

# Overview and Scrutiny Committee Agenda

**Tuesday, 5 December 2023 at 6.00 pm**

Muriel Matters House, Breeds Place, Hastings, East Sussex, TN34 3UY. Please enter the building through the Contact Centre entrance via the seafront.

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# Agenda Item 3 Public Document Pack

## OVERVIEW AND SCRUTINY COMMITTEE

9 AUGUST 2023

Present: Councillors Patmore (Chair), Sinden (Vice-Chair), Bacon, Carr, Cooke, Foster, Hay and Hilton

Officers: Jane Hartnell (Chief Executive), Kit Wheeler (Chief Finance Officer)

Members of Cabinet Present: Councillor Barnet, Batsford and Rogers

### 151. APOLOGIES FOR ABSENCE

Apologies received from Councillors Roberts, Turner and Webb

### 152. DECLARATIONS OF INTEREST

Councillor	Item	Interest
Cllr Hay	4,5,6	Personal – ESCC Councillor
Cllr Hilton	4,5,6	Personal – ESCC Councillor

### 153. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/2024 - QUARTER 1

The Continuous Improvement and Democratic Services Officer updated that meetings are being set up so that the committee can gather information. The LGA Finance Peer review meeting has been set for the 19<sup>th</sup> September. The Head of Environment and Operations will be speaking with the living environment group at the end of August. Other meetings around tourism and cultural strategy are also being arranged.

#### Resolved (Unanimously)

**That the committee note the progress of the Overview and Scrutiny work programme for the 2023/24 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.

### 154. PERFORMANCE MONITORING 2023/2024 - QUARTER 1

The Chair explained the period under o review is April to June. The Chair gave thanks to all staff that have helped to make the performance monitoring dashboard available.

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Members of the Senior Leadership Team and Lead Councillors were present to answer questions. The committee asked questions:

**Q: Regarding Community Safety KPI is activities delivered to time cost and quality. This is too vague. What evaluation is in place to assess where money is spent and whether it achieves an increase in community safety?**

Cllr Rogers explained the targets are Hastings based. Gating of alleyways has happened to assist to reduce anti-social behaviour. Night time taxi marshals have been paid for over Christmas. Cllr Hilton asked a follow on questions of how is success measured. Cllr Rogers explained this is hard to monitor and overall levels of crime data are not always matched with perceptions of crime

**Q: The second KPI is street and community safety ASB but again no measurement to indicate why it's green?**

Cllr Rogers explained she will ask if the crime figures can be shared which may help with measuring success.

**Q: Regarding FPN's how can 2 for the quarter be amber?**

Cllr Rogers explained she would speak with the Head of Community and Regulatory Services and ask for the KPI's to be updated.

The Committee noted that the same question was asked at the quarter 4 meeting and requested a explanation at the next quarter 2 meeting.

**Q: On the Enforcement KPIs it states meeting appropriate performance indicator measures but there appears to be no definition of what these are so how can we assess them?**

Cllr Rogers explained she will review how these measures are recorded and if they are reflecting the crime figures. The committee requested that The Safer Hastings partnership to be asked how they measure success.

**Q: Will the council revise its EV charging usage target now a fee is being applied? And if so, how will the target be calculated?**

Cllr Barnett answered the base line has changed and the new KPIs may take longer due to the capacity of staff. Cllr Barnett suggested that new KPI's start at the beginning of the next finance year. The committee asked how performance is to be measured? Cllr Barnett answered that Housing and Finance KPI's will be updated this year.

**AGREED: The Committee agreed to delay the review of all KPIs whilst officers deal with the housing crisis and financial challenges, with the caveat that the Housing and Finance KPIs would be reviewed and as necessary updated and be the focus of O&S monitoring for 2023/24.**

## OVERVIEW AND SCRUTINY COMMITTEE

9 AUGUST 2023

**Q: Will the portfolio holder be revising the affordable homes target or modifying the performance indicator? It would be more helpful if the performance indicator indicated how many of the 500 affordable homes have been delivered so far?**

Cllr Barnett answered that the KPI was to achieve 500 affordable homes by 2027. The homes that were to be built on the land that is planned to be sold will be built, just not by the council. The Committee requested to have regular updates on how many affordable homes have been delivered.

**Q: Why is the asset management plan KPI green**

Cllr Barnett explained the asset management plan has been green once the work was commissioned. The target is a whole-year one.

**Q: Regarding the Cornwallis Street hotel, have the lengthy delays had a cost implication to the council? i.e. interest rate rises, inflation rises and the loss of revenue from the car park. When will the tendering process be completed and presented to Full Council?**

Cllr Barnett answered that the hotel had to be retendered and yes there have been increased costs to the council as with all construction projects. A report is hoped to be brought forward soon.

**Q: Regarding staff sickness. Are these industry standard performance indicators, are they set too high and, if not, why are they consistently high?**

Cllr Barnett answered that the council is very close to achieving its target. He will have a meeting with HR next week. The committee asked for a follow up.

**Q: Does the Council still aspire to take on apprentices or is this policy on hold in the current financial situation? Can the RAG indicators be corrected?**

Cllr Barnett answered that there are three apprentices within the council. The KPI needs to be updated. Officers to be asked to add more detail to KPI's

**Q: Click rate is amber. Has this been happening for more than one quarter? Do we any sense of the reason why click through might be down?**

Cllr Barnett answered that clicks were anticipated to be down after covid when there had been an increased need for information from trusted sources like the council.

**Q: With the ending of funding for visit 1066 country what are our Tourism KPI's going to be going forward?**

Cllr Batsford answered that Hastings Borough Council are still members of 1066 Country until October. Going forward there will be workshops with cultural leaders and groups. The KPI's will monitor attraction usage and car parking attendances. Cllr Barnett explained that tourism figures can show trends but they will not be available

## OVERVIEW AND SCRUTINY COMMITTEE

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until next year. Cllr Hilton asked if the council is working with East Sussex County Council. Cllr Batsford explained conversations have been planned and that the foreign student visits has risen to nearly 70-80 percent of pre covid attendance.

**Q: What is the plan for the Shared Prosperity fund? We can't assess the KPI if we don't know the planned programme.**

Cllr Batsford answered that work is progressing on the Greening project in areas around Broomgrove. Work is taking place to increase employment of residents in walking distance of the industrial parks. Work is also continuing with the Broomgrove Centre and looking to instal a GP surgery. There are targets that must be met to receive the money from government. The Committee explained how some text next to the KPI's would have helped. Cllr Barnett explained he will ask for the communications regarding the Shared Prosperity Fund to be reviewed.

**Q: Regarding Leisure facilities KPI is lessons learnt and strategy applied. Where is the strategy? What are the lessons learnt?**

Cllr Batsford answered that the new joint playing pitch and built facilities strategy will be published as part of the documentation that forms the draft new Local Plan.

**Q: Council leisure centre attendance. Says to be agreed but is given Green RAG rating. On what basis?**

Cllr Batsford explained that against last years KPI's attendances are up.

**Q: Regarding Business rates collection what is being done to ensure improvement on the amber rating?**

The Chief Finance Officer explained the KPI reporting needs to be revised as the collection is above the target. A new legal firm has been engaged to procure outstanding debt.

**Q: Regarding Housing allocation due in July August is there a revised time scale?**

Cllr Barnet answered that Cllr Willis is looking at a whole range of housing strategies that need to be revised and updated, the allocations policy is just one of those. A timetable will be brought forward for introducing new policies.

**Q: There are now 127 targets instead of 199. How will this be brought back up.**

Cllr Barnett answered the plan is to refine the targets to more quality than quantity.

The Committee discussed having targets that are also meaningful to the public.

**Q: Would it be possible to have mandatory comments?**

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The Chief Executive explained the targets need to be profiled properly. There needs to be a balance with the inclusion of meaningful and helpful information balanced with a focus on exceptions.

### **Q: Regarding Finance why is HBC financial statement of accounts for previous financial year KPI red?**

The Chief Finance Officer explained that there are delays due to an audit backlog. Cllr Barnett explained this is a nationwide issue.

The Chief Executive highlighted that not all work completed by officers is measured by KPI's and explained how a large group of housing officers and other staff have been working that afternoon and evening to prepare to house eight individuals with complex housing needs and a further ten tenants also living in a property which had been at risk of being prohibited. A lot of work is completed like this by officers but not recorded by KPI's. Thanks was given by the Chair to the staff involved.

The committee discussed to change the recommendations as they are not content with the agreed ongoing quarters performance indicators for 23/24. The committee highlighted that they want to see at least new KPIs for housing and finance and for this to be assessed at the Quarter 2 meeting in November.

### **Resolved (Unanimously)**

- 1. That the Overview and Scrutiny Committee review performance for statutory performance indicators for Quarter 1 and public indicators for remaining quarters 2023/24.**
- 2. That staff be thanked for their hard work and achievements to date.**

### **Reasons**

1. To assist the council to undertake performance and financial monitoring arrangements.
2. To ensure that senior management, officers, and Portfolio Holders (Lead Cllrs) have ownership of performance of the service areas under their responsibility.
3. That O&S and the public can review performance and highlight both achievements and areas of concern.
4. That Portfolio Holders have agreed performance indicators against the updated corporate plan and agreed delivery plan for 23/24.
5. That O&S are sighted on and agree statutory performance indicators for Q1 and ongoing quarters for 23/24.

### **155. FINANCIAL MONITORING - VERBAL UPDATE**

The Chief Finance Officer explained there had to be a delay to the report due to further scrutiny of the data. This combined with some staff leave has delayed the report. The report will be ready for the future meeting in September.

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### 156. LGA FINANCE PEER REPORT DISCUSSION

The Chair explained there will be specific meeting regarding the LGA Peer Review report on September 19<sup>th</sup>.

The Chair highlighted a significant part of the report:

‘The peer challenge team reviewed the Council's finances, budget reports and financial monitoring information. Having reviewed these documents and discussed them with interviewees, the peer challenge team are very concerned about the Council's financial sustainability, the low level of unallocated revenue reserves and the record on achievements of savings and overspends in housing. Unless the revenue budget position is addressed as a matter of urgency, with savings promptly realized, then the Section 151 officer will be left with little choice but to issue a section 114 notice to the Council at some point during the financial year of 2023/24’.

The Chair asked with the focus on temporary accommodation what could have been done in the past that were doing now. The Chief Executive explained that all the tools of the past have changed over time. The council does not have its own housing stock. The main route was to discharge people in temporary accommodation is into private rented sector which has collapsed in terms of size and affordability for many people. Cllr Batsford explained a lot of councils have found themselves in the same position. Accommodation that was previously let for bed sits etc have been purchased and changed into family houses and rents have increased significantly. The Council has employed more housing officers to assist with the crisis. A lot of the suggestions in the report are work that has been completed by the council for years, but now there is a large increase in volume. Cllr Barnett explained the temporary accommodation crisis is a national crisis.

The committee requested a timeline of how and when the recommendations will be actioned to be provided at the September meeting.

Cllr Carr requested if documents mentioned in the LGA Report can be made available for the meeting in September.

- The documents that set up the housing company
- The senior leadership's detailed delivery plan for the use of resources, focus and time.
- The 15 recommendations and the report from the LGA Housing Advisory Program.
- The financial sustainability program action plan
- The Housing Improvement Program Action plan
- The current housing allocations policy (available on the council's website)



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Cllr Barnett answered that most of the documents are available. It was requested the documents are shared to all Overview and Scrutiny members.

The committee requested an update regarding the phase 2 restructure to be given at the September meeting.

The Committee discussed CIPFA training. The Chief Finance Officer explained there is training planned and a date needs to confirm.

Cllr Carr asked if the East Sussex procurement hub for temporary accommodation had been signed up to. The Chief Finance Officer explained that there were some areas in the report that the Council and the LGA have different views on. There is no joint contract or framework to join at the moment, but that work was underway with a range of local councils to try to improve the costs of temporary accommodation procured by them all.

Cllr Carr asked how has learning from working with other councils been collated and what has been learnt. The Chief Executive explained that not all councils work in the same way. Working with Newham Council has helped identify if area have been missed and looking at ways to identify any further savings.

Cllr Hilton requested an update to be provided on the Capital Strategy and the Asset Management plan to be provided at the September meeting and for the Medium-Term Financial Plan to be available.

The Chair requested that a detailed update on progress from March when the recommendations were first suggested be presented at the September meeting

(The Chair declared the meeting closed at. 7.57 pm)

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# Agenda Item 4



**Report To:** Overview and Scrutiny Committee

**Date of Meeting:** 5 December 2023

**Report Title:** Overview and Scrutiny Committee Work Programme (2023/24) Update

**Report By:** Coral Harding, Continuous Improvement and democratic Services Officer

**Key Decision:** N/A

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## Purpose of Report

To provide an update of progress for the 2023/24 Overview and Scrutiny work programme and proposed follow up actions.

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## Recommendation(s)

**That the committee note the progress of the Overview and Scrutiny work programme for the 2023/24 municipal year and follow up actions.**

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## Reasons for Recommendations

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.

## Introduction

1. Following the agreement of the work programme at Annual Overview and Scrutiny meeting on 27<sup>th</sup> July 2023. The committee has since met to provisionally confirm work groups and lines of enquiry.
2. The confirmed work programme can be found in appendix A. These ideas and themes draw on previous Overview and Scrutiny work. The committee have grouped work into 4 themes this year; Finance, Equalities, Living Environment and Follow up 2022

## Overview and Scrutiny work programme 2023/24

3. The committee has decided to pursue 4 themes this year;
4. The work programme will use a combination of reviews and updates. It is also accepted that some of the information the require will be obtained from the quarterly review meetings.
5. Appendix A sets out the proposed O&S work programme for the year ahead breaking down the proposed reviews of each theme over the course of the year.
6. The bulk of the investigative work will be done through Quarter 2 and 3. Any recommendations from this work will be reported in Quarter 4. These recommendations will go to Cabinet or Full Council depending on relevance.

## Finance Theme

7. The Overview and Scrutiny committee are concerned by the large deficit the council faces this year which is currently estimated at £2.5 million. Overview and Scrutiny committee are keen to help support efforts to lessen the impact of the deficit.
8. The work programme consists of several different areas as followed;
  - Finance Peer Review Meeting with Council Leadership
  - Costs of Homelessness
  - Asset Management Review
  - Tourism & Cultural Strategy
  - Management & Staff restructuring
9. As part of the Asset Management Strategy Overview and Scrutiny called in the Cabinet decision 'Land and Property Disposal Programme' on 15<sup>th</sup> August. The agenda and minutes for this meeting can be found [here](#).
10. Overview and Scrutiny agreed for the decision to be implemented and sent a report to 2<sup>nd</sup> October Cabinet with recommendations. The report can be found [here](#)
11. Overview and Scrutiny held the Finance Peer Review meeting on 19<sup>th</sup> September that reviewed the LGA Finance Peer report with the Leader and other Portfolio Holders. The agenda and minutes for this meeting can be found [here](#)

12. As part of the Tourism & Cultural Strategy Overview and Scrutiny met with the outgoing Major Projects and Marketing Officer to discuss previous and potential tourism strategies. Overview and Scrutiny were very interested in the potential of the Hastings Castle site. The committee would also like to express thanks to Kevin Boorman for all his hard work.
13. Overview and Scrutiny reviewed the Town Deal Programme Update at a meeting on 18<sup>th</sup> October. The agenda and minutes for this meeting can be found [here](#)
14. Overview and Scrutiny made recommendations and these were sent to 6<sup>th</sup> November Cabinet. The report for this can be found [here](#)
15. These reviews have been led by Councillor Patmore. All Overview and Scrutiny members have been active in these reviews given the Councils Financial situation.
16. Overview and Scrutiny have contributed to the Budget Planning discussions. They held a meeting on 20<sup>th</sup> November. The agenda and minutes for this meeting can be found [here](#)

### **Equalities theme**

17. The committee recognises that local residents come from many different backgrounds and have many different needs. The Equalities theme will look at how the council monitors the levels of accessibility and considerations taken in providing public services for a diverse population.
18. The Overview and Scrutiny committee wanted to continue previous work from last years work programme and are keen that the Equalities Working Group continues to meet and explore its line of enquiries. This group will be open to all Councillors.
19. The committee would also like to review the Park Safety works which were completed early in the year in Alexandra Park in response to a resident's petition because of a violent incident.
20. Councillor Carr will lead this review.

### **Living Environment theme**

21. Overview and Scrutiny recognise the need for a healthy living environment that is safe & clean, promotes healthy behaviours and is pleasant to live in.
22. Overview and Scrutiny believe in positively promoting a healthy living environment in the borough and actively support initiatives to reduce issues that can affect this such as pollution, climate change and cleanliness.
23. The review will also look at ways of reducing fly tipping incidences in the borough by investigating the current data from My Hastings and exploring if new incentives can help.
24. The review would scrutinise the changes the council need to undertake to implement the new national refuse and recycling collections.
25. Overview and Scrutiny held a meeting with Head of Environment and Operations on 29<sup>th</sup> August to discuss these issues and explored in detail My Hastings, fly tipping and the work of the Tidy Up St Leonards group.
26. This review is keen to establish a Climate Change Action Group. This group will support and scrutinise the councils' efforts to build climate resilience in the borough.

27. Councillor Hilton will lead this review.

### Follow up theme

28. The previous year's Overview and Scrutiny work programme was not completed in full by the committee, but they would like to continue and monitor progress from previous commitments.
29. The review will complete a review of the performance indicators and will look at the indicators for Finance, Housing and Climate Change as a priority. They are currently working with the Head of Strategic Programmes to achieve this. Senior Managers have been asked to review there current targets.
30. The review would still like to review Sea Changes activities and achievements. The committee are currently looking at ways to explore this review with other partners.
31. The review would also like to meet with Southern water to discuss the future plans for the town and the resolutions to the issues that are currently being experienced.
32. This review will lead by Councillor Sinden.

Action	Key milestone	Due date (provisional)	Responsible
Overview and Scrutiny to agree their work programme actions	Work programme and actions agreed	5 <sup>th</sup> December 2023	Overview and Scrutiny committee

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### Wards Affected

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### Policy Implications

Reading Ease Score:

Have you used relevant project tools?: N/A

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

Equalities and Community Cohesiveness	Y/N
Crime and Fear of Crime (Section 17)	Y/N
Risk Management	Y/N
Environmental Issues & Climate Change	Y/N
Economic/Financial Implications	Y/N
Human Rights Act	Y/N
Organisational Consequences	Y/N

Local People's Views	Y/N
Anti-Poverty	Y/N
Legal	Y/N

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### **Additional Information**

Appendix A- Overview and Scrutiny Work Programme 2023/24

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### **Officer to Contact**

Officer: Coral Harding  
Email: [Charding@hastings.gov.uk](mailto:Charding@hastings.gov.uk)  
Tel: 01424 451484

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**Appendix A: Overview and Scrutiny Work Programme 2022/23**

FINANCE	EQUALITIES	LIVING ENVIRONMENT	FOLLOW UP
<p><b>FINANCE PEER REVIEW MEETING WITH COUNCIL LEADERSHIP</b></p> <p><b>COSTS OF HOMELESSNESS</b></p> <p><b>ASSET MANAGEMENT REVIEW</b></p> <p><b>TOURISM AND CULTURAL STRATEGY</b></p> <p><b>MANAGEMENT AND STAFF RESTRUCTURING</b></p>	<p><b>EQUALITIES WORKING GROUP</b></p> <p><b>REVIEW OF VIOLENCE AGAINST WOMEN AND PARK SAFETY PROJECT</b></p>	<p><b>CLIMATE CHANGE ACTION GROUP</b></p> <p><b>FLY TIPPING REVIEW</b></p> <p><b>NATIONAL CHANGES TO REFUSE AND RECYCLING COLLECTIONS</b></p>	<p><b>REVIEW OF PERFORMANCE INDICATORS</b></p> <p><b>MEETING WITH SOUTHERN WATER</b></p> <p><b>SEA CHANGE REVIEW</b></p>
<p align="center"><b>2022/23 WORK PROGRAMME CONCLUSIONS AND RECOMMENDATIONS REPORTED</b></p>			



# Agenda Item 5



**Report To:** Overview and Scrutiny  
**Date of Meeting:** 5/12/23  
**Report Title:** Performance Monitoring Quarter 2 2023/24  
**Report By:** Stephen Dodson – Head of Strategic Programmes  
**Key Decision:** N/A  
**Classification:** Open

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## Purpose of Report

1. To provide a summary of performance for Quarter 2 (July - September) 2023/24
2. To enable Senior Managers, Portfolio Holders, and O&S to agree performance indicators for Quarter 2 2023/24

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## Recommendation(s)

1. That the Overview and Scrutiny Committee review performance for statutory performance indicators for Quarter 2.
2. That staff be thanked for their hard work and achievements to date.

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## Reasons for Recommendations

1. To assist the council to undertake performance and financial monitoring arrangements.
2. To ensure that senior management, officers, and Portfolio Holders (Lead Cllrs) have ownership of performance of the service areas under their responsibility.
3. That O&S and the public can review performance and highlight both achievements and areas of concern.

## Introduction

1. The Council updated its four year [corporate plan \(2020/24\)](#) in February 2023. This update took into account new challenges facing the council. The update can be found here [2023-24 Corporate Plan update | Hastings Borough Council](#)
2. This report sets out a summary of council performance for Quarter 2 (July – September 2023)
3. Performance reporting and updates continue to be reported in a Dashboard format and the intention remains to build and improve the performance reporting including financial information and this report should be viewed alongside budget monitoring reports.

4. O&S have agreed that the key areas of focus for O&S would be finance and housing.
5. Thus, Q2 one will only be reporting statutory performance indicators and progress on other agreed indicators.

## Performance reporting

1. Performance measures and targets are set out by service area in dashboard format and are available to the public via the councils website.
2. [Performance Monitoring Dashboard - Public](#)
3. O&S to review and agree the performance indicators for Quarter 2 2023/24
4. On the dashboard, a snapshot of overall performance per quarter is given before presenting performance by each service area in bar charts.
5. A RAG rating is used to determine progress where Green reflects performance on track, and Red and Amber are 'exceptions' – will not (Red) or might not (Amber) meet expected performance.
6. When you click on Red, Amber or Green in the bar charts you will then be given further detail on the associated key activities or PIs from within that service area.
7. Where performance is Red or Amber (an exception) an explanation should be provided outlining why expected performance is not being met.
8. In line with the request from the Overview and Scrutiny committee to report by exception, comments would be welcome on Green, Amber, Red
9. Where the target is a Performance Indicator (PI) you will be able to view a target where set.
10. At the top of the Dashboard there is a link that will show all service area performance exceptions with a Red or Amber status at quarter one.

## Options

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

## Timetable of Next Steps

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

Action	Key milestone	Due date (provisional)	Responsible
O&S to provide questions on Performance 3 days before O&S	Questions provided to Portfolio Holders/SLT	3/12/23	Democratic Services Officers

Record and collate views of O & S on performance	Minutes and associated actions drafted and approved.	TBD	Committee Administrator
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## Wards Affected

ALL

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## Policy Implications

Reading Ease Score:

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

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

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## Additional Information

See links in the main body of the report.

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## Officer to Contact

Officer: Stephen Dodson – Head of Strategic Programmes

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# Agenda Item 6



**Report to:** Overview and Scrutiny

**Date of Meeting:** 5<sup>th</sup> December 2023

**Report Title:** Financial Monitoring Report for 2023/24 – to end of September 2023 (Quarter 2)

**Report By:** Kit Wheeler  
Chief Finance Officer

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## Purpose of Report

To provide a summary of the forecast outturn position for services at the end of Quarter 2 (September 2023).

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## Recommendation(s)

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

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## Reasons for Recommendations

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 2024/25 budget and the impact of the 2023/24 outturn on the reserves position.

## Background

1. As part of the process of continuous improvement, and to provide more comprehensive financial monitoring, the format of the budget monitoring report continues to change.
2. Last year the monitoring report was revised to not only include the monitoring of direct service expenditure but to also include details on debt repayment (Interest and MRP), and Capital budgets.
3. Further developments have been implemented for 2023/24 including monitoring of the achievement of PIER savings agreed as part of the 2023/24 budget process, monitoring of the Reserves position and monthly updates to the Medium-Term Financial Plan (MTFP).
4. In February 2023, the Council agreed a revenue budget for 2023/24 with total expenditure of £17,754,575 funded by government grants, Council Tax, Business Rates, and contributions from reserves.
5. The table below shows the forecast outturn position at the end of September 2023 (Quarter 2).

**Table 1: Forecast Revenue Outturn Position**

Monitoring to end of September 2023	2023/24 Original Budget £	2023/24 Draft Outturn £	2023/24 Variance £	2023/24 Variance %	August Forecast Variance £	Change £
<b>Head of Service Area</b>						
Chief Finance Officer / S151 Officer	3,369,740	4,688,919	1,319,179	39.1%	1,357,201	(38,022)
Chief Legal Officer / Monitoring Officer	986,090	950,340	(35,750)	-3.6%	(25,350)	(10,400)
Head of Commercial Services & Developme	947,800	1,099,424	151,624	16.0%	102,730	48,894
Head of Community and Regulatory Services	861,830	898,690	36,860	4.3%	92,560	(55,700)
Head of Environment and Operations	5,038,340	5,150,092	111,752	2.2%	86,500	25,253
Head of Housing	6,426,235	7,452,207	1,025,972	16.0%	1,107,980	(82,008)
Head of People and Business Support	712,550	730,240	17,690	2.5%	15,378	2,312
Head of Strategic Programmes	1,976,880	2,278,850	301,970	15.3%	156,596	145,374
Property and Commercial Assets Manager	(4,992,890)	(5,371,370)	(378,480)	7.6%	(421,610)	43,130
<b>Total Service Expenditure</b>	<b>15,326,575</b>	<b>17,877,392</b>	<b>2,550,817</b>	<b>16.6%</b>	<b>2,471,985</b>	<b>78,832</b>
Minimum Revenue Provision (MRP)	945,000	904,100	(40,900)	-4.3%	(40,900)	0
Net Interest (Earnings) / Payments	1,483,000	1,481,500	(1,500)	-0.1%	(1,500)	0
<b>Debt Repayment Costs</b>	<b>2,428,000</b>	<b>2,385,600</b>	<b>(42,400)</b>	<b>-1.7%</b>	<b>(42,400)</b>	<b>0</b>
<b>Total Expenditure</b>	<b>17,754,575</b>	<b>20,262,992</b>	<b>2,508,417</b>	<b>14.1%</b>	<b>2,429,585</b>	<b>78,832</b>

6. Total Expenditure is forecast to be £2,508,417 over budget at year end. This is an increase of £78,832 on the overspend reported at the end of period 5 (end of August). The factors leading to this change in forecast are discussed in paragraph 12 below.



7. The overspend of £2,550,817 on Total Service Expenditure is offset in part by savings on MRP and Net Interest payments. Further details on the different elements are given below.

## Total Service Expenditure

8. The 2023/24 Total Service Expenditure budget agreed by Council was £14,826,575. This figure includes the contingency budget which was initially set at £300,000 but is moved out to budget areas via a virement (budget movement), all contingency virement requests are approved by the Chief Finance Officer.
9. The Total Service Expenditure budget has increased by £500,000 since the budget was approved, as the targeted revenue saving from changes to the Capital Programme have been removed from the Corporate Management cost centre where it was being held and applied to the Interest payable/receivable and MRP budget lines. The revised Total Service Expenditure budget is now £15,326,575.
10. Following the Senior Management Restructure, the reporting setup for monitoring has changed. The distinction between Corporate and Operational Services has been removed and we now report under the 9 Head of Service areas.
11. Table 2 below details the current forecast outturn position for Total Service Expenditure.

**Table 2: Revenue Direct Service Expenditure Position**

Head of Service Area	2023/24 Budget	2023/24 Forecast Outturn	Variance	Trf to / (Use) of Reserves	2023/24 Outturn Variance
	£	£	£	£	£
Chief Finance Officer / S151 Officer	3,369,740	4,688,919	1,319,179	0	<b>1,319,179</b>
Chief Legal Officer / Monitoring Officer	986,090	950,340	(35,750)	0	<b>(35,750)</b>
Head of Commercial Services and Development	947,800	1,215,224	267,424	(115,800)	<b>151,624</b>
Head of Community and Regulatory Services	861,830	921,090	59,260	(22,400)	<b>36,860</b>
Head of Environment and Operations	5,038,340	5,486,792	448,452	(336,700)	<b>111,752</b>
Head of Housing	6,426,235	7,462,107	1,035,872	(9,900)	<b>1,025,972</b>
Head of People and Business Support	712,550	825,440	112,890	(95,200)	<b>17,690</b>
Head of Strategic Programmes	1,976,880	2,128,850	151,970	150,000	<b>301,970</b>
Property and Commercial Assets Manager	(4,992,890)	(5,371,370)	(378,480)	0	<b>(378,480)</b>
<b>Total Service Expenditure</b>	<b>15,326,575</b>	<b>18,307,392</b>	<b>2,980,817</b>	<b>(430,000)</b>	<b>2,550,817</b>

12. The forecast overspend on Total Service Expenditure has increased by £78,832 since last month (August 2023). The most notable variances causing this charge are:
- Forecast Increase of £145k in Development Management due to an absence of major applications.
  - Homelessness/Housing decreased by £82k
13. Historically, as part of the annual budget setting process a thorough and detailed analysis of the current year's budget is undertaken. This is then used to inform the remaining year's budget. As a result, the original budget was revised in line with

current and latest available information and forecasts. However, we will not be producing a revised budget going forward and instead will be monitoring and reporting throughout the year against the original budget. The original budget will however have virements (budget movements) between different areas, but the Total Expenditure budget will not change.

14. Appendix 1 provides a more detailed analysis of each directorate, and this report seeks to provide further narrative on the main variations identified.
15. At the time of writing, inflation continues to remain elevated and wage growth demands and energy costs are high. These factors are having a substantial impact on the Council's budgets and will lead to significant unavoidable additional expenditure which will need to be offset by savings from elsewhere within the budget or the use of our limited reserves.
16. The figures and estimates contained in this report were produced based on the latest available information, and as such could be subject to further change.
17. The 2023/24 staff pay rise is yet to be agreed. The current offer is £1,925 per Full Time Equivalent (FTE) or 3.88% whichever is greater. At the time of setting the budget an assumption of a 3% salary increase was made. The salary costs in this report assume that a pay rise equivalent to the current offer is accepted, anything above this will result in additional costs.
18. The unbudgeted pay rise will adversely impact all service budgets. These are however out of the direct control of the service budget managers. In some areas this overspend will be offset against savings, thus reducing the adverse impact in the short term. Where this is the sole impact individual narratives for each area have been removed to avoid repetition within the report itself.

## **Chief Finance Officer / S151 Officer**

19. This area is forecasting an overspend of £1,319,179.
20. A senior management restructure was undertaken during 2022/23 and took effect from 1<sup>st</sup> April 2023. The budget for the new Senior Leadership Team was therefore not confirmed nor were details of posts. This budget has now been determined, and shows an overspend of £107,320.
21. Corporate Management costs is showing an overspend of £1,015,160. £50,000 of this is in relation to an insurance claim for felled trees with a preservation order. A PIER savings target of £1m was set when the budget was agreed in February 2023. Savings were not originally forecast to be achieved until Q4 once the initiatives of the Housing and Homelessness Taskforce started to take effect. The achievement of this saving has been made harder due to providers increasing their fees in line with inflation and delays in the delivery of social housing units.
22. Accountancy and Exchequer Services is showing an underspend of (£118,220) due to vacant posts.

23. Revenues and Benefits Service is showing an overspend of £210,319 due to a delay in the planned restructure of the service. This has led to the continuation of the temporary staffing structure and reliance on additional agency members of staff for longer periods than anticipated, coupled with additional demand being placed on the team to deal with extra grant schemes throughout the financial year. A full restructure is currently underway and will be concluded in Quarter three of this financial year.
24. Non-Distributed Costs is showing an overspend of £105,000 due to changes in the way actuaries calculate pension charges. The overspend will be offset by savings on salaries within individual cost centres. However, this saving may not be realised due to other overspends within departmental salary budgets.

### **Chief Legal Officer / Monitoring Officer**

25. No major variances to report.

### **Head of Commercial Services and Development**

26. This area is forecasting an overspend of £151,624 after reserve movements.
27. The Cliff railway is forecasting a £77,770 overspend due to the East Hill lift being closed for essential maintenance work until October. Initially loss of income was only anticipated for the first quarter.

### **Head of Community and Regulatory Services**

28. This area is forecasting an overspend of £59,260.
29. No major variances to report.

### **Head of Environment and Operations**

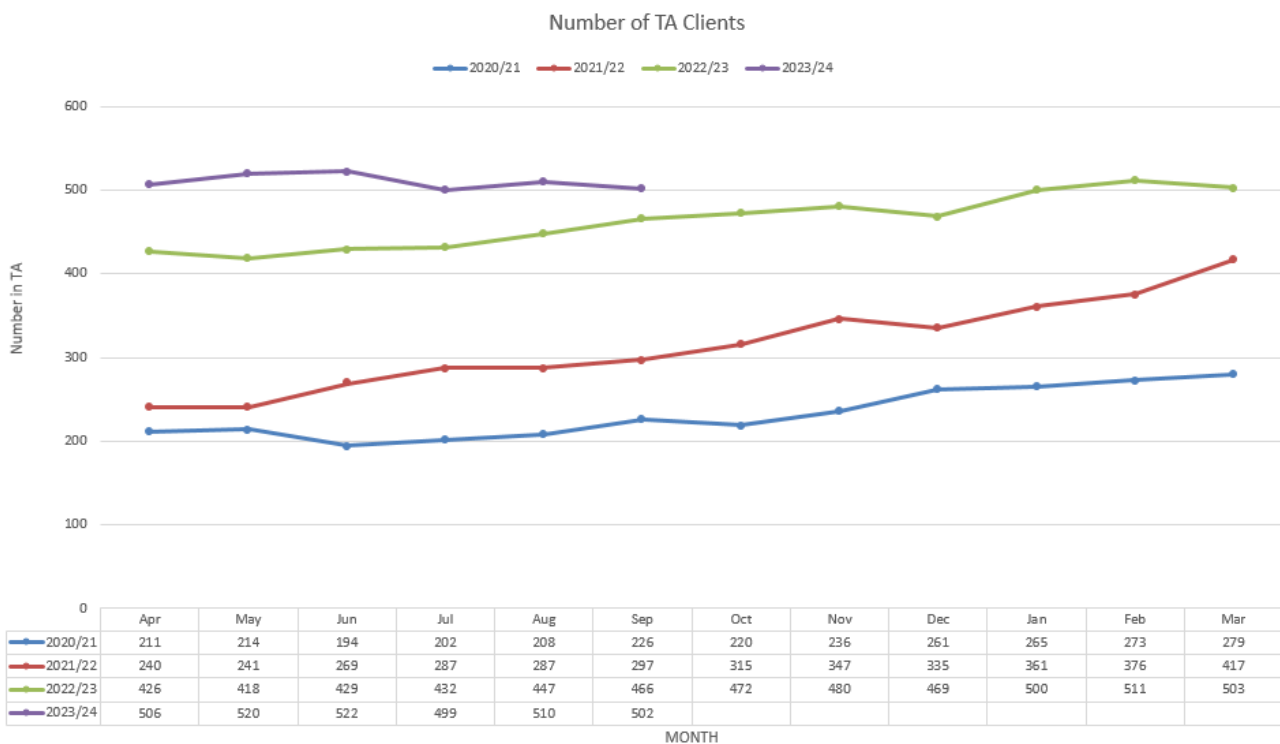
30. This area is forecasting an overspend of £111,752 after reserve movements.
31. The pay award for the Street Cleansing DSO team is forecast to be £78,310 more than the original budget.

### **Head of Housing**

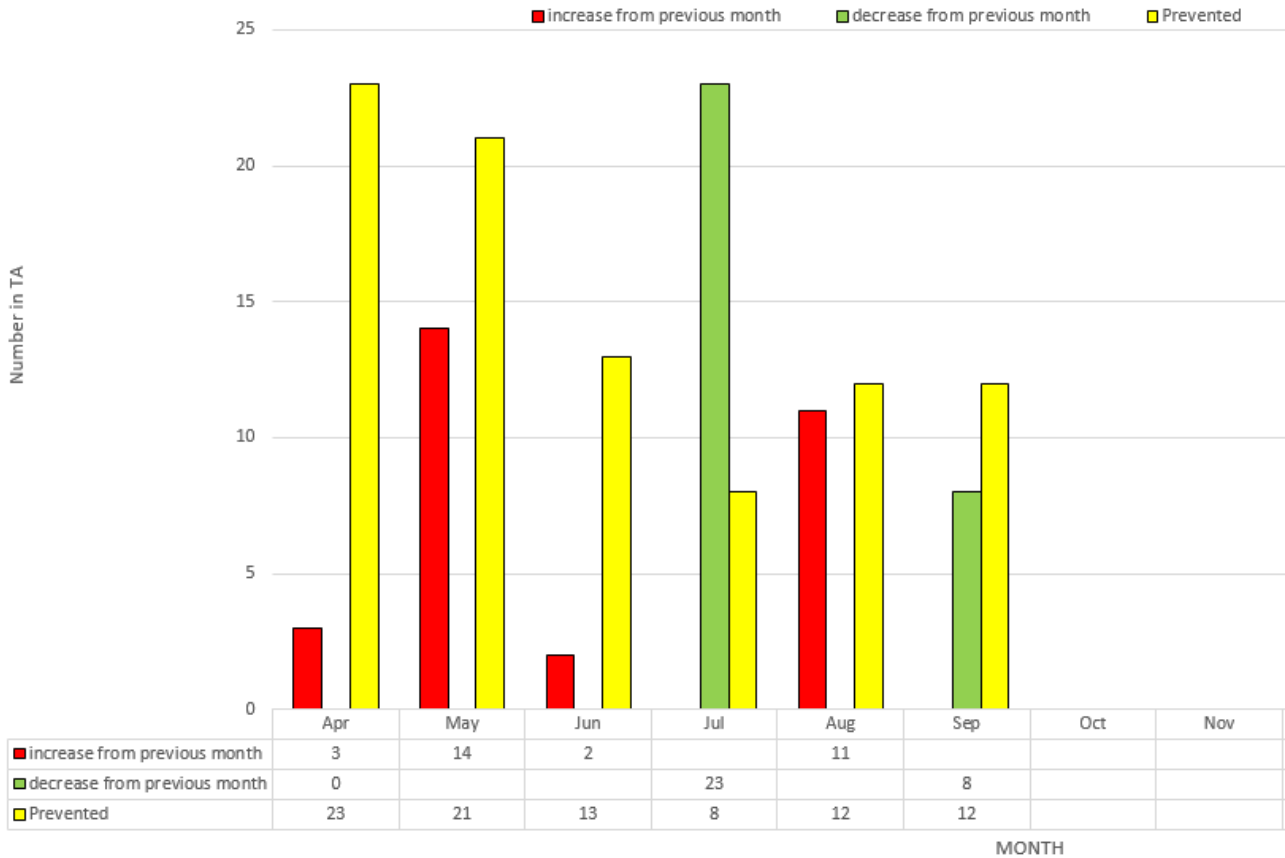
32. This area is forecasting an overspend of £1,025,970.
33. HBC owned properties is now showing income to be received from Housing Benefit (£166,590)
34. Homelessness (Temporary Accommodation) is forecasting an overspend of £1,146,200, despite numbers of individuals in TA reducing. There has been an

increase in provider costs. Storage & Removal costs remain high, although these costs can be reclaimed, it is unlikely to be repaid in full. Additional staff were recruited in July, to help reduce client numbers in Temporary Accommodation.

- 35. The Rough Sleeper budget is projecting an overspend of £70,000 due to the ongoing accommodation of people in temporary accommodation who otherwise would have returned to rough sleeping following the 'Everyone In' accommodation offer in response to the pandemic. We are not forecasting any additional spend in this budget as we have been able to help the 3 remaining people accommodated to secure alternative, more settled, accommodation and they have either already moved or in the process of doing so in the next few weeks.
- 36. Housing Renewal is projecting to underspend by £68,630 due to Disabled Facilities Grant contribution to staff costs.
- 37. To demonstrate the growth in demand for temporary accommodation two graphs have been provided below. The first graph shows the growth in the number of Temporary Accommodation clients over the current and past three years. The second graph shows successful preventions from entering Temporary Accommodation and the increase/ decrease from the previous month figure.



## Number of TA Clients



### Head of People and Business Support

38. This area is forecasting an overspend of £112,890. Of this £95,200 is to be used from the Repairs and Renewals reserve for works not completed last year mainly the replacement of the Boilers.

## Head of Strategic Programmes

39. This service area is showing a forecasted overspend of £301,970. This is an increase from last month's report of £154,400 as Dangerous Structures has been transferred to this service area. This is a necessary overspend due to Battle Road works as approved by Ful Council and cost recovery is now being triggered. The previously reported overspend is being addressed through the service review.
40. Local Land Planning Management and Admin is showing an underspend of (£20,480) due to additional income from a major application for naming and numbering of streets.
41. Development Management is showing an overspend of £113,050. The service budget is predicated on the assumption that we will receive major applications during the year which require significant work which is funded in part by the fee paid by the applicant. The trend has been that the council has received at least one major application in each of the last few years. As there are currently no major applications in the pipeline, the budget forecast will show a reduction of £75,000 income. Officers are developing a proposal to encourage those who may be submitting their major applications to do so ASAP while the council has resources to assess them. There is also a £39,000 additional spend on legal fees required for the award of costs against the refusal of 777 The ridge.
42. Local Land Charges Register is showing an overspend of £56,500 as income is expected to be lower than budgeted. A detailed analysis will be undertaken as part of the service review and options to mitigate brought forward.
43. Dangerous structures work at Battle Road have now been completed and £154,400 has been spent to date this financial year. We are not anticipating any further expenditure. Cost recovery for this year, and previous years is now underway. (NB the Council took the action to remedy the dangerous structure in default following court action requiring the owners to undertake the works).
44. The budget of £150,000 for Renewable Energy is to be allocated to a new earmarked reserve.

## Property and Commercial Assets Manager

45. This area is forecasting an underspend of (£378,480). In non-accounting terms this is a positive picture demonstrating the vitality of our factory rentals.
46. Unit Factories are showing an underspend of (£125,400) due to additional income from the new factory micro units at Churchfields currently (£51,000) and a combination of rent reviews and renewed leases which have taken place in the last few months (£90,000).
47. The Properties and Estates cost centre is showing an underspend of (£298,100) mainly due to rent reviews at Lacuna Place for the DWP (£260,000) and Pebsham Tip (£60,000). Unforeseen additional repairs of £50,000 are required this year. The rest of the balance is made up of other rent reviews that have occurred and a couple of write offs.

48. St Mary in the Castle is showing an overspend of £24,980 due to essential costs while the building is vacant.

## Debt Repayment Costs

49. Table 3 below shows the debt repayment costs position. As discussed earlier in this report, the budgets have been revised for a £500,000 saving that was budgeted to be achieved from reduced expenditure on the capital programme.
50. Even with the £500,000 reduction in the budget, an underspend of £227,900 is forecast at year end. This is made up of a number of items which are discussed below.

**Table 3: Debt Repayment Costs Position**

<b>Net Interest (Earnings) / Payments July Forecast - Period 5</b>	<b>Budget 2023/24</b>	<b>Forecast Outturn 2023/24</b>	<b>Forecast Year End Variance</b>
Gross Interest Payable	2,436,000	2,435,000	(1,000)
Gross Interest Received	(899,000)	(1,085,500)	(186,500)
Net Investment Properties Income	(64,000)	(64,000)	0
Fees	10,000	10,500	500
<b>Net Interest (Earnings) / Payments</b>	<b>1,483,000</b>	<b>1,296,000</b>	<b>(187,000)</b>
Provision for the Repayment of Principal (MRP)	945,000	904,100	(40,900)
<b>Total Debt Repayment Costs</b>	<b>2,428,000</b>	<b>2,200,100</b>	<b>(227,900)</b>

### Gross Interest Payable

51. The Council currently has 22 loans with the Public Works Loan Board (PWLB). These are a combination of maturity and annuity loans and are all at fixed rates, so the Council is protected from any rises in interest rates.
52. When setting the budget for 2023/24 a certain amount of borrowing was assumed to fund the capital programme. Due to delays and changes to plans in the capital programme the Council did not undertake additional borrowing at the end of 2022/23. This has resulted in a £375,000 budget virement being undertaken to reduce the budgeted expenditure on interest payable. This makes up part of the £500,000 capital programme revenue savings that was budgeted for.

### Gross Interest Receivable

53. The Council currently has c£35m in investments. At the time of setting the budget interest rates were lower and expected to fall towards the end of the year. With inflation still being a cause of concern the picture now is less certain. Since the budget was set in February 2023 the Bank of England base rate has increased from 4.0% to 5.25% (as at 11<sup>th</sup> October 2023) and further increases may occur. This has resulted in a £75,000 budget virement being undertaken to increase the budgeted income from interest receivable. This makes up part of the £500,000 capital programme revenue savings that was budgeted for.



## **Net Investment Properties Income**

54. The Council has a few properties categorised as investment properties. These do not include the various industrial units and retail parks that the Council owns which are categorised as operational assets. The net income (i.e., income after all costs have been deducted) from investment properties is forecast to be £64,000 which is on budget with no variance.

## **Fees**

55. No major variances to report.

## **Provision for the Repayment of Principle (MRP)**

56. The Council is required to make a Minimum Revenue Provision (MRP) payment in respect of its borrowing – to ensure the debt liability is repaid over an appropriate period.
57. As there was no borrowing in 2022/23 to fund the capital programme an underspend is forecast on the provision for MRP payments. This forecast includes making an additional £80,000 Voluntary Revenue Provision (VRP) payment which will be used in future years to offset increases in the MRP as a result of the revised MRP policy. This has resulted in a £50,000 budget virement being undertaken to reduce the MRP budget. This makes up part of the £500,000 capital programme revenue savings that was budgeted for.
58. It is anticipated that there will be a total underspend of £40,900 on MRP payments that need to be made in 2023/24 compared to the revised budget.

## **Capital Programme**

59. The Council approved a gross capital programme budget of £29,322,000 for 2023/24. The adjusted Capital Budget for 2023/24 is £19,130,000 once carry forwards and budget revisions amounting to (£8,987,000) have been allowed for and £19,038,000 has been moved to future years. This differs from what was reported in July due to the inclusion of forecast for Towns Fund projects.
60. The capital programme has been reviewed and where possible programmes have been pushed back to future years in order to aid the revenue budget. For schemes that are funded by borrowing, postponing the scheme to future years will achieve revenue savings in the short-term by reduced interest and MRP payments. If capital receipts can be generated from asset sales this will further reduce the need to borrow and generate additional revenue savings.
61. As Table 4 below shows, the spend to the end of August, 5 months into the financial year, is £3,560,000 with the year-end forecast outturn expected to be on track. Further details are included in Appendix 2.



**Table 4: Capital Programme (Gross expenditure)**

	Original Budget 2023/24	Carry forwards & adjustments	Adjusted Budget	Spend to End Sept 2023	Forecast Outturn	Forecast Variance to Adjusted Budget
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Total</b>	<b>29,322</b>	<b>(10,051)</b>	<b>19,272</b>	<b>4,304</b>	<b>19,272</b>	<b>0</b>

62. The capital programme is forecasting a nil variance.

## Reserves

63. The forecast movement on reserves is shown in the table below:

	Opening Balance at 1 April 2023	Forecast Movement 2023-24	Closing Balance at 31 March 2024
	£'000	£'000	£'000
(1) General Reserve	(8,423)	4,181	(4,242)
(2) Capital Reserve	(150)	0	(150)
(3) Renewal and Repairs Reserve	(1,656)	915	(741)
(4) Risk Management Reserve	(315)	15	(300)
(5) Information Technology Reserve	(274)	25	(249)
(6) On-Street Car Parking Surplus Reserve	(40)	0	(40)
(7) Section 106 Reserve (Revenue)	(426)	49	(377)
(8) Revenues & Benefits Reserve	(255)	255	0
(9) Countryside Stewardship Reserve	(28)	3	(25)
(10) Monuments in perpetuity	(46)	1	(45)
(11) Ore Valley Reserve	(250)	0	(250)
(12) Invest to save and efficiency Reserve	(87)	12	(75)
(13) Resilience and Stability Reserve	(900)	900	0
(14) Redundancy Reserve	(565)	225	(340)
(15) Safer Hastings Partnership Reserve	(98)	22	(76)
(16) Disabled Facilities Grant	(1,374)	0	(1,374)
(17) Housing Licensing reserve	(277)	205	(72)
(18) Community Housing Reserve	(11)	0	(11)
(19) Controlling Migration	(116)	0	(116)
(20) Towns Fund	(236)	0	(236)
(21) Section 31 - Grant Reserve	(3,653)	3,653	0
(22) Green Energy	0	(150)	(150)
<b>Total</b>	<b>(19,179)</b>	<b>10,311</b>	<b>(8,868)</b>

64. The 2023/24 budget was set based on using a net contribution of £3.758m from reserves. This is comprised of £1.227m from Earmarked Reserves, £0.9m from the Resilience and Stability Reserve and £1.631m from the General Reserve.

65. The current 2023/24-year end forecast use of the General Reserve is £4.18m. This is £2.5m more than the budget agreed by Council in February as a result of Total Expenditure being above the £17.754m budget agreed.

66. The opening balance of the General Reserve has increased by £824k to £8.423m. Up until this stage work has been progressing on closing the 2022/23 statement of accounts, however, this is now completed, and balances have been confirmed (subject to audit) and revised for budget monitoring purposes. The opening balance on the Section 31 Grant Reserve has reduced by £2.683m. These changes are due to the use of the s31 grant reserve to repay central government for unspent government grants. Some of these repayments were initially forecast to have been financed from the General Reserve.

## Review of PIER savings

67. Our external auditors observed that PIER savings are planned in detail within the council's annual budget process reports and savings identified are removed from the budgets once approved by Cabinet. They commented that there is opportunity to enhance reporting to Cabinet further by stating actual savings achieved compared to the original estimate.
68. It was recommended that management include the actual savings achieved against each PIER scheme following their implementation when reporting the outturn variance. This recommendation was accepted by the Council and reporting of the achievement of PIER savings was undertaken in the 2022/23 outturn report.
69. To take this a stage further we will now be reporting on the achievement of the 2023/24 PIER savings during the year as part of the budget monitoring process. Appendix 3 details the achievement of the savings in 2023/24 to date.
70. The 2023/24 budget identified net PIER savings of £1,162,550 and it is forecast that £77,550 of savings or 7% have been achieved at the end of August (Period 5).
71. Most savings have already been achieved and the budget reduced. Likewise, for the growth items, the budgets have been transferred to increase the budget, although potentially this may not be fully used this financial year and therefore could lead to savings upon further review.
72. It is now mainly dependant on the £1m saving of Temporary Accommodation costs to be achieved to generate any further improvement to the PIER savings list. As the majority of the savings planned for Temporary Accommodation were scheduled to be achieved in Q4 it is unlikely that we will see much improvement until later in the year. We will, however, continue to monitor the position on Temporary Accommodation closely.
73. If the growth items and Temporary Accommodation saving are excluded, then 80% of the savings targets have been achieved to date.
74. Some of the savings can be hard to quantify and for these a commentary has been provided to help in the understanding of the figures. The savings have been colour-coded (Red, Amber, Green) to enable quick identification of where savings may not be fully achieved. Growth items have been shaded in blue.

75. Appendix 3 only considers the PIER savings and does not look at other savings generated within the year or identify any non-related overspends.

## MTFS Update

76. Due to a separate full MTFS being presented at Cabinet, no Appendix 4 will be included as part of this report.

## Conclusion and Management Action

77. The revenue forecast outturn is that an additional £3.4m will be spent compared to the original budget this financial year. All service managers, but particularly those predicting a year end overspend, have been asked to identify savings to offset the variances where possible. If offsetting savings cannot be found, then reserves will need to be used to balance the budget.
78. The rise of inflation, particularly in relation to energy costs and staff pay demands, causes concern for the Council and is likely to have a significant impact on the year end position. The full impact on the year is uncertain and we will need to continue to monitor budgets closely and identify offsetting savings and further possible cost reductions to mitigate the effect.
79. Regular meetings between Members and officers are occurring to identify ways to reduce expenditure in the current year and future year budgets and a number of financial restrictions have been put in place since the 1<sup>st</sup> October 2023 and are detailed in the Medium Term Financial Strategy paper.
80. It should be noted that if it were not for the forecast overspend on Homelessness (£2.615m) the council would be reporting an overspend of £320,000 for the year which is less than the cost of the forecast increased pay offer to staff (£459,000). The council has set up the Homelessness Taskforce to cross departmental boundaries to identify and implement solutions to reduce the spiralling costs. This is recognised as a key corporate objective and work continues at pace. The graphs at paragraph 40 indicate the first tentative signs of a plateau, and potential reduction in the number of people in temporary accommodation, which is an encouraging sign.
81. There is a risk of potential delays to some capital programme schemes and variations in the year given the current climate and inflation increasing costs. Any slippage will be carried forward to future year capital budgets. Slippage on the capital programme could result in lower interest and MRP charges, delaying the impact to future years. The capital programme has been reviewed and where possible expenditure plans pushed out to future years to generate revenue savings on interest and MRP payments.
82. The further use of any reserves to balance the budget prejudices the potential to use reserves to fund future expenditure and would necessitate greater cuts to services and staff in future financial years to achieve a balanced budget and restore reserves to minimum recommended levels.

## Timetable of Next Steps

83. Key actions and the scheduled dates:

Action	Key milestone	Due date (provisional)	Responsible
Continued monthly and quarterly monitoring	Each financial quarter	Relevant Cabinet meetings	Chief Finance Officer
Production of 2023/24 outturn Report	Financial year end (31/03/2024)	July 2024	Chief Finance Officer

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### Wards Affected

None

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### Implications

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

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

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### Additional Information

Appendix 1 Revenue Summary (August – Period 5)  
Appendix 2 Capital Summary (August – Period 5)  
Appendix 3 Achievement of the 2023/24 PIER savings during the year

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### Officer to Contact

Kit Wheeler  
Chief Finance Officer

GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	2023/24 Original Budget excl. Recharges	Actuals	2023/24 Full year net Forecast excl. Recharges	2023/24 Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	2023/24 Total Full year Variance on General Fund
Senior Leadership Team	20101	1,105,970	460,581	1,213,290	107,320	0	107,320
Internal Audit Services	20107	205,690	50,838	205,810	120	0	120
Accountancy & Exchequer Services	20109	878,060	327,947	759,840	(118,220)	0	(118,220)
Revenues and Benefits Service	20110	1,443,720	800,823	1,654,039	210,319	0	210,319
Fraud Joint Working Initiative	20108	2,300	0	0	(2,300)	0	(2,300)
Corporate Expenses	20120	467,200	771,583	467,200	0	0	0
Housing Benefit Payments	20126	(580,590)	0	(580,590)	0	0	0
Housing Benefit Administration	20127	0	0	0	0	0	0
Rechargeable Works Orders Admin	20134	0	0	0	0	0	0
Fin. Serv.-Other Expend.& Income	20135	431,620	30,039	433,400	1,780	0	1,780
Corporate Management Costs	20124	(725,360)	7,585	289,800	1,015,160	0	1,015,160
Corp Man. Non-distributed Costs	20125	177,600	119,552	282,600	105,000	0	105,000
Tax Collection Costs	20129	(244,170)	0	(244,170)	0	0	0
Household Support Fund	20346	0	(230,694)	0	0	0	0
LA EBSS GB Apps	20356	0	(381,760)	0	0	0	0
Energy Price Guarantee	20357	0	(18,000)	0	0	0	0
Contingency - General Fund	20164	107,700	0	107,700	0	0	0
Contingency - Repairs and Renewals Reserve	20165	100,000	0	100,000	0	0	0
<b>Chief Finance Officer Total</b>		<b>3,369,740</b>	<b>1,938,493</b>	<b>4,688,919</b>	<b>1,319,179</b>	<b>0</b>	<b>1,319,179</b>
Corporate Policy and Partnerships	20102	173,890	82,554	179,900	6,010	0	6,010
Legal Services	20106	395,930	139,064	389,300	(6,630)	0	(6,630)
Cost Of Democratic Processes	20138	416,270	204,219	381,140	(35,130)	0	(35,130)
<b>Chief Legal Officer Total</b>		<b>986,090</b>	<b>425,836</b>	<b>950,340</b>	<b>(35,750)</b>	<b>0</b>	<b>(35,750)</b>

## GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	2023/24 Original Budget excl. Recharges	Actuals	2023/24 Full year net Forecast excl. Recharges	2023/24 Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	2023/24 Total Full year Variance on General Fund
Marketing & Comms.Division	20178	47,210	19,791	48,730	1,520	0	1,520
1066 Country Campaign	20222	53,410	1,237	53,410	0	0	0
Tourism Marketing	20223	15,000	791	15,000	0	0	0
Battle Marketing	20224	0	0	0	0	0	0
Tourist Information Centre	20225	25,850	3,284	25,750	(100)	0	(100)
Community Awareness	20226	(300)	(4,625)	(300)	0	0	0
Seafood and Wine	20228	460	10,928	21,600	21,140	0	21,140
Midsummer Fish Festival	20237	0	2,549	8,100	8,100	0	8,100
R.T.P. - Hastings Week	20230	1,500	0	1,500	0	0	0
R.T.P. - Jack-in-the-Green	20231	6,800	9,426	9,430	2,630	0	2,630
R.T.P. - Old Town Carnival	20232	4,130	0	4,130	0	0	0
R.T.P. Events	20233	18,000	70	18,000	0	0	0
R.T.P. - Trolley Bus	20234	0	900	1,800	1,800	0	1,800
R.T.P. - Town Crier	20235	0	0	0	0	0	0
Meteorological Expenses	20239	2,420	2,597	2,520	100	0	100
Civic & Ceremonial Expenses	20240	15,600	7,636	15,500	(100)	0	(100)
Filming	20241	(4,990)	(19,328)	(4,500)	490	0	490
Hastings Castle	20246	16,030	(21,717)	21,030	5,000	(5,000)	0
St Clements Caves	20247	(10,000)	(10,000)	(10,000)	0	0	0
White Rock Theatre	20249	145,000	94,982	141,725	(3,276)	19,000	15,725
Leisure & Cultural Dev. Div.	20175	130,310	66,349	144,610	14,300	0	14,300
Falaise Hall	20258	13,230	3,442	17,430	4,200	(4,200)	0
Sports Centres	20259	(15,430)	(32)	95,870	111,300	(116,800)	(5,500)
Active Hastings	20264	4,720	(160,750)	4,720	0	0	0
Play Pathfinder	20267	3,000	0	1,200	(1,800)	0	(1,800)
Playground Projects	20268	0	(8,683)	0	0	0	0
Cultural Activities	20212	66,900	990	67,000	100	0	100

## GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	2023/24 Original Budget excl. Recharges	Actuals	2023/24 Full year net Forecast excl. Recharges	2023/24 Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	2023/24 Total Full year Variance on General Fund
Museums & Art Galleries	20251	349,010	148,710	345,749	(3,261)	0	(3,261)
Fisherman's Museum	20252	3,310	554	3,310	0	0	0
Museum - NPO fund	20255	0	(89,241)	0	0	0	0
Museums & Schools Project	20327	0	22,485	0	0	0	0
Regeneration Management & Admin	20177	18,740	5,619	19,070	330	0	330
Regeneration Activity	20208	178,720	(56,085)	169,400	(9,320)	0	(9,320)
External Funding Initiatives	20214	0	(0)	(0)	(0)	0	(0)
Community Cohesion	20215	27,310	0	27,310	0	0	0
Youth Windfall	20220	0	0	0	0	0	0
Youth Activities	20221	5,000	7,500	5,000	0	0	0
UK Shared Prosperity Fund	20354	0	(205,296)	0	0	0	0
Leveling Up - Parks Fund	20355	0	(72,400)	0	0	0	0
CHART CLLD	20269	0	(333,216)	0	0	0	0
CHART ESF	20320	0	284,557	0	0	0	0
Resort Services Management and Admin	20176	60,700	29,261	61,500	800	0	800
Coast Protection Sea Defences	20242	1,480	(6,969)	1,480	0	0	0
Navigational Aids	20243	3,290	3,206	4,190	900	0	900
Environmental Schemes (Net Huts)	20244	12,070	267	12,070	0	0	0
Cliff Railways	20245	(106,700)	(114,524)	(28,930)	77,770	17,000	94,770
Chalets & Private Hut Sites	20248	(289,080)	(232,141)	(292,400)	(3,320)	0	(3,320)
Seafront	20250	155,950	240,906	196,830	40,880	(25,800)	15,080
Sports Management	20257	(10,850)	(5,284)	(13,610)	(2,760)	0	(2,760)
Externally Funded:							
Towns Fund	20166	0	(371,039)	0	0	0	0
<b>Commercial Services and Development Total</b>		<b>947,800</b>	<b>(743,295)</b>	<b>1,215,224</b>	<b>267,424</b>	<b>(115,800)</b>	<b>151,624</b>



GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	2023/24 Original Budget excl. Recharges	Actuals	2023/24 Full year net Forecast excl. Recharges	2023/24 Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	2023/24 Total Full year Variance on General Fund
Election Services	20103	181,820	71,160	178,100	(3,720)	0	(3,720)
Registration Of Electors	20136	76,730	46,367	88,700	11,970	0	11,970
Police and Crime Commissioner Election	20143	0	0	(5,300)	(5,300)	0	(5,300)
Contact Centre	20113	506,630	231,785	489,700	(16,930)	0	(16,930)
Communications and Design	20324	142,070	67,100	145,800	3,730	0	3,730
Environment Management & admin	20169	616,190	265,922	638,800	22,610	0	22,610
Food Safety	20276	18,870	(679)	18,100	(770)	0	(770)
Health & Safety Enforcement	20277	(2,150)	(1,113)	(2,200)	(50)	0	(50)
Health & Safety Corporate	20278	22,800	7,801	22,800	0	0	0
Environmental protection	20279	10,240	11,902	11,900	1,660	0	1,660
Pest Control	20280	46,690	22,681	49,800	3,110	0	3,110
Local Licensing	20281	(35,340)	(176,932)	(42,000)	(6,660)	0	(6,660)
Scrap Metal Licensing	20282	(380)	(2,131)	(400)	(20)	0	(20)
Liquor Licensing	20283	(84,400)	(26,160)	(84,400)	0	0	0
Gambling Licensing	20284	(17,500)	(7,665)	(17,500)	0	0	0
Parking Service - Management and Admin	20317	535,470	267,485	551,000	15,530	0	15,530
Off Street Car Parking	20287	(1,400,820)	(1,395,485)	(1,382,110)	18,710	0	18,710
Hornbye Car Park	20288	(3,360)	2,703	(3,400)	(40)	0	(40)
Abandoned vehicles	20289	2,630	3,311	3,600	970	0	970
CCTV Control Room	20290	83,600	16,752	83,600	0	0	0
Waste and Environmental Enforcement Team	20297	(20,000)	(160)	(5,000)	15,000	0	15,000
Stray Dog Service	20285	45,560	15,516	45,600	40	0	40
Emergency Planning	20286	51,820	7,080	50,300	(1,520)	0	(1,520)
Safer Hastings Partnership (External Funding)	20300	0	21,684	22,400	22,400	(22,400)	0
Safer Streets	20337	0	(35,124)	0	0	0	0
Safer Streets 4	20352	0	(45,444)	0	0	0	0
<b>Community and Regulatory Services Total</b>		<b>861,830</b>	<b>(647,811)</b>	<b>921,090</b>	<b>59,260</b>	<b>(22,400)</b>	<b>36,860</b>



GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	2023/24 Original Budget excl. Recharges	Actuals	2023/24 Full year net Forecast excl. Recharges	2023/24 Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	2023/24 Total Full year Variance on General Fund
Waste Services Management and Admin	20316	364,670	145,899	329,496	(35,174)	0	(35,174)
Public Conveniences	20315	313,090	168,645	328,090	15,000	0	15,000
Refuse Collection	20293	1,249,320	800,486	1,249,326	6	0	6
Street Cleansing	20295	11,740	9,683	11,740	0	0	0
Recycling	20294	940,000	689,140	940,000	0	0	0
Greenwaste	20296	(344,500)	(530,952)	(354,500)	(10,000)	0	(10,000)
Together Action	20298	15,000	0	15,000	0	0	0
Administrative Buildings - DSO Operational Building	20119	30,540	1,883	30,540	0	0	0
DSO Service	20323	1,260,470	1,334,086	1,339,580	79,110	0	79,110
Building Cleaning	20347	167,220	61,343	166,920	(300)	0	(300)
Cemetery & Crematorium	20303	(680,450)	(274,280)	(553,200)	127,250	(96,000)	31,250
Welfare Funerals	20304	8,240	46,969	8,266	26	0	26
Open Space Management	20170	240,810	141,661	252,500	11,690	0	11,690
Hastings Country Park - Parking	20312	(50,130)	(35,538)	(55,500)	(5,370)	0	(5,370)
Watercourses	20302	14,300	4,525	14,300	0	0	0
ESCC Highway Tree Maintenance	20291	(3,000)	(16,466)	(3,000)	0	0	0
Travellers Costs	20305	18,640	20,444	18,640	0	0	0
Town Centre	20306	16,500	4,442	16,500	0	0	0
Allotments	20307	(27,360)	(25,115)	(28,900)	(1,540)	0	(1,540)
Ecology	20308	7,000	100	2,000	(5,000)	5,000	0
Arboriculture	20309	149,820	68,223	153,584	3,764	0	3,764
Parks & Gardens	20310	1,267,080	488,832	1,493,000	225,920	(215,100)	10,820
Hastings Country Park	20313	87,580	68,249	120,900	33,320	(30,600)	2,720
Upstraw - INTERREG	20319	0	0	0	0	0	0
Countryside Stewardship	20314	24,000	20,546	33,751	9,751	0	9,751
Local Parks Improvement Funding Grant	20330	0	0	0	0	0	0
Hastings Country Park Grant Funded Works	20338	0	0	0	0	0	0
Foreshore Trust Recharge		(42,240)	0	(42,240)	0	0	0
<b>Environment and Operations Total</b>		<b>5,038,340</b>	<b>3,192,803</b>	<b>5,486,792</b>	<b>448,452</b>	<b>(336,700)</b>	<b>111,752</b>



GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	2023/24 Original Budget excl. Recharges	Actuals	2023/24 Full year net Forecast excl. Recharges	2023/24 Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	2023/24 Total Full year Variance on General Fund
Housing Renewal							
Building Control	20179	69,610	(69,610)	69,610	0	0	0
Housing Renewal	20191	226,530	(170,964)	157,900	(68,630)	0	(68,630)
Housing Licensing Team	20196	159,970	75,639	159,970	0	0	0
Housing Solution Services	20197	(3,310)	16,109	(4,200)	(890)	0	(890)
EXTERNAL FUNDED							
Homeless Reduction Grant	20183	0	(1,120,000)	0	0	0	0
Syrian Resettlement Programme	20206	(10,435)	29,802	(10,435)	0	0	0
Afghan Resettlement Programme	20344	0	294,026	0	0	0	0
Resettlement Employability Project	20342	0	100,450	0	0	0	0
Household Support Fund	20346	0	0	0	0	0	0
<b>Head of Housing Total</b>		<b>6,426,235</b>	<b>1,200,159</b>	<b>7,462,107</b>	<b>1,035,872</b>	<b>(9,900)</b>	<b>1,025,972</b>
Personnel and Business Support	20111	441,640	194,852	429,100	(12,540)	0	(12,540)
Corporate POD Expenses	20112	126,910	72,766	125,300	(1,610)	0	(1,610)
Admin.Bldgs.-Town Hall	20116	26,080	(35,660)	48,880	22,800	(10,000)	12,800
Admin.Bldgs.- Muriel Matters House	20117	117,920	34,272	222,160	104,240	(85,200)	19,040
<b>Head of People and Business Support Total</b>		<b>712,550</b>	<b>266,230</b>	<b>825,440</b>	<b>112,890</b>	<b>(95,200)</b>	<b>17,690</b>

## GENERAL FUND REVENUE MONITORING

General Fund Activities	Cost Centre	2023/24 Original Budget excl. Recharges	Actuals	2023/24 Full year net Forecast excl. Recharges	2023/24 Total Full year Variance excl. Recharges	Transfer to / from reserves including carry forwards	2023/24 Total Full year Variance on General Fund
Programmes and Compliance	20115	143,810	73,131	145,200	1,390	0	1,390
DCE-Information Technology Division	20121	609,050	278,372	599,600	(9,450)	0	(9,450)
Local Digital Cyber Fund	20353	0	(125,000)	0	0	0	0
IT Reserve Expenditure	20122	214,000	256,213	214,000	0	0	0
Land & Property Systems-GIS	20123	30,000	14,719	27,200	(2,800)	0	(2,800)
Local Land Planning Management and Admin	20173	45,930	205	25,450	(20,480)	0	(20,480)
Development Management	20180	507,150	147,307	620,200	113,050	0	113,050
Local Land Charges Register	20181	(125,800)	(69,769)	(69,300)	56,500	0	56,500
Planning Policy	20211	222,910	98,136	234,100	11,190	0	11,190
Local Plan	20341	182,000	(215,720)	182,000	0	0	0
Dangerous Structures	20200	0	154,328	154,400	154,400	0	154,400
Renewable Energy Solutions	20321	147,830	(1,079)	(4,000)	(151,830)	150,000	(1,830)
<b>Head of Strategic Programmes Total</b>		<b>1,976,880</b>	<b>610,843</b>	<b>2,128,850</b>	<b>151,970</b>	<b>150,000</b>	<b>301,970</b>
Estates Services	20104	177,820	81,571	177,300	(520)	0	(520)
Employment Areas	20130	(410,700)	(208,895)	(415,500)	(4,800)	0	(4,800)
Unit Factories	20131	(1,640,350)	(970,780)	(1,765,750)	(125,400)	0	(125,400)
Properties & Estates	20132	(3,421,460)	(2,361,029)	(3,719,560)	(298,100)	0	(298,100)
St.Mary-in-the-Castle	20133	11,820	21,734	36,800	24,980	0	24,980
Admin.Bldgs.-General Expenses	20118	57,300	6,415	72,300	15,000	(15,000)	0
Contact Centre - Trading Account	20114	0	0	0	0	0	0
Building Surveyors	20105	159,430	75,442	161,900	2,470	0	2,470
Shelters and Seats (Highway)	20148	26,600	3,013	11,600	(15,000)	15,000	0
Naming and Numbering Streets	20149	8,070	1,482	5,000	(3,070)	0	(3,070)
Decorative Lighting	20150	38,580	34,618	64,540	25,960	0	25,960
<b>Property and Commercial Services Total</b>		<b>(4,992,890)</b>	<b>(3,316,431)</b>	<b>(5,371,370)</b>	<b>(378,480)</b>	<b>0</b>	<b>(378,480)</b>
<b>DIRECT SERVICE EXPENDITURE TOTAL</b>		<b>15,326,575</b>	<b>2,926,828</b>	<b>18,307,392</b>	<b>2,980,817</b>	<b>(430,000)</b>	<b>2,550,817</b>

Cost Centre	Description Of Scheme	Service Area	Original Budget 2023/24 (Gross)	Carry forwards & adjustments (From 2022-23)	Carry Fwd to future years	Adjusted Gross Budget	Spend to 30th Sept 2023	Forecast Outturn	Forecast Variance to Adjusted Gross Budget
			£000's	£000's		£000's	£000's	£000's	£000's
71240	Groyne Refurbishment	Resort Services	35	0	0	35	0	35	0
71241	Work on Harbour Arm and New Groynes	Resort Services	0	234	0	234	10	234	0
71290	MUGA Refurbishments	Leisure facilities	0	49	0	49	0	49	0
71292	TFC - Green low carbon skills & economy	Towns Fund	0	1,279	0	1,279	321	1,279	0
71293	Hastings Castle	Towns Fund	0	500	0	500	0	500	0
71294	TFC - Town to sea creative quarter	Towns Fund	0	1,068	0	1,068	113	1,068	0
71295	TFC - Town Centre Core 1a	Towns Fund	0	13	0	13	0	13	0
71296	TFC - Public Realm	Towns Fund	0	800	0	800	0	800	0
71297	TFC - Town Living	Towns Fund	0	90	0	90	0	90	0
71300	UK Shared Prosperity Fund (Capital)	Regeneration	0	0	0	0	1	1	1
71303	Cliff Railways	Resort Services	1,000	(226)	0	774	666	774	0
<b>Head of Commercial Services and Development</b>			<b>1,035</b>	<b>3,807</b>	<b>0</b>	<b>4,842</b>	<b>1,111</b>	<b>4,843</b>	<b>1</b>
71280	Priory Street Works	Parking and Enforcement	0	41	0	41	0	41	0
<b>Head of Community and Regulatory Services</b>			<b>0</b>	<b>41</b>	<b>0</b>	<b>41</b>	<b>0</b>	<b>41</b>	<b>0</b>
71249	Playgrounds Upgrade Programme	Parks & Open Spaces	0	44	0	44	0	44	0
71258	Buckshole and Shornden Reservoirs	Parks & Open Spaces	0	81	0	81	12	81	0
71301	Grounds Maintenance Equipment	Street, Beach & Toilet Cleansing	626	0	0	626	296	626	0
<b>Head of Environment and Operations</b>			<b>626</b>	<b>126</b>	<b>0</b>	<b>752</b>	<b>308</b>	<b>752</b>	<b>0</b>
71227	Private Sector Renewal Support	Housing Renewal	0	(0)	0	(0)	(21)	(0)	0
71228	Disabled Facilities Grant	Housing Renewal	2,056	603	(603)	2,056	608	2,056	0
71284	Rough Sleeping Accommodation Programme (was Next Steps Accommodation Pathway)	Housing	0	886	0	886	(5)	886	0
71288	Bexhill Road South (Housing & Car Park)	Housing	2,500	1,075	(3,575)	0	0	0	0
71289	Mayfield E (Housing)	Housing	4,500	0	(4,500)	0	0	0	0
71229	Empty Homes Strategy - CPO	Housing	0	50	0	50	0	50	0
71304	Housing Acquisition Programme	Housing	5,933	0	0	5,933	1,447	5,933	0
<b>Head of Housing</b>			<b>14,989</b>	<b>2,614</b>	<b>(8,678)</b>	<b>8,925</b>	<b>2,029</b>	<b>8,925</b>	<b>0</b>
71231	Restoration of Pelham Crescent/ Pelham Arcade	Development Management	350	0	(330)	20	0	20	0
71232	Road at Pelham Arcade	Development Management	60	603	(180)	483	0	483	0
71256	Energy and Solar Panels	Transformation Team	500	638	(638)	500	0	500	0
71267	Energy Generation - Unallocated	Transformation Team	2,300	0	(1,800)	500	0	500	0
<b>Head of Strategic Programmes</b>			<b>3,210</b>	<b>1,241</b>	<b>(2,948)</b>	<b>1,503</b>	<b>0</b>	<b>1,503</b>	<b>0</b>
71253	Conversion of 12/13 York Buildings	Estates Services	74	(47)	0	27	27	27	0
71259	Priory Meadow Contribution to Capital Works	Estates Services	288	250	(250)	288	0	288	0
71272	Churchfields Business Centre	Estates Services	0	359	0	359	387	359	0
71273	Development / Furbishment of Lacuna Place	Estates Services	0	114	0	114	0	114	0
71274	London Road and Shepherd Street	Estates Services	0	0	0	0	0	0	0
71275	Cornwallis Street Development	Estates Services	8,400	42	(6,442)	2,000	40	2,000	0
71276	Harold Place Restaurant Development	Estates Services	0	21	(20)	1	1	1	0
71285	Castleham Industrial Units	Estates Services	0	204	0	204	181	204	0
71302	Roof Refurbishment Programme	Estates Services	700	0	(700)	0	0	0	0
71305	Hastings Retail Park	Estates Services	0	0	0	0	0	0	0
71306	Bexhill Road Retail Park	Estates Services	0	214	0	214	220	214	0
<b>Property and Commercial Assets Manager</b>			<b>9,462</b>	<b>1,158</b>	<b>(7,412)</b>	<b>3,208</b>	<b>856</b>	<b>3,208</b>	<b>0</b>
<b>Grand Total</b>			<b>19,322</b>	<b>8,987</b>	<b>(19,038)</b>	<b>19,271</b>	<b>4,304</b>	<b>19,272</b>	<b>1</b>

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## Achievement of the 2023/24 PIER savings during the year - September 2023 update

Proposals	2023/24	Savings to date	RAG	Comments
<b>Savings identified during the PIER process for the 2023/24 budget supporting information set out in Budget Book Appendix L</b>				
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	£275,000	Green	The savings target of £275k is comprised as follows: £14k - HR Reduction in Hours / Flexi Retirement, £36k - Deletion of 1 x FTE Planning Senior Enforcement Officer, £25k - Deletion of 1 x FTE Customer Service Officer, £50k - Renewable Energy Post, £100k one year saving for 4 x vacancies in DSO Street cleaning, £25k - R&B Restructure, £25k - Finance Restructure
REDUCE and COST AVOIDANCE: Temporary Accommodation Costs Reduction Strategy	£1,000,000	£0	Amber	Savings are not expected to be achieved until Q4. There is a risk that the saving will not be achieved as the cost of TA has increased.
<b>Total</b>	<b>£1,275,000</b>	<b>£275,000</b>		
<b>Other Savings Items</b>				
STOP: Emergency Planning – Stop satellite phone and One Voice IT system	£3,300	£3,300	Green	Achieved. Budget has been reduced.
REDUCE: Communications – Saving on printing, etc.	£500	£500	Green	Achieved. Budget has been reduced.
REDUCE: Community safety – Reduce funding for community safety initiatives	£5,000	£5,000	Green	Achieved. Budget has been reduced.
STOP: Cemetery and Crematorium external cleaning contract	£2,500	£2,500	Green	Achieved. Budget has been reduced.
REDUCE: Provision of live meeting streaming - continue only Full Council, Audit, O&S and Planning meetings.	£5,000	£5,000	Green	Achieved. Budget has been reduced.
REVIEW grants/delivery of events: No changes in 2023/24 or first half of 2024/25.	£0	£0	Green	No saving this year
St Leonards Festival £8k	£0	£0	Green	No saving this year
Chess congress £10k	£0	£0	Green	No saving this year
Old Town Carnival £4k	£0	£0	Green	No saving this year
Jack in the Green £5k TBC (£3k reduction already agreed last year)	£0	£0	Green	No saving this year
Hastings Week £1k	£0	£0	Green	No saving this year
STOP: Support for 2023 Town Crier's competition	£2,000	£2,000	Green	Achieved. Budget has been reduced.
STOP: Contribution to 1066 Country Campaign marketing campaign and focus on Hastings-only marketing divert staffing to marketing Hastings as a destination.	£50,000	£50,000	Green	Achieved. Budget has been reduced.
REVIEW and REDUCE: Museum running costs and seek a strategic partnership solution to the sustainable future of the museum	£25,000	£25,000	Green	Achieved. Budget has been reduced.
REDUCE: Contribution to Hastings Contemporary (currently £30k p.a.)	£5,000	£5,000	Green	Achieved. Budget has been reduced.
REVIEW: Options for cost effective provision of public toilets and meeting spiralling vandalism costs	£0	£0	Green	No saving this year
REDUCE: Maintenance costs of decorative lighting across the borough (total net cost is currently £72k)	£40,000	£0	Amber	Budget has been reduced. High energy costs may make saving unachievable.
REDUCE: Expenditure/seek commercial sponsorship for Christmas trees (£7,500 budget)	£5,000	£0	Amber	Budget for income created. No known sponsorship agreements achieved to date.
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	Green	Achieved. Budget has been reduced.
<b>Total Savings</b>	<b>£158,300</b>	<b>£113,300</b>		
<b>Growth Items and Budget adjustments</b>				
Emergency Planning – budget for out of hours on call payments (silver/gold/rest centre) adjusted to meet needs	£4,000	£4,000	Blue	Budget has been increased.
Local Plan evidence research required earlier than profiled to enable plan to be submitted to Examination in Public stage	£50,000	£50,000	Blue	Budget has been increased. Any underspend at year end will be transferred to an earmarked reserve.
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	Blue	Budget has been created.
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	£30,000	Blue	Discussions still ongoing around timelines for expenditure.
Establish a Hastings specific Tourism & Marketing function with savings from 1066 and VIC closure after Summer 2023 season	£15,000	£15,000	Blue	Budget has been increased.
Pilot to tackle anti-social behaviour in urban and countryside parks (post will be part-year 24/25 and 25/26)	£0	£0	Blue	No growth this year.
New temporary part-time post to promote Voter ID requirements recently introduced by government. Including a Temporary part time post from October 2023.	£21,750	£21,750	Blue	Budget has been increased.
<b>Total Growth</b>	<b>£270,750</b>	<b>£270,750</b>		
<b>NET Total of Savings / Growth</b>	<b>£1,162,550</b>	<b>£117,550</b>		

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