'000	Carry Forwards / Adjs £'000	Original Budget 22/23 £'000	2022/23 Spend to date	Revised 22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	Subsequent Years £'000	
CR-16	71224	New ERP system											
		<u>Funding Source</u>											
		Council	Purchase and development of new Enterprise Resource Planning system	538	538	0	0	0	0	0	0	0	0
		Other		479	479	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	1,017	1,017	0	0	0	0	0	0	0	0	
H07	71227	Private Sector Renewal Support											
		<u>Funding Source</u>											
		Council	Property grants to bring conditions up to minimum standards. Regional Housing Board Grant+ LEP funding of £46K. Received £52k repayable renovation grant for 30 Park View	0	0	0	0	0	0	0	0	0	0
		Other		40	34	6	0	6	6	0	0	0	0
		<u>Total Funding</u>	40	34	6	0	6	6	0	0	0	0	
H08	71228	Disabled Facilities Grant											
		<u>Funding Source</u>											
		Council	Ring Fenced Scheme so the Budget will be adjusted to the actual spend at the year end & will be c/f into the New year - as such there will be no variance at the end of the FY.	0	0	0	0	0	0	0	0	0	0
		Other		14,914	4,759	-125	2,056	743	1,931	2,056	2,056	2,056	2,056
		<u>Total Funding</u>	14,914	4,759	-125	2,056	743	1,931	2,056	2,056	2,056	2,056	
H15	71229	Empty Homes Strategy - CPO											
		<u>Funding Source</u>											
		Council	Rolling programme of purchases and disposals	100	100	-50	50	0	0	0	0	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	100	100	-50	50	0	0	0	0	0	0	
RP04	71231	Restoration Pelham Crescent/ Pelham Arcade											
		<u>Funding Source</u>											
		Council	The final phases of the restoration of the timber and glazed roof lantern and historic frontages to Pelham Arcade. The last substantial unit at 9-11 Pelham Arcade is now coming forward for a restoration grant. The remaining small units can be swept up in the following years to complete the scheme.	436	296	-33	33	0	0	100	40	0	0
		Other		603	293	0	0	0	0	250	60	0	0
		<u>Total Funding</u>	1,039	589	-33	33	0	0	350	100	0	0	
RP16	71232	Road at Pelham Arcade											
		<u>Funding Source</u>											
		Council	Road above Pelham Arcade - Freeholder Contributions & Historic England	465	11	34	200	0	234	20	200	0	0
		Other		951	42	8	361	0	369	40	500	0	0
		<u>Total Funding</u>	1,416	53	42	561	0	603	60	700	0	0	
RP11	71240	Groyne Refurbishment											
		<u>Funding Source</u>											
		Council	To maintain Beach and Groynes	105	0	0	0	0	0	35	35	35	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	105	0	0	0	0	0	35	35	35	0	
ES35	71241	Work on Harbour Arm and New Groynes											
		<u>Funding Source</u>											
		Council	Coastal Protection – FDGIA Funding for sea defence works. 10/10/2022 - Any underspend will need to be c/f to 23/24 as this budget is ring-fenced flood defence in aid funding.	0	0	0	0	0	0	0	0	0	0
		Other	Contribution from DEFRA/EA	2,965	2,699	1	265	64	266	0	0	0	0
		<u>Total Funding</u>	2,965	2,699	1	265	64	266	0	0	0	0	

Capital Programme

Appendix D (continued)

Scheme Ref	Cost Code	Description	Total Budget	Before 31.3.22	Carry Forwards / Adjs	Original Budget 22/23	2022/23 Spend to date	Revised 22/23	23/24	24/25	25/26	Subsequent Years	
			£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000
ES36	71242	Further Sea Defence works											
		<u>Funding Source</u>											
		Council		0	0	0	0	0	0	0	0	0	0
		Other		150	116	0	34	2	34	0	0	0	0
		<u>Total Funding</u>		150	116	0	34	2	34	0	0	0	
RP09	71244	Public Realm											
		<u>Funding Source</u>											
		Council		88	88	0	0	0	0	0	0	0	0
		Other		106	106	0	0	0	0	0	0	0	0
		<u>Total Funding</u>		194	194	0	0	0	0	0	0	0	
ES32	71248	Country Park - Interpretive Centre											
		<u>Funding Source</u>											
		Council		444	444	0	0	0	0	0	0	0	0
		Other		705	705	0	0	0	0	0	0	0	0
		<u>Total Funding</u>		1,149	1,149	0	0	0	0	0	0	0	
ES37	71249	Playgrounds Upgrade Programme											
		<u>Funding Source</u>											
		Council		205	122	45	38	32	83	0	0	0	0
		Other		100	100	0	0	0	0	0	0	0	0
		<u>Total Funding</u>		305	222	45	38	32	83	0	0	0	
CR-19	71253	Conversion of 12/13 York Buildings											
		<u>Funding Source</u>											
		Council		1,011	921	-206	0	16	16	74	0	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>		1,011	921	-206	0	16	16	74	0	0	
OS 28	71254	Hastings Housing Company											
		<u>Funding Source</u>											
		Council		5,428	5,428	0	0	0	0	0	0	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>		5,428	5,428	0	0	0	0	0	0	0	
OS 26	71255	DSO - Waste and Cleansing service - Vehicles											
		<u>Funding Source</u>											
		Council		771	771	0	0	0	0	0	0	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>		771	771	0	0	0	0	0	0	0	
OS06	71256	Energy - Solar Panels											
		<u>Funding Source</u>											
		Council		1,700	62	100	538	0	638	500	500	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>		1,700	62	100	538	0	638	500	500	0	
OS4	71258	Buckshole Reservoir											
		<u>Funding Source</u>											
		Council		1,253	422	165	666	869	831	0	0	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>		1,253	422	165	666	869	831	0	0	0	

Capital Programme

Appendix D (continued)

Scheme Ref	Cost Code	Description	Total Budget	Before 31.3.22	Carry Forwards / Adjs	Original Budget 22/23	2022/23 Spend to date	Revised 22/23	23/24	24/25	25/26	Subsequent Years
			£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000
CR-22	71259	Priory Meadow Contribution to Capital Works										
		<u>Funding Source</u>										
		Council				250	0	250	288	0	0	0
		Other			0	0	0	0	0	0	0	0
		Total Funding	700	162	0	250	0	0	288	0	0	0
CR-32	71261	Development of 311-323 Bexhill Rd (Aldi & Others)										
		<u>Funding Source</u>										
		Council	9,389	9,389	0	0	0	0	0	0	0	0
		Other	0	0	0	0	0	0	0	0	0	0
		Total Funding	9,389	9,389	0	0	0	0	0	0	0	0
OS12	71265	Priory Street Multi Storey Car Park										
		<u>Funding Source</u>										
		Council	1,545	145	0	0	0	0	0	0	0	1,400
		Other	3	3	0	0	0	0	0	0	0	0
		Total Funding	1,548	148	0	0	0	0	0	0	1,400	
OS-05	71266	Purchase of Temporary Homelessness Accommodation										
		<u>Funding Source</u>										
		Council	5,703	5,703	0	0	0	0	0	0	0	0
		Other	0	0	0	0	0	0	0	0	0	0
		Total Funding	5,703	5,703	0	0	0	0	0	0	0	
OS07	71267	Energy Generation - Unallocated										0
		<u>Funding Source</u>										
		Council	4,300	0	0	0	0	0	2,300	2,000	0	0
		Other	0	0	0	0	0	0	0	0	0	0
		Total Funding	4,300	0	0	0	0	2,300	2,000	0	0	
OS 27	71268	DSO Waste and Cleansing service - Depot Works & Equipment										
		<u>Funding Source</u>										
		Council	136	136	0	0	0	0	0	0	0	0
		Other	0	0	0	0	0	0	0	0	0	0
		Total Funding	136	136	0	0	0	0	0	0	0	
OS13	71271	Lower Bexhill Road										
		<u>Funding Source</u>										
		Council	93	93	0	0	0	0	0	0	0	0
		Other	6,900	1,818	21	3,061	1	3,082	2,000	0	0	0
		Total Funding	6,993	1,911	21	3,061	1	3,082	2,000	0	0	
CR-26	71272	Churchfields Business Centre										
		<u>Funding Source</u>										
		Council	2,950	131	624	2,195	2,480	2,819	0	0	0	0
		Other	1,550	989	-554	1,115	561	561	0	0	0	0
		Total Funding	4,500	1,120	70	3,310	3,041	3,380	0	0	0	

Capital Programme

Appendix D (continued)

Scheme Ref	Cost Code	Description	Total Budget	Before 31.3.22	Carry Forwards / Adjs	Original Budget 22/23	2022/23 Spend to date	Revised 22/23	23/24	24/25	25/26	Subsequent Years	
			£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	
CR-27	71273	Development / Furbishment of Lacuna Place											
		<u>Funding Source</u>											
		Council	Office building with ground floor retail accommodation totalling 39,696 Sq.ft.	9,612	9,471	0	141	27	141	0	0	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	9,612	9,471	0	141	27	0	0	0	0	0	
CR-28	71274	London Rd & Shepherd St											
		<u>Funding Source</u>											
		Council	Purchase of 20 to 28 (even) London Road and Land at 35 Shepherd St, Hastings, St Leonards-on-Sea.	1,311	1,311	0	0	0	0	0	0	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	1,311	1,311	0	0	0	0	0	0	0	0	
CR-29	71275	Cornwallis Street Development											
		<u>Funding Source</u>											
		Council	Redevelopment of Cornwallis Street for Hotel	9,000	320	-6,555	6,835	214	280	8,400	0	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	9,000	320	-6,555	6,835	214	0	8,400	0	0	0	
CR-30	71276	Harold Place Restaurant Devt											
		<u>Funding Source</u>											
		Council	Redevelopment of Harold Place for Restaurant use - This project has been aborted and any outstanding fees to be	89	59	-1,583	1,613	9	30	0	0	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	89	59	-1,583	1,613	9	0	0	0	0	0	
OS14	71278	Electric Vehicles											
		<u>Funding Source</u>											
		Council - Vehicles expected to be leased	Acquisition of Electric Vehicles	13	13	0	0	1	0	0	0	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	13	13	0	0	1	0	0	0	0	0	
OS15	71279	Electric Vehicle Infrastructure											
		<u>Funding Source</u>											
		Council	Electric Vehicle Charging points, Load loggers, remedial works & EV points	46	46	0	0	1	0	0	0	0	0
		Other - Capital receipts		4	4	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	50	50	0	0	1	0	0	0	0	0	
OS16	71280	Priory Street Works											
		<u>Funding Source</u>											
		Council	LED Lighting replacement, rewiring & automated gate control	140	99	41	0	0	41	0	0	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	140	99	41	0	0	41	0	0	0	0	
CR-33	71281	Castleham Car Park resurfacing											
		<u>Funding Source</u>											
		Council	Resurface Car Park	5	5	0	0	1	0	0	0	0	0
		Other		17	17	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	22	22	0	0	1	0	0	0	0	0	
OS29	71282	Towns Fund Capital (2020/21 Accelerated scheme)											
		<u>Funding Source</u>											
		Council	Towns Fund Capital (Accelerated)	0	0	0	0	0	0	0	0	0	0
		Other		1,000	1,000	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	1,000	1,000	0	0	0	0	0	0	0	0	

Capital Programme

Appendix D (continued)

Scheme Ref	Cost Code	Description	Total Budget £'000	Before 31.3.22 £'000	Carry Forwards / Adjs £'000	Original Budget 22/23 £'000	2022/23 Spend to date	Revised 22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	Subsequent Years £'000	
OS-30	71284	Next Steps Accommodation Pathway											
		<u>Funding Source</u>											
		Council	Next Steps Accommodation Pathway	426	0	426	0	0	426	0	0	0	0
		Other	Government Grant	1,429	141	1,288	0	25	1,288	0	0	0	0
		<u>Total Funding</u>	1,855	141	1,714	0	25	1,714	0	0	0	0	
CR-34	71285	Castleham Industrial Units											
		<u>Funding Source</u>											
		Council	Over-Roofing Units 6,7,8 & 9/10 - 5/10/22 Budget increased to £325k. Approved at Cabinet 03/10/22	325	0	185	140	0	325	0	0	0	0
		Other		0	0	0	0	0	0	0	0	0	
		<u>Total Funding</u>	325	0	185	140	0	325	0	0	0	0	
OS31	71288	Bexhill Road South (Housing & Car Park)											
		<u>Funding Source</u>											
		Council	Development of 16 plus affordable units & Car Park refurbishment	3,575	0	0	1,075	0	1,075	2,500	0	0	0
		Other		0	0	0	0	0	0	0	0	0	
		<u>Total Funding</u>	3,575	0	0	1,075	0	1,075	2,500	0	0	0	
OS32	71289	Mayfield E (Housing)											
		<u>Funding Source</u>											
		Council	Development of 38 affordable Units	8,000	0	-1,000	1,000	0	0	4,500	3,500	0	0
		Other		0	0	0	0	0	0	0	0	0	
		<u>Total Funding</u>	8,000	0	-1,000	1,000	0	0	4,500	3,500	0	0	
OS33	71290	MUGA Refurbishments											
		<u>Funding Source</u>											
		Council	2 Refurbishments - Alexandra Pk plus one other (External funding also being sought)	80	0	0	80	37	80	0	0	0	0
		Other		0	0	0	0	0	0	0	0	0	
		<u>Total Funding</u>	80	0	0	80	37	80	0	0	0	0	
OS34	71291	TFC - Enterprise & employment infrastructure											
		<u>Funding Source</u>											
		Council	Towns Fund - Enterprise & Infrastructure	0	0	0	0	0	0	0	0	0	0
		Other		117	0	117	0	117	117	0	0	0	0
		<u>Total Funding</u>	117	0	117	0	117	117	0	0	0	0	
OS35	71293	TFC - Hastings Castle world heritage destination											
		<u>Funding Source</u>											
		Council	Towns Fund - Castle & Heritage	0	0	0	0	0	0	0	0	0	0
		Other		111	0	111	0	111	111	0	0	0	0
		<u>Total Funding</u>	111	0	111	0	111	111	0	0	0	0	
OS36	71294	TFC - Town to sea creative quarter											
		<u>Funding Source</u>											
		Council	Towns Fund - Town to Sea	0	0	0	0	0	0	0	0	0	0
		Other		959	0	959	0	959	959	0	0	0	0
		<u>Total Funding</u>	959	0	959	0	959	959	0	0	0	0	

Capital Programme

Appendix D (continued)

Scheme Ref	Cost Code	Description	Total Budget £'000	Before 31.3.22 £'000	Carry Forwards / Adjs £'000	Original Budget 22/23 £'000	2022/23 Spend to date	Revised 22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000	Subsequent Years £'000
OS37	71295	TFC - Town centre core										
		<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
OS38	71296	TFC - Town centre public realm & green connections										
		<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
OS39	71297	TFC - Town living										
		<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
OS40	71299	RSI Mobile Health Unit										
		<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
OS49		Grounds Maintenance Equipment										
		<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
OS50		Roof refurbishment Programme										
		<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
OS58		Cliff Railways										
		<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
OS63		Housing Acquisition Programme										
		<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
Totals												
		Council	82,799	36,285	-7,807	14,854	3,687	7,269	25,789	11,521	535	1,400
		Other	36,363	13,306	2,718	6,892	3,475	9,610	5,533	3,803	2,056	2,056
		<u>Total Funding</u>	119,162	49,591	-5,089	21,746	7,162	16,879	31,322	15,324	2,591	3,456

CAPITAL PROGRAMME FINANCING STATEMENT

Appendix E

	2022/23 Original £'000	2022/23 Forecast £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	Total over life of Programme £'000
<u>Spending</u>						
<u>Capital Spending</u>						
Total Gross Spend	21,746	16,879	31,322	15,324	2,591	66,115
<u>Funded By</u>						
Capital Grants & Contributions	6,892	9,610	5,533	3,803	2,056	21,001
Reserves	0	0	0	0	0	0
S106	38	83	0	0	0	83
Capital Receipts	5,500	5,500	50	50	50	5,650
Borrowing	9,316	1,686	25,739	11,471	485	39,381
Total	21,746	16,879	31,322	15,324	2,591	66,115

Land and Property Disposal Programme

**Estimated
Receipts
£**

2023/24

Sale of Ex Council Houses
Other

50,000

2024/25

Sale of Ex Council Houses
Other

50,000

2025/26

Sale of Ex Council Houses
Other

50,000

2026/27

Sale of Ex Council Houses
Other

50,000

2027/28

Sale of Ex Council Houses
Other

50,000

Revenue Budget Forward Plan

Revenue Budget Forward Plan	2022-23	2023-24	2024-25	2025-26	2026-27
	Projection	Projection	Projection	Projection	Projection
	£000's	£000's	£000's	£000's	£000's
Opening Service Expenditure		16,184	14,782	13,446	11,710
Additional Growth Items		256	(124)	0	0
Savings/Additional Income Identified		(1,448)	(1,260)	(1,535)	(1,000)
Income - re Schemes in Capital Programme		(500)	(215)	(431)	0
Direct Service Expenditure (Net)	17,217	14,492	13,183	11,480	10,710
Funding Commitments:-					
Reimbursement of Election Costs (bi-annually)		0	(70)	0	0
Fees and Charges		0	(367)	(587)	(734)
Other:					
Contingency Provision	0	300	300	300	300
Interest (net of Fees) & other Adjustments	985	1,933	3,009	2,994	3,103
Minimum Revenue Provision (excl. Inc Gen Adj)	920	995	1,397	1,760	1,760
Contribution to Reserves	689	689	689	689	689
Net Use of Earmarked Reserves	(3,082)	(1,916)	(1,916)	(1,916)	(1,916)
Net Council Expenditure	16,729	16,493	16,225	14,721	13,912
Taxbase	26,237	26,473	26,738	27,005	27,275
Council Tax	281.67	290.09	295.86	301.75	307.76
Funding					
From Collection Fund - Council Tax	(7,390)	(7,680)	(7,911)	(8,149)	(8,394)
From Collection Fund - Business Rates	(2,303)	(2,924)	(2,982)	(3,042)	(3,103)
Revenue Support Grant	(1,041)	(1,309)	(1,309)	(1,309)	(1,309)
2022/23 Services Grant	(263)	0	0	0	0
Lower Tier Services Grant	(175)	(148)	(148)	(148)	(148)
New Homes Bonus	(158)	(16)	0	0	0
Council Tax Support Admin Grant	(157)	(157)	(157)	(157)	(157)
Housing Benefit Admin Grant	(425)	(425)	(425)	(425)	(425)
NNDR (Surplus) / Deficit	379	1,167	0	0	0
NNDR Pooling	0	(238)	(238)	(238)	(238)
Business Rates Section 31 Grant	(1,788)	(2,005)	(1,500)	(1,530)	(1,561)
Council Tax - Section 31 Grant	0	0	0	0	0
Council Tax Surplus	(48)	(207)	(207)	(207)	(207)
Contribution To General Fund	(13,369)	(13,942)	(14,877)	(15,205)	(15,542)
Funding Shortfall / (Surplus)	3,360	2,551	1,348	(484)	(1,630)
(Use of) / Trf to General Reserve	(3,260)	(1,651)	(1,348)	484	1,630
Use of Resilience and Stability Reserve	(100)	(900)	0	0	0
Net Funding Shortfall / (Surplus)	0	0	0	0	0
General Reserve Balance (31st March)	6,438	4,787	3,439	3,924	5,553

RESERVES

Appendix H

	2022/23			2023/24			
	Balance at 1 April 2022 £'000	Income & Transfers £'000	Expenditure & Transfers £'000	Balance at 31 Mar 2023 £'000	Income & Transfers £'000	Expenditure & Transfers £'000	Balance at 31 Mar 2024 £'000
General Reserve	(9,698)	(411)	3,260	(6,849)	0	1,651	(5,198)
Capital Reserve	(150)	0	0	(150)	0	0	(150)
<u>Earmarked Reserves</u>							
Renewal and Repairs Reserve	(1,471)	(500)	1,038	(933)	(500)	862	(571)
Risk Management Reserve	(315)	0	15	(300)	0	15	(285)
Information Technology Reserve	(206)	(189)	214	(181)	(189)	214	(156)
On-Street Car Parking Surplus Reserve	(40)	0	40	0	0	0	0
Section 106 Reserve (Revenue)	(418)	0	49	(369)	0	54	(315)
DCE-Revenues Division	(394)	0	219	(175)	0	175	0
Local Authority Parks Improvement	(6)	0	6	0	0	0	0
Countryside Stewardship	(22)	0	8	(14)	0	8	(6)
Monuments in Perpetuity	(46)	0	1	(45)	0	1	(44)
Ore Valley Reserve	(250)	0	250	0	0	0	0
Resilience and Stability Reserve	(1,000)	0	100	(900)	0	900	0
Redundancy Reserve	(665)	0	100	(565)	0	225	(340)
Safer Hastings Partnership	(100)	0	9	(91)	0	0	(91)
Disabled Facilities Grant	(1,374)	(2,056)	2,056	(1,374)	(2,056)	2,056	(1,374)
Invest to Save and Efficiency Reserve	(127)	0	46	(81)	0	12	(69)
Carry-forward Reserve	(933)	0	933	0	0	0	0
Controlling Migration	(116)	0	116	0	0	0	0
Towns Fund	(236)	(65)	0	(301)	0	0	(301)
Selective Licensing Reserve (inc. redundancy)	(144)	0	144	0	0	0	0
Revenue Hardship Fund	(80)	0	0	(80)	0	80	0
Syrian Refugee Resettlement Programme	(17)	0	17	0	0	0	0
Housing Licensing Reserve	(390)	0	185	(205)	0	205	0
Community Housing Fund	(55)	0	43	(12)	0	0	(12)
Business Rates Section 31 Reserve	(12,352)	0	5,591	(6,761)	0	6,761	0
	(30,605)	(3,221)	14,440	(19,386)	(2,745)	13,219	(8,912)

EXPENDITURE FUNDED BY USE OF RESERVES

(expenditure & transfers) / Income & transfers

	Cost Centre / Account	2022/23 Original £	2022/23 Forecast £	2023/24 Estimate £
General Reserve	Q1012			
General reserve Saving to/(Use of)		(2,230,183)	(3,259,949)	(1,650,794)
Total		<u>(2,230,183)</u>	<u>(3,259,949)</u>	<u>(1,650,794)</u>
Transfers between Reserves				
Selective Licensing Reserve to General Reserve	Q1042	0	(144,000)	0
Syrian Refugee Reserve to General Reserve	Q1033	0	(17,000)	0
Ore Valley Reserve	Q1002	0	(250,000)	
		<u>0</u>	<u>(411,000)</u>	<u>0</u>
Carry Forward Reserve	Q1004			
Carried forward		0	(933,000)	0
		<u>0</u>	<u>(933,000)</u>	<u>0</u>
Capital Reserve	Q1017			
Various Capital Expenditure to be Financed				
CPO - Empty Homes Strategy -capital		(50,000)	0	0
		<u>(50,000)</u>	<u>0</u>	<u>0</u>
Disabled Facilities Grant	Q1008			
Disabled Facilities Grant - Salaries		(60,000)	(60,000)	(65,000)
Disabled Facilities Grant - Capital		(1,996,000)	(1,996,000)	(1,991,000)
		<u>(2,056,000)</u>	<u>(2,056,000)</u>	<u>(2,056,000)</u>
Renewal & Repairs Reserve	Q1026			
(per programme of works - Appendix J)		(547,700)	(1,037,700)	(762,300)
Contingency		(100,000)	0	(100,000)
		<u>(647,700)</u>	<u>(1,037,700)</u>	<u>(862,300)</u>
On-Street Car Parking Surplus Reserve	Q1003			
		0	(40,000)	0
		<u>0</u>	<u>(40,000)</u>	<u>0</u>
Resilience and Stability Reserve	Q1031			
		(100,000)	(100,000)	(900,000)
		<u>(100,000)</u>	<u>(100,000)</u>	<u>(900,000)</u>
Information Technology Reserve	Q1013			
(per programme of works - Appendix I)		(214,000)	(214,000)	(214,000)
		<u>(214,000)</u>	<u>(214,000)</u>	<u>(214,000)</u>
Invest to Save & Efficiency Reserve	Q1015			
Transfer to General Fund		(11,700)	(46,000)	(12,000)
Transfer to Capital Reserve		0	0	0
		<u>(11,700)</u>	<u>(46,000)</u>	<u>(12,000)</u>
Redundancy Reserve	Q1024			
Transfer to General Fund		(225,000)	(100,000)	(225,000)
		<u>(225,000)</u>	<u>(100,000)</u>	<u>(225,000)</u>

<u>Earmarked Reserves</u>	Cost Centre	2022/23 Original £	2022/23 Forecast £	2023/24 Estimate £
<u>DCE-Revenues Division</u>	Q1028			
Revenue		(72,000)	(219,000)	(175,000)
		<u>(72,000)</u>	<u>(219,000)</u>	<u>(175,000)</u>
<u>Local Authority Parks Improvement</u>	Q1043			
Revenue		0	(6,000)	0
		<u>0</u>	<u>(6,000)</u>	<u>0</u>
<u>Countryside Stewardship</u>	Q1007			
Revenue		0	(8,000)	(8,000)
		<u>0</u>	<u>(8,000)</u>	<u>(8,000)</u>
<u>Monuments in Perpetuity</u>	Q1023			
Revenue	20303	(1,000)	(1,000)	(1,000)
		<u>(1,000)</u>	<u>(1,000)</u>	<u>(1,000)</u>
<u>S106 Reserve</u>				
Capital	Q2451	0	0	0
Revenue	Q1029	(49,000)	(49,000)	(54,000)
		<u>(49,000)</u>	<u>(49,000)</u>	<u>(54,000)</u>
<u>Risk Management Reserve</u>				
Risk Management Schemes	Q1014			
	20135	(15,000)	(15,000)	(15,000)
		<u>(15,000)</u>	<u>(15,000)</u>	<u>(15,000)</u>
<u>Safer Hastings partnership</u>	Q1038			
		0	(9,000)	0
		<u>0</u>	<u>(9,000)</u>	<u>0</u>
<u>Selective Licensing</u>	Q1042			
Selective Licensing surplus / deficit	20195	0	0	0
		<u>0</u>	<u>0</u>	<u>0</u>
<u>Housing Licensing Reserve</u>	Q1036			
Housing Licensing Reserve		(172,310)	(185,310)	(205,000)
		<u>(172,310)</u>	<u>(185,310)</u>	<u>(205,000)</u>
<u>Syrian Refugee Resettlement Programme</u>	Q1033			
		0	0	0
		<u>0</u>	<u>0</u>	<u>0</u>
<u>Community Housing Fund</u>	Q1037			
Housing Administration		0	(43,000)	0
		<u>0</u>	<u>(43,000)</u>	<u>0</u>
<u>Controlling Migration</u>	Q1044			
		0	(116,000)	0
		<u>0</u>	<u>(116,000)</u>	<u>0</u>
<u>Revenue Hardship Fund</u>	Q1027			
		0	0	(80,000)
		<u>0</u>	<u>0</u>	<u>(80,000)</u>
<u>Towns Fund</u>	Q1045			
		(53,090)	65,000	0
		<u>(53,090)</u>	<u>65,000</u>	<u>0</u>
<u>Business Rates Section 31 Reserve</u>	Q2498			
		(5,590,835)	(5,590,835)	(6,760,835)
		<u>(5,590,835)</u>	<u>(5,590,835)</u>	<u>(6,760,835)</u>
Total use of earmarked and capital reserves	A	<u>(9,257,635)</u>	<u>(14,439,794)</u>	<u>(13,218,929)</u>
Revenue use of earmarked reserves		(4,881,452)	(8,672,845)	(8,677,135)
Transfers between Reserves		0	(411,000)	0
Capital use of earmarked reserves		(2,046,000)	(1,996,000)	(1,991,000)
General Reserve		(2,230,183)	(3,259,949)	(1,650,794)
Resilience and Stability Reserve		(100,000)	(100,000)	(900,000)
Total Expenditure & Transfers	B	<u>(9,257,635)</u>	<u>(14,439,794)</u>	<u>(13,218,929)</u>

INFORMATION TECHNOLOGY RESERVE		Appendix I				
	2022-23	2022-23	2023-24	2024-25	2025-26	
	Original	Forecast	ESTIMATE	ESTIMATE	ESTIMATE	
	£'000	Outturn	ESTIMATE	ESTIMATE	ESTIMATE	
	£'000	£'000	£'000	£'000	£'000	
OPENING BALANCE :						
BALANCE B/FWD. AT 1 APRIL	(203)	(206)	(181)	(156)	(131)	
EXPENDITURE :						
GOVCONNECT	9	9	9	9	9	
MICROSOFT LICENSING FOR TEST ENVIRONMENT	0	0	0	0	0	
RESILIENCE IMPROVEMENTS	0	0	0	0	0	
ANTI VIRUS	0	0	0	0	0	
KACE SYSTEMS MANAGEMENT SERVER	0	0	0	0	0	
SERVICE REVIEW EFFICIENCY PROJECTS	90	90	90	90	90	
PC HARDWARE AND SOFTWARE	115	115	115	115	115	
MICROSOFT 365	0	0	0	0	0	
SERVER OPERATING SYSTEMS UPGRADES	0	0	0	0	0	
UPS UPGRADES	0	0	0	0	0	
COMMVault UPGRADE	0	0	0	0	0	
CONTRACT COMPLIANCE SYSTEM UPGRADE	0	0	0	0	0	
VIRTUALISATION WARRANTY REDRESH	0	0	0	0	0	
SAN WARRANTY REFRESH	0	0	0	0	0	
SAN ADDITIONAL STORAGE	0	0	0	0	0	
SOFTWARE ASSET MANAGEMENT	0	0	0	0	0	
	214	214	214	214	214	
INCOME :						
CONTRIBUTIONS TO RESERVE - FROM GENERAL FUND	(189)	(189)	(189)	(189)	(189)	
CLOSING BALANCE :						
BALANCE IN-HAND C/FWD. AT 31 MARCH	(178)	(181)	(156)	(131)	(106)	

RENEWAL AND REPAIRS RESERVE**APPENDIX J**

2021-22		2022-23	2022-23	2023-24
Actual		ORIGINAL	FORECAST	ESTIMATED
£		BUDGET	OUTTURN	BUDGET
		£	£	£
<u>OPENING BALANCE:</u>				
1,628,909	BALANCE BROUGHT FORWARD	895,500	1,470,883	933,183
<u>INCOME:</u>				
500,000	CONTRIBUTIONS TO RESERVE - GENERAL	500,000	500,000	500,000
500,000		500,000	500,000	500,000
<u>EXPENDITURE:</u>				
452,026	PROGRAMMED REPAIRS AND REDECORATIONS	222,500	268,100	243,800
206,000	OTHER REPAIRS & RENEWALS	325,200	769,600	518,500
658,026	SUB TOTAL	547,700	1,037,700	762,300
0	PROVISION FOR UNEXPECTED ITEMS	100,000	0	100,000
658,026		647,700	1,037,700	862,300
<u>CLOSING BALANCE:</u>				
1,470,883	BALANCE CARRIED FORWARD	747,800	933,183	570,883

PROGRAMMED REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE

Appendix J (con't)

Cost Centre	Reference	PROPERTY	DESCRIPTION OF WORK	2022-2023	2022-2023	2023-2024	2024-2025	2025-2026
				ORIGINAL BUDGET £	FORECAST OUTTURN £	ESTIMATE £	ESTIMATE £	ESTIMATE £
20116	PR001	TOWN HALL	Isolated internal / external redecs & repairs. MEWP high level stonework H&S inspection	30,000	25,000	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	6,000	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	300	300	300	300
20118	PR54	ALL BUILDINGS - LEGIONELLA RISK	Automated checks & monitoring inc hygiene assess	25,000	25,000	25,000	25,000	25,000
20118	PR55	ALL BUILDINGS - ELECTRICAL TESTING	routine cyclical testing & works arising	6,000	6,000	7,000	7,000	7,000
20118	PR57	ALL BUILDINGS - SAFETY ANCHORS	Annual testing of access safety anchors	2,000	3,300	3,000	3,000	3,000
20118	PR58	ALL BUILDINGS - AUTOMATIC DOORS	Annual maintenance routine	500	500	500	500	500
20118	PR037	FACTORY UNITS	External redecs/roof repairs to empty units	0	0	30,000	30,000	30,000
20118	PR041	OTHER BUILDINGS (ESTATES MISC.)	Essential upgrades/repairs.	0	0	10,000	10,000	10,000
20245	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
20253	PR034	FALAISE FITNESS CENTRE	External redecorations.	25,000	25,000	0	0	0
20303	PR013	CREMATORIUM	Internal / External redecorations. Main GF offices	0	0	5,000	5,000	5,000
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	46,000	46,000	0	0	0
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	20,000	20,000	20,000
20250	PR025	FRONT LINE	Alcoves, seating, bottle alley - repairs/redecs	9,000	9,000	9,000	9,000	9,000
20250	OR348	PROMENADE SURFACING	Further tarmac repairs to worst areas	0	50,000	30,000	30,000	30,000
20252	PR029	FISHERMENS MUSEUM	External redecs/stonework pointing	2,000	2,000	3,000	3,000	3,000
20310	PR026	SPORTS PAVILIONS	Int/ext redecs.	8,000	8,000	8,000	8,000	8,000
20310	PR044	ALEXANDRA PARK RAILINGS	Phased railing redecorations	5,000	5,000	5,000	5,000	5,000
20306	PR030	HASTINGS STATION FISHING BOAT FEAT	Survey repairs / redecs	0	0	4,000	4,000	4,000
		Total of Programmed work		222,500	268,100	243,800	243,800	243,800

OTHER REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE

Appendix J (con't)

Cost Centre	Reference	PROPERTY	DESCRIPTION OF WORK	2022-2023	2022-2023	2023-2024	2024-2025	2025-2026	
				ORIGINAL BUDGET £	FORECAST OUTTURN £	ESTIMATE £	ESTIMATE £	ESTIMATE £	
	20245	OR247	EAST HILL LIFT LOWER STATION	Roof replacement	30,000	0	0	0	0
	20249	OR250	WHITE ROCK THEATRE	General repair contributions	20,000	33,500	20,000	0	0
	20249	OR251	WHITE ROCK THEATRE	Contribution to large plant / boiler replacement	0	1,000	0	0	0
	20310	OR231	CLIFF REPAIR SURVEY	Biennial or Sextennial survey	15,000	23,000	0	0	0
	20313	OR211	HASTINGS COUNTRY PARK - TACKLEWA	Health & safety repairs and repointing	1,000	1,000	0	0	0
	20259	OR326	INDOOR BOWLS CENTRE	Equality Act works	0	18,900	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.	5,000	0	0	0	0
	20251	OR334	JOHNS PLACE MUSEUM	Essential stoneworks repairs to interior of window openings	9,000	0	5,000	4,000	0
	20310	OR339	CLIFFS	Cliff Repairs arising from engineer's inspections	100,000	143,200	100,000	0	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	5,000	0	0	0	0
Road	20245	OR347	WEST HILL LIFT - ATTENDANT'S & STORE AREAS	Works to patio waterproofing to prevent water ingress	18,000	18,000	0	0	0
	20250	OR348	PROMENADE SURFACING	Further tarmac repairs to worst areas	50,000	0	0	0	0
	20245	OR374	WEST HILL LIFT - ENTRANCE ROOF	Replace railings with galv. steel railings	0	5,000	0	0	0
	20310	OR385	ALEXANDRA PARK	Information Shelter lower decoration	0	400	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	0	8,800	0	0	0
	20245	OR405	EAST HILL CLIFF RAILWAY - UPPER STATION	Pedestrian paths resurfacing - deterioration of existing patched up surface creating trip hazards	0	10,000	0	0	0
	20303	OR410	CEMETERY CHAPEL	Front window and stone reveal repairs	0	20,000	0	0	0
	20313	OR411	HASTINGS COUNTRY PARK	Surface dressing to Coastguard Lane tarmac/asphalt path surfacing	0	27,700	0	0	0
	20246	OR412	HASTINGS CASTLE	Curtain wall consolidation following emergency stabilisation works	0	25,000	20,000	0	0
20259	OR416	SUMMERFIELDS LEISURE CENTRE	Re-tiling of edge of pool	0	100,000	0	0	0	
20310	OR422	WEST MARINA GARDENS	Timber repairs & redecorate	0	2,000	0	0	0	
20310	OR426	GENSING GARDENS	Sandstone wall repairs	0	2,600	0	0	0	
20313	OR430	HASTINGS COUNTRY PARK YARD	Clear historic waste	0	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	0	5,000	0	0	0	
20117	OR434	MURIEL MATTERS HOUSE	Heating pipe insulation	0	8,300	0	0	0	
20313	OR435	HASTINGS COUNTRY PARK PATHS - EAST COASTGUARD LANE	Reapply 'Fibredec' last laid in 2015	0	25,000	0	0	0	
20117	OR436	MURIEL MATTERS HOUSE	Repairs to rear car park waterproofing	17,200	17,200	0	0	0	
20250	OR439	MILLSTONE FOUNTAIN	Replace inlet grille & improve internals	0	2,000	0	0	0	
20250	OR440	BOTTLE ALLEY UPPER	Railing replacement - heritage railings poor	0	25,000	0	0	0	
20245	OR441	EAST HILL LIFT PUBLIC CONVENIENCE	Interior refit due to dampness	10,000	10,000	0	0	0	

OTHER REPAIRS AND REDECORATIONS FINANCED BY THE RENEWAL AND REPAIRS RESERVE

Appendix J (con't)

Cost Centre	Reference	PROPERTY	DESCRIPTION OF WORK	2022-2023	2022-2023	2023-2024	2024-2025	2025-2026
				ORIGINAL BUDGET £	FORECAST OUTTURN £	ESTIMATE £	ESTIMATE £	ESTIMATE £
20310	OR442	GENSING GARDENS WALL	Rebuild wall in Conservation Area.	0	60,000	30,000	0	0
20310	OR443	BEXHILL EAST SPORTS PAVILION	Full roof replacement	0	34,000	0	0	0
20310	OR444	WARRIOR SQUARE GARDENS (EAST)	Major repair works	0	0	0	0	0
20310	OR445	WHITE ROCK GARDENS	Major repair works to west boundary wall	0	7,500	12,500	0	0
20310	OR446	WHITE ROCK SUN SHELTER	Repair and redecorate shelter railings	0	0	0	0	0
20287	OR447	GRAND PARADE UGCP	Concrete repairs to prom support beams	0	0	0	0	0
20148	OR448	BUS SHELTERS	Repair & Replacement Programme	15,000	18,000	15,000	0	0
20251	OR449	HASTINGS MUSEUM & ART GALLERY HEATING BOILERS	Replace existing heating boiler	30,000	0	0	0	0
20132	OR450	12/13 York Buildings Flat Conversion	Contribution to capital project	0	0	0	0	0
20132	OR451	12/13 York Buildings Flat Conversion	Contribution to capital project II	0	0	0	0	0
20246	OR452	Hastings Castle	Wall reduction and soil retention	0	0	20,000	0	0
20117	OR453	MMH	Space heating boiler replacement	0	0	30,000	0	0
20245	OR454	East Hill Lift Top Station	Remove and rebuild turrets	0	0	60,000	0	0
20250	OR455	White Rock Baths (Source P)	Concrete survey and making safe defects	0	0	10,000	0	0
20287	OR456	Grand Parade Car Park	Concrete survey and making safe defects	0	0	9,000	0	0
20310	OR457	Warrior Square Gardens	Replacement amenity lighting	0	0	3,000	0	0
20310	OR458	Marine Court	Replacement amenity lighting	0	0	20,000	0	0
20117	OR459	Muriel Matters House	Replacement of heating boilers	0	50,000	0	0	0
20287	OR460	Priory Street MSCP	Repair/lace damaged boundary wall at rear of the closed PC	0	0	15,000	0	0
20303	OR461	Cem & Crem Office	External damp works and repairs	0	0	12,000	0	0
20303	OR462	Cem & Crem Office	Internal works to create new filing room	0	0	15,000	0	0
20303	OR463	Crem flue	Replacement of flue (out of 22/23 or 23/24 contingency?)	0	30,000	0	0	0
20250	OR464	Promenade	Localised repairs to railings (pending wider scheme)	0	0	10,000	0	0
20250	OR465	Bottle Alley Lower	Redecoration of ceiling, columns, soffits and fascias	0	0	25,000	0	0
20250	OR466	Promenade	Targeted localised surface repairs in places otherwise not identified in survey as highest priority.	0	0	8,000	0	0
20313	OR467	Hastings Country Park Farm Yard	Recycling key clamp repairs.	0	0	15,000	0	0
20310	OR468	Sandhurst Recreation Ground Pavilions	Buildings in poor condition. Insurance settlement of £10.7k received and not used.	0	0	11,000	0	0
20310	OR469	Clive Vale Reservoirs	Bankside issues	0	0	6,000	0	0
20310	OR470	Old St. Helens Church	Repairs to vandalism	0	0	10,000	0	0
20310	OR471	Alexandra Park yard, condition works to building and yard (for new GM DSO)	Yard buildings and yard area condition works	0	0	20,000	0	0
20310	OR472	Ore Closed Churchyard, Winchelsea Road,	Removal of wall and repairs to pillar	0	0	6,000	0	0
20310	OR473	Recommended works to the Buckshole Reservoir Tower	Stillwater, recommended repair works to the Buckshole Reservoir valve tower	0	0	11,000	0	0
		Total of Other Work		325,200	769,600	518,500	4,000	0

Proposals	Savings/ Income £000		
	2023/24 £	2024/25 £	2025/26 £
Savings identified during the PIER process for the 2023/24 budget supporting information set out in appendix L			
REVIEW and REDUCE: On-going programme to review and reduce service costs and staffing expenditure (combination of approaches) to a total of £1m over three years. Posts to be deleted by start of 23/24 are all either vacant or are voluntary severance requests	£275,000	£500,000	£1,000,000
REDUCE and COST AVOIDANCE: Temporary Accommodation Costs Reduction Strategy	£1,000,000	£2,000,000	£3,000,000
Total	£1,275,000	£2,500,000	£4,000,000
STOP: Emergency Planning – Stop satellite phone and One Voice IT system			
	£3,300	£3,300	£3,300
REDUCE: Communications – Saving on printing, etc.	£500	£500	£500
REDUCE: Community safety – Reduce funding for community safety initiatives	£5,000	£5,000	£5,000
STOP: Cemetery and Crematorium external cleaning contract	£2,500	£2,500	£2,500
PAUSE: Provision of committee meeting live streaming, except Full Council meetings	£5,000	£5,000	£5,000
STOP/PAUSE/REDUCE grants/delivery of events:			
St Leonards Festival £8k	£0	TBC	TBC
Chess congress £10k	£0	TBC	TBC
Old Town Carnival £4k	£0	TBC	TBC
Jack in the Green £5k TBC (£3k reduction already agreed last year)	£0	TBC	TBC
Hastings Week £1k	£0	TBC	TBC
STOP: Support for 2023 Town Crier's competition	£2,000	£2,000	£2,000
REDUCE: Contribution to 1066 Country Campaign marketing campaign and focus on Hastings-only marketing	£50,000	£50,000	£50,000
REVIEW and REDUCE: Museum running costs by 10% and seek a strategic partnership solution to the sustainable future of the museum	£35,000	£35,000	£35,000
REDUCE: Contribution to Hastings Contemporary (currently £30k p.a.)	£10,000	£15,000	£20,000
REVIEW: Options for cost effective provision of public toilets and meeting spiralling vandalism costs	£0	£20,000	£40,000
REDUCE: Maintenance costs of decorative lighting across the borough (total net cost is currently £72k)	£40,000	£50,000	£60,000
REDUCE: Expenditure/seek commercial sponsorship for Christmas trees (£7,500 budget)	£5,000	£5,000	£5,000
STOP: Funding Visitor Information Centre at SCCH (net cost £30k) and divert 50% of the budget to marketing Hastings as a destination	£15,000	£15,000	£15,000
Total	£173,300	£208,300	£243,300
Growth Items and Budget adjustments			
Emergency Planning – budget for out of hours on call payments (silver/gold/rest centre) adjusted to meet needs	£4,000	£4,000	£4,000
Local Plan evidence research required earlier than profiled to enable plan to be submitted to Examination in Public stage	£50,000	£0	£0
Green Investment Fund Created (1% of HBC net budget) to invest in climate emergency activity - to include officer resources, activity and investment in alternative fuels for the waste fleet	£150,000	£150,000	£150,000
Funding for external support and advice required to review the council's governance system - as per motion agreed by Full Council 15th Dec 2022	£30,000	£0	£0
Pilot to tackle anti-social behaviour in urban and countryside parks (post will be part-year 23/24 and 24/25)	£21,750	£21,750	£0
Total	£255,750	£175,750	£154,000
NET Total of Savings / (Growth)	£1,192,550	£2,532,550	£4,089,300

**HBC draft 2023/24 Budget Savings additional supporting information
(NB to be read in conjunction with Appendix K)**

Savings proposals	Further details	Initial Equality Impact Assessment (Likely impact on protected characteristics – Low/Med/High)
<p>1. REVIEW and REDUCE: On-going programme to review and reduce service costs and staffing expenditure by a total of £1m over three years.</p>	<p>Whilst the council’s budget is impacted by the extremely high costs of temporary accommodation (TA), our income is not enough to cover our expenditure.</p> <p>The work to reduce the costs of TA is our biggest priority (see below), however the full effects of our efforts will not be realised for 2-3 years. We therefore have a gap to cover. During this time, we will need to further reduce the costs of our services by £1m.</p> <p>These cost reductions will be made through a combination of shrinking the overall council size, increased income generation, where possible using external funding to pay for activities and core staff, and further efficiencies. There will inevitably at this scale need to be further service reduction, and this burden will inevitably fall hardest on areas we do not have a legal duty to provide.</p> <p>The savings identified for 2023/24 include estimated savings from Phase 1 of the senior management restructure (approx. £100k net saving) and capping the Planning Services staff budget (i.e. no budget for consultants if vacancies occur).</p>	<p>Low negative impact – whilst reductions in staffing will impact on the level of services and activities provided, these have not been identified as having a specific impact on any groups of people with a protected characteristic.</p>

	<p>The savings proposed for 2023/24 include deletion of the following vacant posts:</p> <ul style="list-style-type: none"> • Customer Services Officer (CCC) 1 FTE • Senior enforcement post in planning 1 FTE • Climate Change manager 1 FTE • 4 of the 8 vacant Street Cleansing posts 4 FTE • Continuous Improvement and Democratic Services Manager 1 FTE • Regeneration Manager 1 FTE • Senior Transformation Manager 1 FTE <p>Further savings may be realised as part of the Phase 2 of the organisational restructure and as other service reviews are undertaken during the year - these will form part of a separate consultation exercise.</p> <p>In addition, savings have/will be identified from deletion of vacant posts as part of the restructures in Revenues and Benefits and Finance, and reduced hours in HR due to a flexi-retirement.</p>	
<p>REDUCE and COST AVOIDANCE: Temporary Accommodation Costs Reduction Strategy</p>	<p>The Housing and Homelessness Task Force have identified a strategy to tackle the costs of high cost nightly paid temporary accommodation.</p> <p>This work will include: investing in new resources (4 new posts) to bring down the backlog of cases awaiting decision; update policies and practices to support our objectives; enable more preventative work to help people maintain existing tenancies (2 new posts); increase the supply of HBC owned TA (i.e. cheaper); source cheaper alternative TA options, and, in the medium term, address the key issue of there not enough being an adequate supply of affordable housing.</p>	<p>High positive impact for the most vulnerable people in the town.</p>

	This is an ambitious 3 year programme and will continue to require a laser like focus of the whole HBC team to help tackle this issue, because the success of this strategy will mean the council is able to stabilise its budget and enjoy a sustainable future.	
STOP: Emergency Planning – stop satellite phone and One Voice IT system		No impact on any groups of people with a protected characteristic.
REDUCE: Communications – saving on printing, etc.		Low impact – reducing the budget following a decline in the requirement for printed material, will continue to provide written versions where necessary.
REDUCE: Community safety – reduce funding for community safety initiatives		Low impact – alternative external funding is being sought for initiatives
STOP: Cemetery and Crematorium external cleaning contract		No impact – undertaken in-house
PAUSE provision of committee meeting live streaming, except Full Council meetings		Low impact – recordings of meetings will continue to be available after the meetings
REVIEW current levels of grants and support for events		Unknown until review completed - no impact in 2023/24
STOP support for 2023 Town Crier's competition		No impact on any groups of people with a protected characteristic.

REDUCE contribution to 1066 Country Campaign marketing campaign and focus on Hastings-only marketing		No impact on any groups of people with a protected characteristic.
REVIEW and REDUCE Museum running costs by 10% and seek a strategic partnership solution to the sustainable future of the Museum		No impact on any groups of people with a protected characteristic.
REDUCE – contribution to Hastings Contemporary (currently £30k p.a.)		No impact on any groups of people with a protected characteristic.
REVIEW – options for cost effective provision of public toilets and meeting spiraling vandalism costs		Unknown until review undertaken.
REDUCE: Maintenance costs of decorative lighting across the borough (total net cost is currently £72k)		No impact on any groups of people with a protected characteristic.
REDUCE: expenditure/seek commercial sponsorship for Christmas trees (£7,500 budget)		No impact on any groups of people with a protected characteristic.
STOP – funding Visitor Information Centre at SCCH (net cost £30k) and divert 50% of the budget to marketing Hastings as a destination		No impact on any groups of people with a protected characteristic.

Council Tax – Overall

The Council is recommended to resolve as follows:

- 1 It be noted that the Council has calculated the
- 2 Calculate that the Council Tax requirement for the Council's own purposes for 2023/24 is £7,679,640
- 3 That the following amounts be calculated for the year 2023/24 in accordance with Sections 31 to 36 of the Act:
 - (a) 75,315,294 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils
 - (b) 67,635,654 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act
 - (c) 7,679,640 Being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act)
 - (d) 290.09 Being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year
 - (e) £0 Being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act
 - (f) 290.09 Being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates
- 4 To note that the County Council, the Police and Crime Commissioner and the Fire Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below.
- 5 That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables below as the amounts of Council Tax for 2023/24 for each part of its area and for each of the categories of dwellings.

	Valuation Bands							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Hastings Borough Council	193.39	225.63	257.86	290.09	354.55	419.02	483.48	580.18
East Sussex County Council (Including Adult Social Care)	1,107.72	1,292.34	1,476.96	1,661.58	2,030.82	2,400.06	2,769.30	3,323.16
East Sussex Fire Authority	67.56	78.83	90.09	101.35	123.87	146.39	168.91	202.69
Police and Crime	152.92	178.41	203.9	229.38571	280.36	331.33	382.31	458.77
Aggregate of Council Tax Requirement	1,521.59	1,775.21	2,028.81	2,282.40	2,789.60	3,296.80	3,804.00	4,564.80

- 6 The Council's basic amount of Council Tax for 2023/24 is not excessive as determined in accordance with principles approved under Section 52ZB Local Government Finance Act 1992. To be deemed excessive the Borough's Council Tax would need to be increased by 3%, or more than 3%, and also more than £5 in 2023/24

2021-22 ACTUAL	SERVICE	2022-23 BUDGET FTE	2022-23 BUDGET	2022-23 FORECAST OUTTURN	2022-23 FORECAST VARIANCE	2023-24 ESTIMATED FTE	2023-24 ESTIMATED TOTAL EXPENDITURE	2023-24 TOTAL INCOME	2023-24 ESTIMATED BUDGET	2023-24 BUDGET TO 2022-23 BUDGET VARIANCE
£	SUMMARY OF REVENUE ESTIMATES	FTE	£	£	£	FTE	£	£	£	£
216,696	20101 - Managing Director	2.0	220,650	223,885	3,235	2.0	232,590	0	232,590	11,940
272,472	20102 - Corp. Policy, Partnerships and Performance	5.0	248,610	230,310	(18,300)	4.0	238,430	0	238,430	(10,180)
223,892	20103 - Electoral Services	3.0	229,350	235,300	5,950	3.0	249,080	0	249,080	19,730
386,426	20104 - Estates Services	4.0	406,280	415,320	9,040	4.0	438,110	0	438,110	31,830
220,392	20105 - Building Surveyors	3.0	220,450	231,610	11,160	3.0	242,590	0	242,590	22,140
427,956	20106 - Legal Services	8.9	543,350	541,650	(1,700)	8.7	628,570	(40,000)	588,570	45,220
232,483	20107 - Internal Audit Services	3.0	226,290	233,970	7,680	3.0	245,500	0	245,500	19,210
8,015	20108 - Fraud and Investigations	0.0	9,610	10,320	710	0.0	10,600	0	10,600	990
1,015,946	20109 - Accountancy Services	17.4	1,046,990	1,041,180	(5,810)	17.4	1,104,060	(2,500)	1,101,560	54,570
2,221,942	20110 - Revenues Services	29.7	2,177,900	2,427,900	250,000	29.6	2,420,350	(98,950)	2,321,400	143,500
555,113	20111 - People, Customer and Business Support	10.5	625,560	621,260	(4,300)	10.3	669,890	0	669,890	44,330
165,877	20112 - Corporate Personnel Expenses	0.0	166,240	169,640	3,400	0.0	171,590	0	171,590	5,350
723,304	20113 - Contact Centre	15.7	749,950	777,700	27,750	15.7	848,800	0	848,800	98,850
209,309	20115 - Transformation Team	2.0	198,580	207,490	8,910	2.5	216,400	0	216,400	17,820
55,523	20116 - Admin Buildings - Town Hall	0.0	25,630	42,540	16,910	0.0	168,210	(128,200)	40,010	14,380
414,079	20117 - Admin Buildings - Muriel Matters House	0.0	434,430	432,460	(1,970)	0.0	517,240	(154,090)	363,150	(71,280)
58,043	20118 - Admin Buildings - General Expenses	0.0	72,030	72,390	360	0.0	74,600	0	74,600	2,570
1,333,906	20120 - Corporate Expenses	0.0	1,235,070	1,373,540	138,470	0.0	1,422,710	0	1,422,710	187,640
684,474	20121 - IT	11.0	706,680	728,010	21,330	11.0	782,830	0	782,830	76,150
318,559	20122 - IT Reserve / Hardware	0.0	304,940	307,820	2,880	0.0	314,780	0	314,780	9,840
48,111	20123 - Land & Property Systems-GIS	0.0	48,760	49,300	540	0.0	51,290	0	51,290	2,530
892,081	20172 - Administration - Housing	6.50	910,520	989,560	79,040	6.50	976,090	0	976,090	65,570
80,679	20173 - Local Land Planning Management & Admin	1.50	82,880	60,450	(22,430)	1.50	104,870	(12,000)	92,870	9,990
0	20174 (1015) - Director of Operational Services	0.0	0	0	0	0.00	0	0	0	0
288,411	20175 (1070) - Leisure Administration	2.3	289,420	303,330	13,910	2.34	316,580	0	316,580	27,160
214,474	20176 (1075) - Resort Services Management and Administration	1.0	211,510	227,810	16,300	1.00	238,980	0	238,980	27,470
508,750	20177 - Regeneration Administration Division	1.3	509,900	547,410	37,510	1.25	572,640	0	572,640	62,740
310,187	20178 - Marketing	1.8	304,610	364,990	60,380	1.75	384,040	0	384,040	79,430
926,918	20169 - Environmental Services Management &	11.2	941,580	1,013,890	72,310	10.6	964,730	0	964,730	23,150
418,408	20170 - Amenities Administration	5.5	423,470	418,750	(4,720)	5.5	439,870	0	439,870	16,400
474,443	20316 - Waste Service - Management and Admin	4.0	474,420	494,540	20,120	4.0	510,390	0	510,390	35,970
806,189	20317 - Parking Service - Management and Admin	12.0	823,090	835,650	12,560	12.0	889,790	(1,300)	888,490	65,400
(14,772,197)	Less recharges to other services		(15,153,730)	(15,629,975)	(476,245)			(16,009,160)	(16,009,160)	
(59,138)	Unallocated Balance		(284,980)	0	284,980		16,446,200	(16,446,200)	0	1,140,410
803,177	20124 - Corporate Management Expenses	0.0	822,000	928,665	106,665	0.0	(729,110)	0	(729,110)	(1,551,110)
686,057	20125 - Non Distributed Costs	0.0	655,660	637,050	(18,610)	0.0	179,770	0	179,770	(475,890)
(438,267)	20126 - Housing Benefit Payments	0.0	(116,590)	(116,590)	0	0.0	28,571,590	(28,688,180)	(116,590)	0
1,146,222	20127 - Housing Benefit Administration	0.0	1,096,170	1,221,680	125,510	0.0	1,168,640	0	1,168,640	72,470
365,731	20128 - Council Tax Benefit - administration	0.0	349,770	389,830	40,060	0.0	372,920	0	372,920	23,150
385,688	20129 - Council Tax and Business Rates Collection	0.0	544,350	630,720	86,370	0.0	841,390	(244,170)	597,220	52,870
(362,539)	20130 - Employment Areas	0.0	(375,910)	(376,350)	(440)	0.0	60,330	(435,300)	(374,970)	940

Council Service Expenditure

Appendix O

2021-22 ACTUAL	SERVICE	2022-23 BUDGET FTE	2022-23 BUDGET	2022-23 FORECAST OUTTURN	2022-23 FORECAST VARIANCE	2023-24 ESTIMATED FTE	2023-24 ESTIMATED TOTAL EXPENDITURE	2023-24 TOTAL INCOME	2023-24 ESTIMATED BUDGET	2023-24 BUDGET TO 2022-23 BUDGET VARIANCE
£	SUMMARY OF REVENUE ESTIMATES	FTE	£	£	£	FTE	£	£	£	£
(1,612,746)	20131 - Factory Units	0.0	(1,428,160)	(1,427,940)	220	0.0	380,260	(1,794,300)	(1,414,040)	14,120
(2,989,997)	20132 - Farms and Other Properties	0.0	(3,146,280)	(3,088,720)	57,560	0.0	698,930	(3,861,350)	(3,162,420)	(16,140)
5,968	20132 - St Mary in the Castle	0.0	16,070	16,290	220	0.0	16,500	0	16,500	430
401,939	20135 - Other Expenditure	0.0	419,220	376,100	(43,120)	0.0	431,620	0	431,620	12,400
223,300	20136 / 20137 - Registration of Electors	0.0	222,690	227,168	4,478	0.0	240,540	(3,500)	237,040	14,350
953,222	20138 - Cost of Democracy	0.0	960,680	963,110	2,430	0.0	1,002,310	0	1,002,310	41,630
171,348	20139 - Borough Election Expenses	0.0	204,150	199,080	(5,070)	0.0	131,600	0	131,600	(72,550)
(10,077)	20140 - General Election Expenses	0.0	0	0	0	0.0	0	0	0	0
(29,786)	20141 - County Council Election Expenses	0.0	0	0	0	0.0	0	0	0	0
3,292	20143 - Police and Crime Commissioner Election Expenses	0.0	0	0	0	0.0	0	0	0	0
0	20144 - Local Strategic Partnership	0.0	19,470	0	(19,470)	0.0	0	0	0	(19,470)
0	20145 - Sustainable Energy & Development	0.0	15,410	0	(15,410)	0.0	0	0	0	(15,410)
0	20146 - Public Consultation	0.0	6,490	0	(6,490)	0.0	0	0	0	(6,490)
19,516	20148 - Shelters and Seats	0.0	42,790	52,150	9,360	0.0	43,100	0	43,100	310
9,927	20149 - Street Naming and Numbering	0.0	11,860	11,870	10	0.0	14,070	0	14,070	2,210
83,940	20150 - Decorative Lighting	0.0	88,540	165,310	76,770	0.0	90,640	0	90,640	2,100
124,179	20324 - Communications and Design	3.0	121,270	130,600	9,330	3.0	145,070	(2,500)	142,570	21,300
5,063	20151 / 20152 / 20155-61 - Foreshore Trust	0.0	8,900	8,900	0	0.0	8,940	0	8,940	40
26,787	20152 / 20152 / 20155-61 - Foreshore Trust	0.0	11,920	11,920	0	0.0	22,220	(10,500)	11,720	(200)
0	20153 / 20152 / 20155-61 - Foreshore Trust	0.0	(2,300)	(2,300)	0	0.0	200	(2,500)	(2,300)	0
0	20154 / 20152 / 20155-61 - Foreshore Trust	0.0	0	0	0	0.0	0	0	0	0
(42,714)	20155 / 20152 / 20155-61 - Foreshore Trust	0.5	(343,820)	(343,820)	0	0.5	(94,980)	(247,440)	(342,420)	1,400
0	20156 / 20152 / 20155-61 - Foreshore Trust	0.0	0	0	0	0.0	0	0	0	0
0	20157 / 20152 / 20155-61 - Foreshore Trust	0.0	0	0	0	0.0	0	0	0	0
10,000	20158 / 20152 / 20155-61 - Foreshore Trust	0.0	299,000	299,000	0	0.0	299,000	0	299,000	0
3,052	20159 / 20152 / 20155-61 - Foreshore Trust	0.0	0	0	0	0.0	0	0	0	0
0	20160 / 20152 / 20155-61 - Foreshore Trust	0.0	25,000	25,000	0	0.0	25,000	0	25,000	0
77	20161 / 20152 / 20155-61 - Foreshore Trust	0.0	1,300	1,300	0	0.0	1,550	(250)	1,300	0
633,357	20180 - Development Control	14.40	854,930	1,162,304	307,374	16.36	1,332,470	(350,000)	982,470	127,540
(123,352)	20181 - Local Land Charges Register	1.50	(113,600)	(117,706)	(4,106)	1.50	118,690	(220,000)	(101,310)	12,290
1,825,392	20182 - Homelessness	8.00	2,908,000	4,961,918	2,053,918	8.00	8,978,120	(3,749,470)	5,228,650	2,320,650
(1)	20183 - Homelessness Reduction Grant	10.00	0	36	36	10.00	376,580	(376,580)	0	0
233,854	20207 - Rough Sleeper Prevention	2.00	0	(0)	(0)	2.00	1,428,490	(1,428,490)	0	0
89,493	20184 - Social Lettings	3.00	151,260	150,895	(365)	3.00	456,220	(376,400)	79,820	(71,440)
89,319	20185 - Homelessness Strategy	1.50	104,670	95,867	(8,803)	1.50	105,420	0	105,420	750
65,785	20186 - Housing Register	0.00	75,150	80,370	5,220	0.00	79,430	0	79,430	4,280
(1)	20187 - Funded Deposits	0.00	(41,420)	(41,440)	(20)	0.00	162,070	(162,090)	(20)	41,400
(9,458)	20188 - Youth Homelessness	1.00	22,190	17,423	(4,767)	1.00	78,680	(58,400)	20,280	(1,910)
62,561	20193 - Controlling Migration Fund	0.00	0	0	0	0.00	0	0	0	0
50,891	20179 - Building Control	0.00	62,470	63,550	1,080	0.00	63,560	0	63,560	1,090
7,616	20197 - Housing Solution Services	1.20	11,580	8,636	(2,944)	1.20	71,570	(57,000)	14,570	2,990
106,415	20191 - Housing Renewal	5.00	396,370	498,986	102,616	5.00	435,140	(15,000)	420,140	23,770
359,002	20195 - Selective licensing	0.00	0	0	0	0.00	0	0	0	0

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2021-22 ACTUAL	SERVICE	2022-23 BUDGET FTE	2022-23 BUDGET	2022-23 FORECAST OUTTURN	2022-23 FORECAST VARIANCE	2023-24 ESTIMATED FTE	2023-24 ESTIMATED TOTAL EXPENDITURE	2023-24 TOTAL INCOME	2023-24 ESTIMATED BUDGET	2023-24 BUDGET TO 2022-23 BUDGET VARIANCE
£	SUMMARY OF REVENUE ESTIMATES	FTE	£	£	£	FTE	£	£	£	£
(69,015)	20196 - Housing Licensing	4.60	193,980	164,548	(29,432)	4.60	212,350	0	212,350	18,370
36,080	20200 - Dangerous Structures	0.00	2,500	259,390	256,890	0.00	0	0	0	(2,500)
720	20198 - Housing - Works in Default	0.00	0	0	0	0.00	0	0	0	0
0	20346 - Housing Support Fund	0.00	0	0	0	0.00	0	0	0	0
0	20348 - Homelessness Prevention	0.00	0	0	0	0.00	0	0	0	0
0	20349 - Homes for Ukrainian Refugees	0.00	0	0	0	0.00	0	0	0	0
0	20350 - Housing Development Projects	0.00	0	110,000	110,000	0.00	0	0	0	0
0	20351 - HBC Owned TA	0.00	0	0	0	0.00	102,900	0	102,900	102,900
13,968	20206 - Syrian Resettlement Programme	0.50	(82,640)	(88,514)	(5,874)	0.50	42,840	(53,275)	(10,435)	72,205
(2,178)	20322 - Housing Company	0.00	0	250	250	0.00	0	0	0	0
0	20344 - Afghan Resettlement Programme	2.50	(47,020)	(47,020)	0	2.11	126,000	(126,000)	0	47,020
1	20344 - Housing - NHS Clinical Commissioning	0.00	0	0	0	0.00	0	0	0	0
(0)	20334 - CHART - Live, Work, Thrive	0.00	0	0	0	0.00	0	0	0	0
0	20342 - CHART - Resettlement Employability Project	1.80	0	649	649	1.80	72,530	(72,530)	0	0
5,435	20204 - Sustainable Housing in Inclusive Neighbourhoods	0.00	0	0	0	0.00	0	0	0	0
137,953	20208 - Regeneration Activity	2.40	324,960	481,580	156,620	2.00	356,240	0	356,240	31,280
240,179	20211 - Planning Policy	4.40	297,190	252,904	(44,286)	4.40	317,770	0	317,770	20,580
24,703	20341 - Local Plan	0.00	201,820	326,020	124,200	0.00	132,000	0	132,000	(69,820)
129,884	20212 - Cultural Activities	0.50	133,440	107,730	(25,710)	0.50	158,690	(30,000)	128,690	(4,750)
90,698	20214 - External Funding Initiatives	1.50	102,140	89,939	(12,201)	1.50	106,160	0	106,160	4,020
32,163	20215 - Community Cohesion	0.00	33,500	32,720	(780)	0.00	32,980	0	32,980	(520)
5,000	20221 - Youth Activities (Young Persons Council)	0.00	5,000	5,000	0	0.00	5,000	0	5,000	0
102,135	20321 - Renewable Energy Solutions	2.00	104,710	46,436	(58,274)	2.00	119,960	(4,000)	115,960	11,250
50,208	20209 - White Rock & Bohemia Area Development	0.00	0	0	0	0.00	0	0	0	0
(29,522)	20166 - Towns Fund	2.70	28,000	(24,826)	(52,826)	3.75	320,000	(320,000)	0	(28,000)
0	20325 - DESTI Smart	0.00	0	1,806	1,806	0.00	0	0	0	0
(1,304)	20335 - LGF Wayfinding	0.00	0	0	0	0.00	0	0	0	0
(13,490)	20336 - Reopening High Street Fund	0.00	0	(2)	(2)	0.00	0	0	0	0
30,264	20269 - CHART CLLD - Connecting Hastings and Rother Together Community Led Local Development	1.60	67,000	67,000	0	0.00	0	0	0	(67,000)
0	20320 - CHART ESF	0.00	0	0	0	0.00	0	0	0	0
1	20333 - CHART Churchfield	0.00	0	0	0	0.00	0	0	0	0
159,764	20222 (5701) - 1066 Country Campaign	1.41	160,570	222,329	61,759	1.41	259,620	(72,000)	187,620	27,050
2,916	20224 - Battle Marketing	0.00	0	0	0	0.00	0	0	0	0
153,533	20225 - TIC Tourist Information Centre	0.00	40,850	40,790	(60)	0.00	40,850	0	40,850	0
1,645	20226 (5705) - Community Awareness	0.00	1,900	(3,287)	(5,187)	0.00	4,700	(5,000)	(300)	(2,200)
3,804	20230 - R.T.P. - Hastings Week	0.00	5,430	5,710	280	0.00	6,980	0	6,980	1,550
5,186	20231 - R.T.P. - Jack-in-the-Green	0.00	13,930	13,143	(787)	0.00	12,280	0	12,280	(1,650)
6,692	20232 - R.T.P. - Old Town Carnival	0.00	8,060	8,729	669	0.00	9,610	0	9,610	1,550
13,692	20233 - Raising the Profile of Hastings	0.00	21,930	23,210	1,280	0.00	23,480	0	23,480	1,550
4,404	20234 - R.T.P. - Trolley Bus	0.00	5,930	0	(5,930)	0.00	0	0	0	(5,930)
6,148	20235 - R.T.P. - Town Crier	0.00	5,890	7,759	1,869	0.00	7,440	0	7,440	1,550
5,622	20228 - Seafood and Wine	0.30	3,410	4,839	1,429	0.38	50,860	(50,400)	460	(2,950)

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2021-22 ACTUAL	SERVICE	2022-23 BUDGET FTE	2022-23 BUDGET	2022-23 FORECAST OUTTURN	2022-23 FORECAST VARIANCE	2023-24 ESTIMATED FTE	2023-24 ESTIMATED TOTAL EXPENDITURE	2023-24 TOTAL INCOME	2023-24 ESTIMATED BUDGET	2023-24 BUDGET TO 2022-23 BUDGET VARIANCE
£	SUMMARY OF REVENUE ESTIMATES	FTE	£	£	£	FTE	£	£	£	£
6,376	20237 - Midsummer Fish Festival	0.30	6,090	16,064	9,974	0.16	24,800	(24,800)	0	(6,090)
3	20238 - Herring Fair	0.00	0	0	0	0.00	0	0	0	0
4,059	20239 - Meteorological Expenses	0.00	4,580	5,800	1,220	0.00	6,030	0	6,030	1,450
14,946	20240 (5507) - Civic & Ceremonial Expenses	0.25	14,400	15,361	961	0.25	15,600	0	15,600	1,200
(7,838)	20241 (5740) - Filming	0.00	(10,000)	(19,153)	(9,153)	0.16	31,010	(36,000)	(4,990)	5,010
24,860	20242 - Coastal Protection	0.00	25,000	20,870	(4,130)	0.00	21,820	0	21,820	(3,180)
3,396	20243 - Navigational Aids	0.00	3,620	5,322	1,702	0.00	5,820	0	5,820	2,200
7,680	20244 - Env. Schemes Net Shops	0.00	19,310	24,880	5,570	0.00	20,110	0	20,110	800
(22,360)	20245 - Cliff Railways	4.00	(105,580)	(169,615)	(64,035)	3.19	356,860	(412,800)	(55,940)	49,640
(9,295)	20246 - Hastings Castle	0.00	(8,150)	(7,240)	910	0.00	66,310	(32,750)	33,560	41,710
(10,000)	20247 - St Clements Caves	0.00	(10,000)	(10,000)	0	0.00	0	(10,000)	(10,000)	0
(195,985)	20248 - Chalets and Beach Huts	0.00	(222,340)	(220,251)	2,089	0.00	95,490	(321,000)	(225,510)	(3,170)
253,746	20249 - White Rock Theatre	0.00	253,240	253,650	410	0.00	153,710	0	153,710	(99,530)
176,518	20250 - Seafront	2.60	218,700	236,570	17,870	2.60	342,170	(56,100)	286,070	67,370
(15,765)	20257 - Sports Management	1.00	(13,910)	(16,272)	(2,362)	1.00	39,150	(50,000)	(10,850)	3,060
430,273	20251 - Museums	5.35	448,440	430,876	(17,564)	5.35	475,350	(25,000)	450,350	1,910
8,664	20252 - Fishermans Museum	0.00	10,360	10,770	410	0.00	12,020	0	12,020	1,660
(4,293)	20327 - Museum & Schools Project	0.00	0	4,200	4,200	0.00	0	0	0	0
44,576	20258 - Falaise Fitness Centre	0.00	71,090	72,280	1,190	0.00	49,230	0	49,230	(21,860)
24,138	20259 - Sports Centres	0.00	71,060	110,043	38,983	0.00	112,430	(43,000)	69,430	(1,630)
184,578	20264 (6657) - Active Hastings & Play Development	2.00	160,380	168,740	8,360	2.00	428,240	(243,350)	184,890	24,510
37,288	20267 - Play Pathfinder	0.00	40,420	42,220	1,800	0.00	43,930	0	43,930	3,510
(11,337)	20271 - CHART Active Hastings	0.00	0	(8,037)	(8,037)	0.00	0	0	0	0
0	20217 - Coastal Communities Fund	0.00	0	0	0	0.00	0	0	0	0
5,016	20219 - Community Partnership	0.00	0	0	0	0.00	0	0	0	0
0	20272 (6641) - Lets get Moving (CCG)	0.00	0	0	0	0.00	0	0	0	0
0	20273 (1937) - British BID DCLG - Loan Fund (Business Improvement District)	0.00	0	0	0	0.00	0	0	0	0
283,453	20276 - Food Safety	0.0	288,710	307,190	18,480	0.0	292,330	0	292,330	3,620
109,179	20277 - Health and Safety Enforcement	0.0	109,110	120,380	11,270	0.0	114,950	(2,550)	112,400	3,290
38,255	20278 - Health and Safety Corporate	0.0	37,770	39,730	1,960	0.0	38,390	0	38,390	620
300,060	20279 - Environmental Protection	0.0	303,050	322,390	19,340	0.0	314,710	(5,130)	309,580	6,530
46,731	20280 - Pest Control	1.0	53,590	56,254	2,664	1.0	60,270	(4,240)	56,030	2,440
24,968	20281 - Local Licensing	4.0	52,170	63,776	11,606	4.0	279,570	(210,000)	69,570	17,400
(1,280)	20282 - Scrap Metal Licensing	0.0	(380)	(380)	0	0.0	0	(380)	(380)	0
(73,582)	20283 - Liquor Licensing	0.0	(78,100)	(77,370)	730	0.0	6,560	(84,400)	(77,840)	260
(13,409)	20284 - Gambling Licensing	0.0	(16,400)	(16,260)	140	0.0	1,150	(17,500)	(16,350)	50
44,870	20285 - Stray Dog Contract	0.0	44,640	45,570	930	0.0	55,520	(500)	55,020	10,380
67,879	20286 - Emergency Planning	0.0	67,470	72,440	4,970	0.0	68,660	0	68,660	1,190
(745,858)	20287 - Off Street Parking	0.3	(774,450)	(578,670)	195,780	0.3	2,051,270	(2,847,300)	(796,030)	(21,580)
(1,156)	20288 - Hornbye Car Park	0.0	(3,360)	(3,360)	0	0.0	13,640	(17,000)	(3,360)	0
7,719	20289 - Abandoned Vehicles	0.0	4,730	4,740	10	0.0	4,990	0	4,990	260
83,895	20290 - Closed Circuit Television	4.0	75,030	88,750	13,720	4.0	89,260	0	89,260	14,230
(8,123)	20291 - ESCC Highway Tree Maintenance	0.0	(3,000)	2,000	5,000	0.0	22,000	(25,000)	(3,000)	0

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2021-22 ACTUAL	SERVICE	2022-23 BUDGET FTE	2022-23 BUDGET	2022-23 FORECAST OUTTURN	2022-23 FORECAST VARIANCE	2023-24 ESTIMATED FTE	2023-24 ESTIMATED TOTAL EXPENDITURE	2023-24 TOTAL INCOME	2023-24 ESTIMATED BUDGET	2023-24 BUDGET TO 2022-23 BUDGET VARIANCE
£	SUMMARY OF REVENUE ESTIMATES	FTE	£	£	£	FTE	£	£	£	£
971	20119 - DSO Operational Building	0.0	53,420	50,810	(2,610)	0.0	53,880	0	53,880	460
1,303,334	20293 - Waste Collection	0.0	1,387,810	1,414,050	26,240	0.0	1,584,670	(100,000)	1,484,670	96,860
854,631	20294 - Recycling	0.0	903,260	907,180	3,920	0.0	951,320	0	951,320	48,060
132,378	20295 - Street Cleansing	0.0	116,770	152,270	35,500	0.0	156,610	0	156,610	39,840
1,172,320	20323 - Waste and Street Cleansing (DSO)	29.0	1,346,910	1,263,833	(83,077)	29.0	1,375,470	(15,000)	1,360,470	13,560
(324,285)	20296 - Greenwaste	0.0	(298,440)	(344,940)	(46,500)	0.0	204,060	(520,000)	(315,940)	(17,500)
340,221	20297 - Waste and Environmental Engagement	0.0	327,900	353,320	25,420	0.0	366,910	(20,000)	346,910	19,010
33,742	20298 - Together Action	0.0	37,760	34,730	(3,030)	0.0	35,500	0	35,500	(2,260)
86,224	20299 - Safer Hastings Partnership (HBC)	1.0	89,450	86,297	(3,153)	1.0	88,240	0	88,240	(1,210)
(12,043)	20300 - Safer Hastings Partnership (External)	0.0	0	9,500	9,500	0.0	64,500	(64,500)	0	0
0	20337 - Safer Streets	0.0	0	0	0	0.0	0	0	0	0
0	20345 - Violence Against Women and Girls	0.0	0	0	0	0.0	0	0	0	0
32,897	20302 - Watercourses	0.0	34,710	36,280	1,570	0.0	36,320	0	36,320	1,610
(611,448)	20303 / 20304 - Cemetery and Crematorium	6.1	(631,460)	(533,249)	98,211	6.1	861,980	(1,477,600)	(615,620)	15,840
19,943	20304 - Welfare Funerals	0.0	8,240	8,240	0	0.0	40,380	(32,140)	8,240	0
25,986	20305 - Travellers Costs	0.0	26,300	26,220	(80)	0.0	26,600	0	26,600	300
38,125	20306 - Town Centre	0.0	36,510	36,560	50	0.0	42,070	0	42,070	5,560
27,406	20307 - Allotments	0.0	23,580	21,050	(2,530)	0.0	63,660	(42,960)	20,700	(2,880)
15,905	20308 - Ecology	0.0	18,730	18,600	(130)	0.0	19,180	0	19,180	450
146,901	20309 - Arboriculture	1.0	156,970	193,849	36,879	1.0	181,570	0	181,570	24,600
1,332,719	20310 - Parks and Gardens	2.0	1,329,700	1,573,987	244,287	2.0	1,651,900	(125,500)	1,526,400	196,700
(56,638)	20312 - Hastings Country Park Car Parks	0.0	(50,130)	(50,130)	0	0.0	2,000	(52,130)	(50,130)	0
169,286	20313 - Hastings Country Park	0.0	163,050	217,530	54,480	0.0	181,390	0	181,390	18,340
49,421	20314 - Countryside Stewardship	0.5	24,000	24,000	0	0.5	95,500	(71,500)	24,000	0
337,097	20315 - Public Conveniences	0.0	375,520	348,040	(27,480)	0.0	352,990	(1,500)	351,490	(24,030)
(11,058)	20338 - Hastings Country Park Grant Funded Works	0.0	0	0	0	0.0	0	0	0	0
16,535	20339 - Hastings Country Park Visitor Centre	0.0	20,000	20,000	0	0.0	26,000	(6,000)	20,000	0
0	20330 - Local Parks Improvement Funding (GGR)	0.0	0	5,700	5,700	0.0	0	0	0	0
10,654,800	DIRECT SERVICE EXPENDITURE	304	12,946,600	17,217,677	4,271,077	302	80,752,030	(66,260,455)	14,491,575	3,540,815

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Draft Corporate Plan key activities update for 2023/24

The council agreed its four-year Corporate Plan* in 2020 and set out its vision and objectives for the period up to the end of 2023/24.

While these ambitions remain, the global, national and local landscape has changed significantly, and the council is now working in a very different social, economic, financial and political context. The council takes these challenges very seriously and has had to change the way it works since Covid, and will continue to address these through our 2023/24 update.

We remain passionate about Hastings, ambitious for the town, and determined to find new and effective ways of delivering for all our residents. One of the positive aspects of Covid has been the effective new partnerships which bring together the council with our innovative voluntary sector, as well as key agencies such as the NHS, East Sussex College and local business.

Increasingly we recognise that councils can only deliver transformation through these partnerships, and so as we focus more on enabling, new platforms that provide ways for local expertise in different fields to be heard are needed. This year the council will start discussions about how best to harness this talent in culture, in the environment and in health. Hastings is full of remarkable people, and by working together we can make it an even more special and more equal place to live, visit and work in.

We are committed to speeding up the regeneration of our town centre, making it an attractive and sustainable place that people want to spend time in, whether to live, shop or enjoy themselves. We are committed to tackling the real challenges of the climate emergency, and to supporting those residents who are struggling with poor health, not enough money and insufficient work and education opportunities.

Our corporate plan update carefully balances the continuing work begun in 2020 with these new initiatives, allowing residents, partners, and stakeholders to understand our commitments and the targets we have set ourselves for the coming year. The Overview and Scrutiny Committee play a key role in holding the administration to account for delivery of these activities.

To determine the commitments set out below, detailed assessments are made by service managers of the capacity of their teams to deliver the council's responsibilities and ambitions. These assessments are informed by statutory (legal) requirements for things the council must do, the level of demand for services (which is higher in the cost of living crisis), the availability of staff and other resources (recruitment and retention of staff remains a challenge in some areas), funding available for activities (including external or from grants), the ability for activities to generate income that can support other council activity, and of course political priorities and aspirations.

The council's financial position is the biggest constraint on its ambition. The significantly reduced level of direct government support over the last decade, the inability of the borough council to raise high levels of council tax and business rates (compared to other councils), and the high demand for key services such as homelessness and benefits have all combined to create a significant deficit - the council's costs are higher than it is able to raise through fees, council tax, other income and government grants.

The largest impact on the council's financial position is that of the costs of temporary accommodation to house those entitled to support under homelessness legislation. The housing crisis in our town is characterised by a continually reducing supply of affordable private rented housing as landlords sell up or increase rents; a significant waiting list for social housing; low wages; and a gap between what housing costs the benefit system will pay for and the level of rent required.

This housing crisis has a huge impact on the lives of the almost 500 households currently living in temporary accommodation, and has a direct impact on the council's financial situation. The net cost for statutory temporary accommodation costs in 2019 was £731,706. The forecast net cost for the whole of 2022/23 is £4,470,220 a rise of more than 500% since 2019/20.

These costs are unsustainable and are threatening the financial stability of the council. Despite all our initiatives and interventions, the short-term position of the council (until further significant numbers of affordable accommodation is built in around two years' time) is extremely challenging.

In response, the council is moving to a model whereby it no longer directly delivers some of the non-statutory activities it has supported in the past but will seek to work in partnership with others where this can be done more cost-effectively or enables others to step in.

The council of course also needs to ensure that it can continue to employ the best and most committed staff team to deliver services to local people.

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Tackling homelessness, poverty and ensuring quality housing
1. The Housing and Homelessness Taskforce will continue to prioritise the key delivery objectives identified aimed at reducing our temporary and emergency accommodation usage. We will also progress and implement cost effective alternatives to high-cost emergency housing provision.
2. Conclude implementation and encourage take up of new self-service system for revenues and benefits.
3. Achieve key performance and collection targets in respect of benefit processing times and collection rates for council tax and business rates.
4. Continue our programme to maximise delivery of much needed new, Local Housing Allowance rate, affordable and retrofitted homes in our town: <ul style="list-style-type: none">• Including 500 affordable homes by 2027, maximising the number of rented homes, with first 200 due to be completed from this year.• Progress developments on council owned land such as Bexhill Road South and Mayfield E to meet this affordable homes target.

5. Improve access to settled housing for homeless people through our social lettings agency and property owner incentive programmes.
6. 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.
7. Utilise available grant funding aimed at reducing fuel poverty and improving energy efficiency by promoting and referring residents to the Warm Home Check Service.
8. Develop our acquisitions programme to supply up to 200 units of cost-effective temporary accommodation, starting this year, by 2026.
9. Ensure that all homes delivered by the council or partners comply with the Healthy Homes principles as outlined by the Town and Country Planning Association.

10. Develop and adopt a new Housing Strategy and review key policy documents, including the Social Housing Allocation scheme.

11. Housing and Homelessness Taskforce will 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.

12. Use Disability Funding Grants funding available through the financial assistance policy to supply adaptations more effectively to eligible residents to allow them to live independently for as long as they feel able, involving local partners and housing providers.

Keeping Hastings clean and safe

13. Ensuring delivery of our statutory refuse, recycling and street cleansing services, including:
- 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.
 - 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) towards finding potential improvements to the way the service is run, and implement them where sufficient budget is found and authorised.

14. 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, including reporting highways issues weekly.

15. Ensuring statutory delivery of our licensing and environmental health commitments including:
- Continue to support local businesses to comply and keep food hygiene ratings.

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

16. Implement the in-house grounds maintenance contract from November 2023.

17. Complete the landscaping work required to return Alexandra Park to its former standard following the statutory improvement works at Buckshole Reservoir.

18. Publish new Cultural Regeneration Strategy 2023-28.

19. 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 or differently with the funding and resources available. Proactively explore revenue earning opportunities at Hastings Museum & Art Gallery such as promoting it as a wedding and corporate venue, with a view to extending this model to other properties if it is successful and resources allow.

20. Promote Active Travel across Hastings to encourage active and healthy lifestyles and accelerate through a new cross party working group.

21. Complete our work on our Local Plan engaging our citizens and partners to help set how the borough will shape up for the future. Ensure the Local Plan complies with Age Friendly principles.

22. Complete new Asset Management and Capital Strategies, and 2023/24 plans and actions refreshed and delivered accordingly, including exploring earning opportunities from council property and assets.

23. Ensure both the local plan and asset management strategies include the promotion of land suitable for community food growing opportunities.

Minimising environment and climate harm in all that we do - tackling our climate and biodiversity crisis

24. Implement our actions in the updated climate change strategy and action plan, including converting waste vehicles from diesel to HVO, HBC vehicles to electric, new approaches to biodiversity through the in-house grounds maintenance service, reducing vehicle use where possible and improving pedestrian access in Hastings Town centre, prioritising sustainable and active modes of transport in the new Local Plan, expanding Solar for Business and Green Energy training.
25. Ensure every decision that the council makes will be made with climate change and the environment as a key focus, framing decisions through a climate change emergency lens with key performance indicators agreed. Encourage greater use of active travel and sustainable public transport by residents and visitors.
26. By being honest about the scale of the task ahead, we will become a campaigning council actively calling on the government for the funding that local government needs to be able to help residents and communities make the changes that are necessary to reduce our carbon emissions, including the challenge of retrofitting local housing stock.
27. Set up a cross party working group to support climate emergency work, with officer support to focus on bringing in funds for partnership working with the third and business sector and tapping into the huge skill resource available in the town.
28. Ensuring our assets are delivering on our climate action goals.

Delivery of our major regeneration schemes

29. 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.
Examples for 2023/24 include supporting:
 - Design work on plans for a new Castle visitor centre including improved access
 - Consultation on detailed plans for a greener, safer, and more attractive pedestrian friendly Town Centre
30. Town Deal and other regeneration schemes will move forwards including
 - o Independent town deal projects (ie East Sussex College Green Training Centre and EFT Green Classroom with Plumpton College) will be open in 2023
 - o Other approved town deal projects will be implemented for completion by 2026.
 - o Refining proposals, developing a business case and submitting Levelling Up bid for new health and leisure centre at Summerfields.
 - o Work with Homes England to capture the wider regeneration interests in the town centre, including Station Plaza.
31. Taking Connecting Hastings and Rother Together projects to completion in June 2023.
32. Implementation of the UK Shared Prosperity Fund proposals including improvements for Broomgrove, working with local community, culture, environment, health and housing partners. Use this project to test embedding the lessons learnt from the Health Equalities work and the HVA 'Facing the Future' report.

33. Refocus support for the town's visitor economy and its c7000 jobs

34. Continuing to monitor the developer's progress with proposals to regenerate the West Marina site.

Ensuring the council can survive and thrive into the future

35. Reprioritising and reorganising services in order to meet our statutory commitments, budgetary challenges and rebuild reserves, and where necessary make reallocations of resources to reduce the impact of the housing crisis.

36. 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.
- include carbon reduction goals.

37. Integrate lessons learned and continue to realise benefits from the digital first programme and keeping online access to services, subject to capacity and budget.

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

- Ensure that budget managers are equipped with the necessary tools and skills, aware of their responsibilities and accountability by providing further finance for non-finance managers training.
- Implement (as far as possible and in line with our Treasury Management Strategy) the Responsible Investment Policy committed to as part of the 2018 council motion to divest from fossil fuel businesses.

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

39. Continue to work with partners to address the health inequalities in our town:

- Ensuring that the Universal Healthcare work delivers on the objectives of re-designing access options for local people
- Support the Local Strategic Partnership Boards work on addressing the wider determinants of health inequalities
- Continue to lobby to keep and sustain resources in the town, for example, to keep as many specialist units at the Conquest Hospital as possible.

40. Review the council's procurement approach to engage local and community businesses where possible working towards a local circular economy.

41. Consider the case to move to four yearly local elections and undertake a governance review of council decision making and report to Full Council on options.
42. Begin conversations with residents and local, regional and national partners with a view to establishing new health, culture and environment partnerships in 2024.
43. Support work of Overview and Scrutiny Committee, and Local Strategic Partnership, to strengthen promotion and delivery of equalities for staff and residents.

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