

Revenue Budget Forward Plan

Revenue Budget Forward Plan	2023-24 Projection £000's	2024-25 Projection £000's	2025-26 Projection £000's	2026-27 Projection £000's	2027-28 Projection £000's
Direct Service Expenditure	16,896	17,628	18,157	18,702	19,263
Less Planned Savings					
Additional Growth Items	0	0	300	300	300
Identified Savings / Reductions (Appendix K)	0	(1,266)	(2,510)	(1,688)	(1,688)
Fees and Charges		(344)	(289)	(208)	(208)
Direct Service Expenditure (Net)	16,896	16,018	15,658	17,105	17,666
Funding Commitments:-					
Other:					
Contingency Provision	0	300	300	300	300
Gross Interest Payable	2,435	1,817	1,817	1,817	1,817
Gross Interest Received	(1,330)	(1,300)	(1,300)	(1,300)	(1,300)
Minimum Revenue Provision (excl. Inc Gen Adj)	904	966	1,021	1,125	1,179
Contribution to Reserves	760	607	607	607	657
Use of Earmarked Reserves	(3,913)	(3,622)	(3,743)	(3,577)	(3,037)
Net Council Expenditure	15,752	14,786	14,360	16,077	17,282
Taxbase	26,473	26,728	27,062	27,400	27,743
Council Tax	290.09	298.76	307.69	316.89	326.37
Funding					
From Collection Fund - Council Tax	(7,680)	(7,933)	(8,327)	(8,683)	(9,054)
2nd Homes Tax	0	(52)	(178)	(183)	(188)
From Collection Fund - Business Rates	(2,624)	(2,354)	(2,401)	(2,449)	(2,498)
Revenue Support Grant	(1,309)	(1,395)	(1,300)	(1,300)	(1,300)
Lower Tier Services Grant	(154)	(315)	0	0	0
New Homes Bonus	(16)	(89)	(89)	(89)	(89)
Council Tax Support Admin Grant	(237)	(237)	(237)	(237)	(237)
Housing Benefit Admin Grant	(425)	(437)	(437)	(437)	(437)
NDR (Surplus) / Deficit	1,619	1,208	0	0	0
NDR Pooling	(80)	(65)	(65)	(65)	(65)
Business Rates Section 31 Grant	(3,009)	(2,065)	(1,500)	(1,530)	(1,561)
Council Tax Surplus	(207)	(255)	(255)	(255)	(255)
Contribution To General Fund	(14,121)	(13,989)	(14,789)	(15,228)	(15,685)
Funding Shortfall / (Surplus)	1,630	796	(429)	849	1,598
(Use of) / Trf to General Reserve	(1,630)	(796)	429	(849)	(1,598)
Net Funding Shortfall / (Surplus)	0	0	0	0	0
General Reserve Balance (31st March)	6,793	5,997	6,426	5,578	3,980

COUNCIL TAX

<u>2023-2024</u>			<u>2024-2025</u>			
Total £	Band D £		Total £	Band D £	Increase %	
13,996,595		Budget requirement	14,809,485			
(1,308,581)		Revenue Support Grant	(1,395,256)			
(156,974)		Council Tax Administration Support Grant	(236,560)			
(16,240)		New Homes Bonus	(88,534)			
1,412,466		Collection Fund (Surplus) / Deficit	953,052			
(3,417,819)		Other non-ring fenced grants	(3,702,706)			
(2,829,894)		Retained Business Rates	(2,354,223)			
7,679,553	290.09	Borough Council Tax	7,985,257	298.76	2.99%	8.67
44,840,476	1,693.80	County Council Precept	47,530,954	1,778.32	4.99%	84.52
2,763,018	104.37	Fire Authority Precept	2,923,241	109.37	4.79%	5.00
6,351,209	239.91	Police and Crime Commissioner Precept	6,813,234	254.91	6.25%	15.00
61,634,256	2,328.17	Total Council Tax	65,252,687	2,441.36	4.86%	
	26,473	Council Taxbase at Band D		26,728		

TABLE OF COUNCIL TAX BANDS AND AMOUNTS :

<u>2023-2024</u>		<i>Relationship to Band D</i>	<i>East Sussex County Council</i>	<i>Police and Crime Commissioner</i>	<i>East Sussex Fire Authority</i>	<i>Hastings Borough Council</i>	<u>2024-2025</u>
Total Amount	Band and Value						Total Amount
£1,552.11	A - up to £40,000	6 / 9	£1,185.55	£169.94	£72.91	£199.17	£1,627.57
£1,810.81	B - £40,001 up to £52,000	7 / 9	£1,383.14	£198.26	£85.07	£232.37	£1,898.84
£2,069.48	C - £52,001 up to £68,000	8 / 9	£1,580.73	£226.59	£97.22	£265.56	£2,170.10
£2,328.17	D - £68,001 up to £88,000	-	£1,778.32	£254.91	£109.37	£298.76	£2,441.36
£2,845.53	E - £88,001 up to £120,000	11 / 9	£2,173.50	£311.56	£133.67	£365.15	£2,983.88
£3,362.92	F - £120,001 up to £160,000	13 / 9	£2,568.69	£368.20	£157.98	£431.54	£3,526.41
£3,880.28	G - £160,001 up to £320,000	15 / 9	£2,963.87	£424.85	£182.28	£497.93	£4,068.93
£4,656.34	H - over £320,000	18 / 9	£3,556.64	£509.82	£218.74	£597.52	£4,882.72
44,024	Number of properties on Council Tax Banding List						44,168
£26,473	Each £1 of Council Tax at Band D will raise						£26,728

Appendix C (continued)

1. BUSINESS RATES BASELINE

	Budget 2023-24 Amount £	Revised Budget 2023-24 Amount £	Budget 2024-25 Amount £
NNDR Income			
Gross rateable value	66,424,683	65,220,618	65,220,618
Small business multiplier	49.9	49.9	49.9
Gross rates receivable	33,145,917	32,545,088	32,545,088
Reliefs and allowances for bad debt and appeals	(9,520,088)	(10,015,779)	(10,617,636)
Net rates less losses	23,625,829	22,529,309	21,927,452
Cost of Collection allowance	(150,464)	(130,470)	(106,836)
NNDR Income	23,475,365	22,398,839	21,820,616
Hastings BC Share (40%)	9,390,146	8,959,536	8,728,247
Tariff Calculation			
Business Rates Baseline for HBC	10,137,291	10,137,291	10,356,208
DCLG calculation of baseline funding level	3,962,452	3,962,452	4,112,334
Adjustment for Revised budget	0	0	0
Tariff	6,174,839	6,174,839	6,243,874
Levy calculation			
Total income	9,390,146	8,959,536	8,728,247
Add 50% small business relief	1,145,131	1,121,931	1,089,937
Add reliefs attracting Section 31 grant	372,841	376,791	798,324
Adjusted income	10,908,118	10,458,258	10,616,508
Less Tariff	(6,174,839)	(6,174,839)	(6,243,874)
	4,733,279	4,283,419	4,372,634
Baseline funding level	(3,962,452)	(3,962,452)	(4,112,334)
Growth	770,827	320,967	260,300
Levy payable (50%)	385,413	160,483	130,150
Pooling income (50% of levy / additional pool share)	(192,707)	(80,242)	(65,075)
Safety Net calculation			
Baseline funding level	3,962,452	3,962,452	4,112,334
Threshold (92.5% of baseline funding level)	3,665,268	3,665,268	3,803,909
Adjusted income less Tariff	4,733,279	4,283,419	4,372,634
Difference	1,068,011	618,151	568,725
Safety Net receivable	0	0	0
Business Rates Collection			
Business Rates precept	9,390,146	8,959,536	8,728,247
Tariff	(6,174,839)	(6,174,839)	(6,243,874)
Levy	(385,413)	(160,483)	(130,150)
Safety Net	0	0	0
Net Business Rates collection	2,829,894	2,624,214	2,354,223
Section 31 income	2,645,426	3,010,547	2,064,910

2. COLLECTION FUND

	2023-24 Original Budget £	2023-24 Revised Budget £	2024-25 Estimate Budget £
Council Tax (Surplus) / Deficit	(206,799)	(206,799)	(254,831)
Non Domestic Rates (Surplus) / Deficit	1,619,265	1,619,265	1,207,883
Total Collection Fund (Surplus) / Deficit	1,412,466	1,412,466	953,052

Council Tax – Overall

The Council is recommended to resolve as follows:

- 1 It be noted that the Council has calculated the Council Tax Base 2024/25 for the whole Council area as 26,728 [Item T in the formula is Section 31B of the Local Government Finance Act 1992, as amended (the "Act")]
- 2 Calculate that the Council Tax requirement for the Council's own purposes for 2023/24 is £7,985,257
- 3 That the following amounts be calculated for the year 2023/24 in accordance with Sections 31 to 36 of the Act:
 - (a) 77,127,966 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) 69,142,709 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act
 - (c) 7,985,257 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) 298.76 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) 298.76 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	199.17	232.37	265.56	298.76	365.15	431.54	497.93	597.52
East Sussex County Council (Including Adult Social Care)	1,185.55	1,383.14	1,580.73	1,778.32	2,173.50	2,568.69	2,963.87	3,556.64
East Sussex Fire Authority	72.91	85.07	97.22	109.37	133.67	157.98	182.28	218.74
Police and Crime	169.94	198.26	226.59	254.91	311.56	368.2	424.85	509.82
Aggregate of Council Tax Requirement	1,627.57	1,898.84	2,170.10	2,441.36	2,983.88	3,526.41	4,068.93	4,882.72

- 6 The Council's basic amount of Council Tax for 2024/25 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 2024/25

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

Appendix D

	2023-24 Original Budget £000's	2023-24 Forecast Outturn £000's	2024-25 Original Budget £000's
Net Interest Payments	1,537	1,105	515
Contributions to Reserves	0	760	607
Minimum Revenue Provision (Statutory provision for principal repayment arising from borrowing requirement)	945	904	966
Total	2,482	2,769	2,088
Interest			
Gross Interest Payable	2,436	2,435	1,815
Gross Interest Received	(899)	(1,330)	(1,300)
	1,537	1,105	515

Capital Programme

Scheme Cost Code	Scheme Ref.	Scheme	Class	Total Gross Cost £'000	Profile of Council Net Cost						Subsequent Years £'000	
					Total Net Cost £'000	Before 31.3.23 £'000	Adjusted			2026/27 £,000		
							2023/24 £'000	2023/24 £'000	2024/25 £,000			2025/26 £,000
71229 H15		Empty Homes Strategy - CPO	c	150	150	100	0	50	0	0	0	0
71231 RP04		Restoration Pelham Crescent/ Pelham Arcade	c	1,040	436	296	100	0	140	0	0	0
71232 RP16		Road at Pelham Arcade	c	1,416	465	11	20	20	200	234	0	0
71240 RP11		Groyne Refurbishment	c	140	140	0	35	35	35	35	35	0
71253 CR-19		Conversion of 12/13 York Buildings	c	1,011	948	921	74	27	0	0	0	0
71256 OS06		Energy - Solar Panels	c	1,700	1,700	62	500	500	500	638	0	0
71258 OS4		Buckshole Reservoir	c	1,375	465	422	0	43	0	0	0	0
71259 CR-22		Priory Meadow Contribution to Capital Works	c	912	912	162	288	250	250	250	0	0
71265 OS12		Priory Street Multi Storey Car Park	c	1,545	1,545	145	0	0	0	0	0	1,400
71267 OS07		Energy Generation - Unallocated	c	4,300	4,300	0	2,300	500	1,000	1,800	1,000	0
71273 CR-27		Development / Furbishment of Lacuna Place	c	9,612	9,585	9,471	0	114	0	0	0	0
71275 CR-29		Cornwallis Street Development	c	8,720	8,720	320	8,400	200	0	0	0	8,200
71276 CR-30		Harold Place Restaurant Devt	c	89	80	59	0	1	20	0	0	0
71280 OS16		Priory Street Works	c	140	140	99	0	41	0	0	0	0
71291 OS34		TFC - Enterprise & employment infrastructure	* c	117	0	0	0	0	0	0	0	0
71292 OS64		TFC - Green low carbon skills & economy	* c	1,375	0	0	0	0	0	0	0	0
71293 OS35		TFC - Hastings Castle world heritage destination	* c	611	0	0	0	0	0	0	0	0
71294 OS36		TFC - Town to sea creative quarter	* c	2,123	0	0	0	0	0	0	0	0
71295 OS37		TFC - Town centre core	* c	853	0	0	0	0	0	0	0	0
71296 OS38		TFC - Town centre public realm & green connections	* c	866	0	0	0	0	0	0	0	0
71297 OS39		TFC - Town living	* c	129	0	0	0	0	0	0	0	0
71298 OS65		TFC - Source/Courtyard Lift	* c	65	0	0	0	0	0	0	0	0
71300 OS66		UK Shared Prosperity Fund (Capital)	* c	40	0	0	0	0	0	0	0	0
71301 OS49		Grounds Maintenance Equipment	c	626	626	0	626	626	0	0	0	0
71302 OS50		Roof refurbishment Programme	c	1,700	1,700	0	700	0	700	500	500	0
71303 OS58		Cliff Railways	c	1,000	774	0	1,000	774	0	0	0	0
71304 OS63		Housing Acquisition Programme	c	11,865	9,492	0	4,746	4,746	4,746	0	0	0
71306 OS64		Bexhill Road Retail Park	c	238	238	0	0	238	0	0	0	0
71307 OS64		Food Waste Collection	N	821	0	0	0	0	0	0	0	0
71308 OS64		IT Upgrade Programme	N	600	600	0	0	0	200	200	200	0
				55,180	43,016	12,068	18,789	8,165	7,791	3,657	1,735	9,600
		Schemes Already Committed	c	53,758	42,416	12,068	18,789	8,165	7,591	3,457	1,535	9,600
		Schemes Uncommitted	u	0	0	0	0	0	0	0	0	0
		New Schemes	n	1,421	600	0	0	0	200	200	200	0
		No further approval required	*									
				55,180	43,016	12,068	18,789	8,165	7,791	3,657	1,735	9,600

Total Capital Expenditure

Capital Programme

Appendix E (continued)

Scheme Ref	Cost Code	Description	Total Budget	Before 31.3.23	Carry Forwards /	Original Budget	2023/24 Spend to	Revised 23/24	24/25	25/26	26/27	Subsequent Years
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<u>Funding Source</u>											
	Council	Conversion of the upper floors of this grade 2 listed building to six flats	948	921	-47	74	27	27	0	0	0	0
	Other		63	63	0	0	0	0	0	0	0	0
	<u>Total Funding</u>		1,011	984	-47	74	27	27	0	0	0	0
OS06	71256	Energy - Solar Panels										
	<u>Funding Source</u>											
	Council	Solar Panels on non-domestic rooftops within the borough	1,700	62	0	500	0	500	500	638	0	0
	Other		0	0	0	0	0	0	0	0	0	0
	<u>Total Funding</u>		1,700	62	0	500	0	500	500	638	0	0
OS4	71258	Buckshole Reservoir										
	<u>Funding Source</u>											
	Council	Statutory Protection Works: Spillway, drawdown works, signage & Contract Works	465	422	43	0	43	43	0	0	0	0
	Other		910	910	0	0	0	0	0	0	0	0
	<u>Total Funding</u>		1,375	1,332	43	0	43	43	0	0	0	0

Capital Programme

Appendix E (continued)

Scheme Ref	Cost Code	Description	Total Budget	Before 31.3.23	Carry Forwards /	Original Budget	2023/24 Spend to	Revised 23/24	24/25	25/26	26/27	Subsequent Years
			£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000
Priory Meadow Contribution to Capital Works												
CR-22	71259	<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
			912	162	-38	288	0	250	250	250	0	0
			0	0	0	0	0	0	0	0	0	0
			912	162	-38	288	0	250	250	250	0	0
Priory Street Multi Storey Car Park												
OS12	71265	<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
			1,545	145	0	0	0	0	0	0	0	1,400
			0	0	0	0	0	0	0	0	0	0
			1,545	145	0	0	0	0	0	0	0	1,400
Energy Generation - Unallocated												
OS07	71267	<u>Funding Source</u>										0
		Council										
		Other										
		<u>Total Funding</u>										
			4,300	0	-1,800	2,300	0	500	1,000	1,800	1,000	0
			0	0	0	0	0	0	0	0	0	0
			4,300	0	-1,800	2,300	0	500	1,000	1,800	1,000	0
Lower Bexhill Road												
OS13	71271	<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
			93	93	0	0	0	0	0	0	0	0
			1,818	1,818	0	0	0	0	0	0	0	0
			1,911	1,911	0	0	0	0	0	0	0	0
Churchfields Business Centre												
CR-26	71272	<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
			131	131	0	0	0	0	0	0	0	0
			4,406	4,010	396	0	396	396	0	0	0	0
			4,537	4,141	396	0	396	396	0	0	0	0

Capital Programme

Appendix E (continued)

Scheme Ref	Cost Code	Description	Total Budget £'000	Before 31.3.23 £'000	Carry Forwards / £'000	Original Budget £'000	2023/24 Spend to	Revised 23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	Subsequent Years £'000
Development / Furbishment of Lacuna Place												
CR-27	71273	<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
		Office building with ground floor retail accommodation totalling 39,696 Sq.ft.	9,585	9,471	114	0	0	114	0	0	0	0
			27	27	0	0	0	0	0	0	0	0
			9,612	9,498	114	0	0	114	0	0	0	0
Cornwallis Street Development												
CR-29	71275	<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
		Redevelopment of Cornwallis Street for Hotel	8,720	320	-8,200	8,400	66	200	0	0	0	8,200
			0	0		0	0	0	0	0	0	0
			8,720	320	-8,200	8,400	66	200	0	0	0	8,200
Harold Place Restaurant Devt												
CR-30	71276	<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
		Redevelopment of Harold Place for Restaurant use - This project has been aborted and any outstanding fees to be	80	59	1	0	1	1	20	0	0	0
			9	9	0	0	0	0	0	0	0	0
			89	68	1	0	1	1	20	0	0	0
Priory Street Works												
OS16	71280	<u>Funding Source</u>										
		Council										
		Other										
		<u>Total Funding</u>										
		LED Lighting replacement, rewiring & automated gate control	140	99	41	0	0	41	0	0	0	0
			0	0	0	0	0	0	0	0	0	0
			140	99	41	0	0	41	0	0	0	0

Capital Programme

Appendix E (continued)

Scheme Ref	Cost Code	Description	Total Budget £'000	Before 31.3.23 £'000	Carry Forwards / £'000	Original Budget £'000	2023/24 Spend to	Revised 23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	Subsequent Years £'000
OS-30	71284	Next Steps Accommodation Pathway										
		<u>Funding Source</u>										
		Council										
		Government Grant										
		Total Funding	1,997	1,111	886	0	599	886	0	0	0	0
CR-34	71285	Castleham Industrial Units										
		<u>Funding Source</u>										
		Council										
		Other										
		Total Funding	325	121	204	0	181	204	0	0	0	0
OS33	71290	MUGA Refurbishments										
		<u>Funding Source</u>										
		Council										
		Other										
		Total Funding	80	31	49	0	3	49	0	0	0	0
OS34	71291	TFC - Enterprise & employment infrastructure										
		<u>Funding Source</u>										
		Council										
		Other										
		Total Funding	117	117	0	0	0	0	0	0	0	0
OS64	71292	TFC - Green low carbon skills & economy										
		<u>Funding Source</u>										
		Council										
		Other										
		Total Funding	1,375	96	1,279	0	321	1,279	0	0	0	0
OS35	71293	TFC - Hastings Castle world heritage destination										
		<u>Funding Source</u>										
		Council										
		Other										
		Total Funding	611	111	500	0	0	500	0	0	0	0
OS36	71294	TFC - Town to sea creative quarter										
		<u>Funding Source</u>										
		Council										
		Other										
		Total Funding	2,123	1,055	1,068	0	166	1,068	0	0	0	0

Capital Programme

Appendix E (continued)

Scheme Ref	Cost Code	Description	Total Budget	Before 31.3.23	Carry Forwards /	Original Budget	2023/24 Spend to	Revised 23/24	24/25	25/26	26/27	Subsequent Years	
			£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	
OS37	71295	TFC - Town centre core											
		<u>Funding Source</u>											
		Council	Towns Fund - Town Centre Core	0	0	0	0	0	0	0	0	0	0
		Other		853	840	13	0	0	13	0	0	0	0
		Total Funding	853	840	13	0	0	13	0	0	0	0	
OS38	71296	TFC - Town centre public realm & green connections											
		<u>Funding Source</u>											
		Council	Towns Fund - Public Realm & Green Connections	0	0	0	0	0	0	0	0	0	0
		Other		866	66	800	0	0	800	0	0	0	0
		Total Funding	866	66	800	0	0	800	0	0	0	0	
OS39	71297	TFC - Town living											
		<u>Funding Source</u>											
		Council	Towns Fund - Town Living	0	0	0	0	0	0	0	0	0	0
		Other		129	39	90	0	0	90	0	0	0	0
		Total Funding	129	39	90	0	0	90	0	0	0	0	
OS65	71298	TFC - Source/Courtyard Lift											
		<u>Funding Source</u>											
		Council	TFC - Source/Courtyard Lift	0	0	0	0	0	0	0	0	0	0
		Other		65	65	0	0	0	0	0	0	0	0
		Total Funding	65	65	0	0	0	0	0	0	0	0	
OS66	71300	UK Shared Prosperity Fund (Capital)											
		<u>Funding Source</u>											
		Council	Levelling Up Parks Fund	0	0	0	0	0	0	0	0	0	0
		Other		40	0	40	0	9	40	0	0	0	0
		Total Funding	40	0	40	0	9	40	0	0	0	0	
OS49	71301	Grounds Maintenance Equipment											
		<u>Funding Source</u>											
		Council		626	0	0	626	396	626	0	0	0	0
		Other		0	0	0	0	0	0	0	0	0	0
		Total Funding	626	0	0	626	396	626	0	0	0	0	
OS50	71302	Roof refurbishment Programme											
		<u>Funding Source</u>											
		Council		1,700	0	-700	700	0	0	700	500	500	0
		Other		0	0	0	0	0	0	0	0	0	0
		Total Funding	1,700	0	-700	700	0	0	700	500	500	0	
OS58	71303	Cliff Railways											
		<u>Funding Source</u>											
		Council		774	0	0	1,000	768	774	0	0	0	0
		Other		226	226	0	0	0	0	0	0	0	0
		Total Funding	1,000	226	0	1,000	768	774	0	0	0	0	
OS63	71304	Housing Acquisition Programme											
		<u>Funding Source</u>											
		Council	Purchase of Housing for temporary accomodation. Expecting Homes England to fund 20% of the scheme	9,492	0	0	4,746	2,914	4,746	4,746	0	0	0
		Other		2,373	0	0	1,187	1,187	1,187	1,187	0	0	0
		Total Funding	11,865	0	0	5,933	4,101	5,933	5,933	0	0	0	
OS64	71306	Bexhill Road Retail Park											
		<u>Funding Source</u>											
		Council	Bexhill Road Retail Park	238	0	238	0	238	238	0	0	0	0

Capital Programme

Appendix E (continued)

Scheme Ref	Cost Code	Description	Total Budget	Before 31.3.23	Carry Forwards /	Original Budget	2023/24 Spend to	Revised 23/24	24/25	25/26	26/27	Subsequent Years
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
		Other	0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	238	0	238	0	238	238	0	0	0	0
OS64	71307	Food Waste Collection										
		<u>Funding Source</u>										
		Council	0	0	0	0	0	0	0	0	0	0
		Other	821	0	0	0	0	0	821	0	0	0
		<u>Total Funding</u>	821	0	0	0	0	0	821	0	0	0
OS64		IT Upgrade Programme										
		<u>Funding Source</u>										
		Council	600	0	0	0	0	0	200	200	200	0
		Other	0	0	0	0	0	0	0	0	0	0
		<u>Total Funding</u>	600	0	0	0	0	0	200	200	200	0
Totals												
		Council	48,790	17,842	-17,398	18,789	4,453	8,165	7,791	3,657	1,735	9,600
		Other	40,375	20,055	5,374	3,533	4,046	8,907	4,861	2,433	2,064	2,056
		<u>Total Funding</u>	89,165	37,896	-12,024	22,322	8,499	17,072	12,652	6,090	3,799	11,656

CAPITAL PROGRAMME FINANCING STATEMENT

Appendix F

	2023/24 Original £'000	2023/24 Forecast £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	Total over life of Programme £'000
<u>Spending</u>						
<u>Capital Spending</u>						
Total Gross Spend	22,322	17,072	12,652	6,090	3,799	39,613
<u>Funded By</u>						
Capital Grants & Contributions	3,533	8,907	4,861	2,433	2,064	18,264
Reserves	0	0	0	0	0	0
S106	0	271	0	0	0	271
Capital Receipts	952	2,579	900	0	50	3,529
Internal Funding	17,837	5,315	6,691	3,457	1,485	16,948
Total	22,322	17,072	12,452	5,890	3,599	39,013

Land and Property Disposal Programme**Estimated
Receipts
£****2024/25**

Upper Wilting Farm Land (Lot 3)
 12/13 York Buildings
 Bexhill Road Pony Field
 Mayfield E
 Land at Sandrock
 Other

4,630,000
2025/26

Land at Whitworth Road South of Roundabout
 Land at Whitworth Road North of Roundabout
 Other

0

300,000
2026/27

Other

50,000

2027/28

Other

2028/29

Other

Council Service Revenue Expenditure

Appendix H

2023-23 ACTUAL	SERVICE	2023-24 BUDGET	2023-24 FORECAST OUTTURN	2023-24 FORECAST VARIANCE	2024-25 ESTIMATED FTE	Employees	Premises	Transport	Supplies and Services	Payments to Third Parties	Housing Benefit Payments	2024-25 ESTIMATED GROSS BUDGET	Appendix K SAVINGS	2024-25 ESTIMATED BUDGET	2024-25 BUDGET TO 2023-24 BUDGET VARIANCE
£	SUMMARY OF REVENUE ESTIMATES	£	£	£	FTE	£	£	£	£	£	£	£	£	£	£
4,068,000	Chief Finance Officer / S151 Officer	2,622,000	3,501,000	879,000	56	3,600,000	100,000	10,000	1,174,000	0	28,572,000	3,999,000	(747,000)	3,252,000	630,000
976,000	Chief Legal Officer / Monitoring Officer	986,000	946,000	(40,000)	10	925,000	0	10,000	109,000	0	0	1,005,000	0	1,005,000	19,000
1,389,000	Commercial Services and Development	931,000	1,022,000	(25,000)	37	1,695,000	612,000	14,000	1,283,000	6,000	0	895,000	(217,000)	678,000	(253,000)
1,082,000	Community and Regulatory Services	862,000	920,000	36,000	48	2,364,000	377,000	36,000	645,000	101,000	0	1,191,000	(248,000)	943,000	81,000
4,499,000	Environment and Operations	4,991,000	5,244,000	66,000	52	2,356,000	2,958,000	248,000	729,000	2,863,000	0	5,723,000	(215,000)	5,508,000	517,000
6,197,000	Housing	6,426,000	7,248,000	812,000	56	2,501,000	114,000	6,000	8,846,000	70,000	0	6,970,000	(407,000)	6,563,000	137,000
751,000	People and Business Support	726,000	842,000	21,000	9	591,000	419,000	0	94,000	0	0	854,000	(26,000)	828,000	102,000
2,283,000	Strategic Programmes	2,375,000	2,515,000	290,000	36	1,957,000	0	16,000	879,000	0	0	2,265,000	39,000	2,304,000	(71,000)
-4,731,000	Property and Commercial Assets Manager	(4,993,000)	(5,342,000)	(349,000)	7	388,000	764,000	8,000	166,000	0	0	(5,274,000)	0	(5,274,000)	(281,000)
		14,926,000	16,896,000	1,690,000	312	16,377,000	5,344,000	348,000	13,925,000	3,040,000	28,572,000	17,628,000	(1,821,000)	15,807,000	881,000
	Recharges	0	0	0	0	(36,330)	(636,060)	0	(148,350)	0	0	0	0	0	0
16,514,000		14,926,000	16,896,000	1,690,000	312	16,340,670	4,707,940	348,000	13,776,650	3,040,000	28,572,000	17,628,000	(1,821,000)	15,807,000	881,000

RESERVES

Appendix I

	2023/24			2024/25			
	Balance at 1 April 2023 £'000	Income & Transfers £'000	Expenditure & Transfers £'000	Balance at 31 Mar 2024 £'000	Income & Transfers £'000	Expenditure & Transfers £'000	Balance at 31 Mar 2025 £'000
General Reserve	(8,423)	760	1,631	(6,032)	607	796	(4,629)
Capital Reserve	(150)		0	(150)	(7)	0	(157)
Earmarked Reserves							
Asset Maintenance Reserves	(46)	(7)	1	(52)	(7)	1	(58)
Ore Valley Reserve	(250)	0	0	(250)	0	0	(250)
On-Street Car Parking Surplus Reserve	(40)	0	0	(40)	0	0	(40)
Countryside Stewardship	(28)	(80)	90	(18)	(70)	80	(8)
Disabled Facilities Grant	(1,374)	(2,056)	2,056	(1,374)	(2,056)	2,514	(916)
Information Technology Reserve	(274)	(64)	214	(124)	0	124	0
Risk Management Reserve	(315)	0	15	(300)	0	0	(300)
Invest to Save and Efficiency Reserve	(87)	0	14	(73)	(150)	223	0
Redundancy Reserve	(565)	0	0	(565)	0	0	(565)
Renewal and Repairs Reserve	(1,656)	(689)	1,038	(1,307)	(300)	863	(744)
DCE-Revenues Division	(255)	0	155	(100)	0	0	(100)
Section 106 Reserve (Revenue)	(426)	0	154	(272)	0	62	(210)
Business Rates Equalisation Reserve	(900)	0	900	0	0	0	0
Syrian Refugee Resettlement Programme	0	(53)	53	0	0	0	0
Housing Licensing Reserve	(277)	0	0	(277)	0	116	(161)
Community Housing Fund	(11)	0	0	(11)	0	0	(11)
Safer Hastings Partnership	(98)	0	22	(76)	0	20	(56)
Controlling Migration	(116)	0	0	(116)	0	0	(116)
Towns Fund	(236)	(372)	320	(288)	(259)	302	(245)
Section 31 Reserve	(3,653)	0	399	(3,254)	0	1,854	(1,400)
Green Investment Fund	0	(150)	0	(150)	(150)	150	(150)
Local Forward Plan (+Rother) (New)	0	(339)	78	(261)	0	200	(61)
	(10,606)	(3,810)	5,509	(8,908)	(2,992)	6,509	(5,391)
	(19,179)	(3,050)	7,140	(15,089)	(2,392)	7,305	(10,176)

Savings proposals	Further details	Revised Savings			Original Proposed Savings		
		2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
1. On-going programme to review and reduce service costs and staffing expenditure	<p>The council is continuing the programme of service reviews that were commenced last year.</p> <p>The savings proposed for 2024/25 include deletion of the Full Time Equivalent (FTE) posts following either a service review, restructure or by reviewing posts that have become vacant.</p> <p>a) Net savings from phase 2 of restructure</p> <p>Completed a review of management and staff structures following deletion of Marketing and Major Projects Manager post.</p> <p>A leaner service and management structure is in place that focuses on provision of essential services covering coastal, tourism, civic, event support, cultural, economic development and leisure services.</p> <p>There is now a reduction in capacity currently around non statutory, non-grant funded and non- income generating activity.</p> <p>This area however retains the ability to grow dependent on income generation and external grant funding levels.</p>	£160,000	£160,000	£160,000	£160,000	£160,000	£160,000
	<p>b) Vacant posts</p> <ul style="list-style-type: none"> • Customer Services Officer (CCC) 1 FTE • Vacant business support officer post 1 FTE • Vacant planning administration officer post 1 FTE • Vacant Warden post 1 FTE • Delay recruitment to vacant Planning Policy technical officer for 1 year 0.6 FTE 	£167,000	£167,000	£167,000	£167,000	£167,000	£167,000
2. Service Delivery Model Transformation Programme	<p>The council implemented a digital transformation programme in 2015/16. This further transformation programme will build on that work and will explore opportunities to transform how we work to further reduce costs and to create more capacity and resilience by sharing resources, systems and skills with others.</p>						
	<p>a) Back office operating model re-design</p> <p>The first workstream of this programme will begin in January 2024 and will aim to share resources, streamline functions and maximise capacity and transferable skills to meet demand peaks across all service areas, at a lower cost.</p> <ul style="list-style-type: none"> • A savings target for this project has been set to achieve a reduction of at least 2 full time equivalent posts, ideally through a process of voluntary severance from 1st April 2024. • In scoping the review, the functions of all administration posts across services, grades 10 – 6 will be considered. • By taking this project review approach individuals and teams will be at the heart of the re-design work and will be able to contribute to and consider proposals before final decisions are made. 	£55,000	£55,000	£55,000	£55,000	£55,000	£55,000
	<p>b) Sharing services</p> <p>The second workstream which has already started is the work to capitalise on new opportunities to improve or sustain service delivery by working with others.</p> <ul style="list-style-type: none"> <input type="checkbox"/> A service delivery model transformation team will be established who will work with HBC and our partners throughout this process. <input type="checkbox"/> This team will be funded by 'invest to save' resources identified to support the project and achieve the targeted savings. <input type="checkbox"/> External funding will also be sought to facilitate this work – this is being made available by various organisations because it is an approach many councils are taking to address their deficits. <input type="checkbox"/> The project will commence in early 2024. 	£193,000	£362,000	£482,500	£386,000	£724,000	£965,000
	<p>This two-three-year programme will focus on opportunities for sharing back-office and essential services where others have the same statutory duty and/or savings can be made from management, administration, sharing and rationalising systems etc. or by providing the service for others.</p> <p>A key part of this work will be business process mapping. This will identify savings that can be achieved by implementing new ways of working even if services are not able to be shared at this time.</p> <p>Priorities for transformation and sharing depend on the opportunities available with other potential partner councils and public organisations, but over the lifetime of the project will include all services.</p> <p>Year 1 priorities for exploring potential for sharing are:</p>						
	<input type="checkbox"/> Chief Executive's division (SLT)						
	<input type="checkbox"/> Accountancy and Exchequer services						
	<input type="checkbox"/> Audit						
	<input type="checkbox"/> Communications and graphic design						
	<input type="checkbox"/> Environmental Health and Licensing						
	<input type="checkbox"/> Estates and Building surveyors						
	<input type="checkbox"/> Housing Management and administration						
	<input type="checkbox"/> Human Resources						
	<input type="checkbox"/> Information technology						
	<input type="checkbox"/> Legal Services						
	<input type="checkbox"/> Planning enforcement						
	<input type="checkbox"/> Planning services (development management and planning policy)						
	<input type="checkbox"/> Programmes and compliance						
	<input type="checkbox"/> Revenues and Benefits						

Savings proposals	Further details	Revised Savings			Original Proposed Savings		
		2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
16. Renewals and Reserves changes	Change the way we fund repairs and renewals reserve. This will enable better oversight of whole costs of assets and planning for future maintenance programmes. All asset maintenance plans are being reviewed and spend will be limited to health and safety priorities or to preserve existing/generate new income.	£200,000	£200,000	£200,000	£300,000	£300,000	£300,000
17. Affordable Housing Supply	Supply of newly developed affordable rented homes which will become available to people to move into and out of temporary accommodation	£217,085	£1,739,440	£797,419	£1,175,820	£1,175,820	£1,175,820
18. Housing Acquisitions	This programme involves the council acquiring up to 50 homes over a two-year period for use as TA. The programme will use an end-to-end property service to increase the council's capacity to source, negotiate, acquire and refurbish properties	£189,458	£0	£0	£0	£0	£0
19. IT reserve	Changing how spend is managed - an annual revenue budget to be agreed to cover known costs, then all additional spend will require a business case to be agreed. This also ensures that appropriate costs are reflected in the capital programme budget.	£124,000	£124,000	£124,000	£75,000	£75,000	£75,000

New Income proposals		2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
19. Fees and charges	Following a review of fees and charges the council has reflected the increased costs of delivery in the fees for services (these were agreed at Cabinet on 4 th December) and forecasts updated with latest figures.	£344,280	£289,096	£208,149	£120,000	£120,000	£120,000
20. Treasury investment	Aim to maximise investment returns and improve performance on the money the council has invested.	£400,000	£400,000	£400,000	£400,000	£400,000	£400,000
21. New Homes Bonus	102 New Homes identified as part of external review and additional NHB grant expected as a result of the work.	£88,534	£88,534	£88,534	£179,000	£179,000	£179,000

	2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Total Net Savings	£3,878,857	£7,592,820	£6,693,352	£3,946,320	£4,345,570	£4,586,570
NB If only 80% of savings are achieved then additional savings required of	£775,771	£1,518,564	£1,338,670	£789,264	£869,114	£917,314

Other reviews underway/ to be completed that will identify cost savings, new income, cost avoidance or new ways of working over next 6-12 months						
24. A Single person discount review to be undertaken to identify any potential changes which will bring in additional revenue to fund council services.						
25. An Empty Homes review is being undertaken to ensure all homes that are eligible for a council tax charge are contributing to the cost of council services and fraudulent						
26. A business case is to be developed to introduce a more commercial approach to hiring of council venues and sites as demand for event space is increasing.						
27. Commercialisation and new trading opportunities explored following creation of the new Operational Services team – street cleansing, grounds maintenance etc.						
28. Undertake a wide-ranging review, to involve residents in 2024/25 of the costs of public conveniences to include options around charging. NB No changes will be made in 2024/2025.						
29. Additional proposals to reduce the cost and usage of temporary accommodation costs (over and above what is already planned).						
30. Invest to save debt collection business case proposal bought forward.						
31. Review and where necessary re-tender contracts held across HBC facilities e.g. security, confidential waste, photocopiers, mobile phones etc.						
32. In early 2024/25 implementation of a review of Housing Services – staff structure, use of external funding, options for sharing activities.						
33. Review of parks service and staffing structure once new grounds maintenance service has been operational for 6 months.						
34. Review of council tax reduction policy and second/holiday homes council tax (summer 2024)						

Savings proposals	Further details	Revised Savings			Original Proposed Savings		
		2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
	35. Development of a business case for invest to save resources to explore a cultural trust model for sustainable future for cultural assets.						
	36. Review out of hours arrangements ensuring council has capacity to respond appropriately in emergencies and out of office hours.						
	37. Review evidence for further housing licensing scheme and depending on outcome develop a business case that is cost-neutral to HBC.						
	38. Seek opportunities to expand the successful Active Hastings programme across neighbouring areas and via their role in addressing health inequalities within the levelling up programmes.						
	39. Develop proposals to use Levelling Up funding to invest in playgrounds and ensure they are not at risk of closure in future due to lack of funding for maintenance etc.						
	40. Pause applications for Green Flags for the town's Parks whilst we embed our new Grounds Maintenance team and review whether the standards are actually contrary to						