



Meeting: **POLICY REVIEW COMMITTEE**
Date: **TUESDAY, 8 SEPTEMBER 2020**
Time: **5.00 PM**
Venue: **MICROSOFT TEAMS - REMOTE**
[\(Click here\)](#)
To: **Councillors A Lee (Chair), K Arthur (Vice-Chair),
J Cattanach, M McCartney, J Shaw-Wright, T Grogan,
M Jordan and R Packham**

Agenda

1. Apologies for Absence

2. Disclosures of Interest

A copy of the Register of Interest for each Selby District Councillor is available for inspection at www.selby.gov.uk.

Councillors should declare to the meeting any disclosable pecuniary interest in any item of business on this agenda which is not already entered in their Register of Interests.

Councillors should leave the meeting and take no part in the consideration, discussion or vote on any matter in which they have a disclosable pecuniary interest.

Councillors should also declare any other interests. Having made the declaration, provided the other interest is not a disclosable pecuniary interest, the Councillor may stay in the meeting, speak and vote on that item of business.

If in doubt, Councillors are advised to seek advice from the Monitoring Officer.

3. Minutes (Pages 1 - 4)

To confirm as a correct record the minutes of the meeting of the Policy Review Committee held on 10 March 2020.

4. Chair's Address to the Policy Review Committee

5. Revised Estimate 2020/21 and Medium-Term Financial Strategy (PR/20/3) (Pages 5 - 66)

To provide comments on the revised Budget for 2020/21 and the update to the Medium-Term Financial Strategy (MTFS) covering both the General Fund and Housing Revenue Account (HRA), prior to consideration by Council in September 2020.

6. Annual Report of the Policy Review Committee 2019-20 (PR/20/4) (Pages 67 - 98)

To agree the Committee's Annual Report for 2019-20 submitted by the Chair of the Policy Review Committee.

7. Work Programme (Pages 99 - 102)

To consider the Committee's work programme.

Janet Waggott

Janet Waggott, Chief Executive

<p>Dates of next meeting (5.00pm) Tuesday, 13 October 2020</p>

Enquiries relating to this agenda, please contact Victoria Foreman on 01757 292046 vforeman@selby.gov.uk.

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Minutes

Policy Review Committee

Venue:	Committee Room - Civic Centre, Doncaster Road, Selby, YO8 9FT
Date:	Tuesday, 10 March 2020
Time:	5.00 pm
Present:	Councillors A Lee (Chair), K Arthur (Vice-Chair), T Grogan and R Packham Councillor K Franks as substitute
Officers present:	Victoria Foreman, Democratic Services Officer
Others present:	None
Public:	None
Press:	None

51 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors M McCartney and J Shaw-Wright.

Councillor K Franks was in attendance as a substitute for Councillor J Shaw-Wright.

52 DISCLOSURES OF INTEREST

There were no disclosures of interest.

53 MINUTES

The Committee considered the minutes of the meeting held on 14 January 2020.

RESOLVED:

To approve the minutes of the Policy Review Committee

meeting held on 14 January 2020.

54 CHAIR'S ADDRESS TO THE POLICY REVIEW COMMITTEE

There was no Chair's address to the Committee.

55 UPDATE FROM THE LOW CARBON WORKING GROUP (STANDING ITEM)

Members noted that there had been two meetings of the Low Carbon Working Group, at which presentations and benchmarking data on the Council's carbon footprint had been provided; however, there was still some outstanding data to be supplied.

Officers were looking for a steer from Members as to the priorities for the actions and projects resulting from their research.

Members acknowledged that the initial six-month time period was a tight timescale to work to and present recommendations to the Executive. A suggested way forward would be to provide an initial report to the Executive setting out 'quick wins' and actions that could be taken as soon as possible. Members would also request that the Executive allow the Working Group to continue its work throughout the rest of the year in order to examine longer term projects and ideas.

The Committee discussed the Northern Forest initiative and emphasised the importance of potential areas for planting in the district being identified as quickly as possible. Members felt very strongly that this should be moved forward at pace. It was noted that some parish councils had started to undertake similar work, and that some groups on the Council had a number of ideas that could be fed into policies such as the Local Plan.

Members asked that the following points be fed back to the Director for Economic Regeneration and Place:

- That tree planting in the district to be taken forward as soon as possible.
- That the Council begin to engage with parish councils, local landowners, estates and other stakeholders as soon as possible.
- That potential sites for tree planting be identified in time for recommendations to be made to the Executive.
- That if possible, some planting take place during the current planting season/this year.
- That any outstanding benchmarking data be gathered by the next meeting of the Low Carbon Working Group.

- To contact the County Council for schools to be involved in any tree planting initiatives.
- That at the next meeting of the Low Carbon Working Group Officers present suggestions for 'quick wins' that they have identified.
- That the Taxi Licensing Policy be amended to include a rule that taxis turn off their engines whilst waiting at ranks, and that a campaign against idling vehicles outside schools also be considered by Officers.

The Committee agreed at its next meeting in April they would want to be able to distil ideas into short and long term actions, working in conjunction with the 'Ideas Lab' that was agreed as part of the Council's budget in February 2020.

Lastly, Members asked Officers to check the resources available (estimated to be £300k) for the low carbon work agreed at Council in February 2020 as part of new project bids within the Programme for Growth (P4G).

RESOLVED:

- That the report to the Executive on the work of the Low Carbon Working Group include identified 'quick wins' and actions that could be taken forward as soon as possible.**
- To ask the Executive to endorse the continuation of the work of the Low Carbon Working Group throughout the rest of the year, in order for longer term projects and ideas to be explored in full.**
- That the points set out in the minutes above be fed back to the Director for Economic Regeneration and Place.**
- To ask Officers to check the resources available for the low carbon project work as agreed at full Council in February 2020, as part of new project bids in the Programme for Growth (P4G).**

56 WORK PROGRAMME 2019-20 AND PLANNING FOR 2020-21

The Committee considered the work programme for the remainder of the 2019-20 municipal year but agreed that work planning for 2020-21 should be undertaken at the next meeting.

The Committee raised several points and asked that Officers provide responses to them outside of the meeting:

- Whether the Taxi Licensing Policy needed to come back to the Committee for consideration.
- Why consideration of the Animal Licensing and Alcohol Licensing policies had been delayed until June 2020.
- To make it clear to Officers that the review of the Affordable Housing Policy should be brought to the meeting of the Committee in April, as the last piece of the 'deep dive' work into housing at the Council that Members had undertaken.

Lastly, Members asked that additional date and time options be circulated to Members for the next meeting of the Low Carbon Working Group.

RESOLVED:

- i. To note the work programme for 2019-20.**
- ii. To ask Officers to respond to the points above after the meeting.**
- iii. To consider work planning for 2020-21 at the next meeting of the Committee in April 2020.**
- iv. That additional date and time options be circulated to Members for the next meeting of the Low Carbon Working Group.**

The meeting closed at 5.21 pm.



Report Reference Number: PR/20/3

To: Policy Review Committee
Date: 8 September 2020
Ward(s) Affected: All
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Councillor Cliff Lunn, Executive Lead Member for Finance And Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Revised Estimate 2020/21 and Medium-Term Financial Strategy

Summary: The report gives the Policy Review Committee the opportunity to comment on the revised Budget for 2020/21 and an update to the Medium-Term Financial Strategy (MTFS) covering both the General Fund and Housing Revenue Account (HRA), prior to consideration by Council in September 2020.

Recommendation:

The Policy Review Committee provides comments on the revised Budget for 2020/21 and the update to the Medium-Term Financial Strategy (MTFS) covering both the General Fund and Housing Revenue Account (HRA), prior to consideration by Council in September 2020.

Reasons for recommendation

To enable the views of the Policy Review Committee to be considered before the final revised budget proposals are submitted to full Council, and to help Members ensure the contribution of scrutiny is effective in supporting service improvement and delivery against district wide and Council priorities.

1. Introduction and background

- 1.1 At its meeting on 3 September 2020 the Executive were asked to, subject to consultation with Policy Review Committee, agree the Revised Estimates for 2020/21 and the Medium-Term Financial Strategy for submission to Council for approval.
- 1.2 A verbal update as to the discussions had by the Executive at its meeting on 3 September 2020 will be given by Officers at the meeting of the Policy Review Committee.

2. The Report

- 2.1 The Policy Review Committee is asked to review the Executive report, set out in Appendix (i), and to provide comments for submission to full Council.

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

Effective scrutiny arrangements form part of the governance framework of the Council. There is a requirement in the Council's Constitution (at Part 4.3 – Budget and Policy Framework Rules) for six weeks' notice to be given for consideration of the budget and policy framework by the Policy Review Committee. The six weeks' notice has been abridged because of shortened timescales due to Covid-19.

4.2 Financial Implications

As set out in the Executive report attached at Appendix (i) to this report.

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council.

4.5 Resource Implications

As set out in the Executive report attached at Appendix (i) to this report.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Not applicable.

5. Conclusion

- 5.1 Following comments from the Policy Review Committee the budget proposals will be submitted to full Council.

6. Background Documents

None.

7. Appendices

Appendix (i) – Executive Report considered by Executive on 3 September 2020

Appendix 1 of Executive Report, 3 September 2020 – Revised Estimate 2020/21 and Medium-Term Financial Strategy Update September 2020

Appendix A1 of Executive Report, 3 September 2020 – 10 Year Financial Plan

Appendix A2 of Executive Report, 3 September 2020 – HRA 30 Year Financial Plan

Appendix B of Executive Report, 3 September 2020 – Reserve Balances 2020 – 2023 Including Growth Bids

Appendix C of Executive Report, 3 September 2020 – Covid Scenarios

Appendix D of Executive Report, 3 September 2020 – Planned Savings

Appendix E of Executive Report, 3 September 2020 - 2020/21 Selby District Council Capital Programme - To 30 June 2020

Appendix F of Executive Report, 3 September 2020 - Programme for Growth 2020/21 Financial Year Project Updates

Contact Officer:

Victoria Foreman, Democratic Services Officer

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Report Reference Number: E/20/16

To:	Executive
Date:	3 September 2020
Status:	Key Decision
Ward(s) Affected:	All Wards
Author:	Karen Iveson, Chief Finance Officer
Lead Executive Member:	Councillor C Lunn, Lead Member for Finance & Resources
Lead Officer:	Karen Iveson, Chief Finance Officer

Title: Revised Estimate 2020/21 and Medium-Term Financial Strategy

Summary:

This report presents a revised Budget for 2020/21 and an update to the Medium-Term Financial Strategy (MTFS) covering both the General Fund and Housing Revenue Account (HRA) prior to consideration by Council later this month.

Covid-19 has had, and continues to have, a significant impact on the Council's finances. As at the end of July 2020 the full year forecast for 2020/21 totals £3.8m. The key assumptions that underpin the strategy have been updated - Policy Review Committee members will be consulted prior to Council considering it later in September.

The MTFS highlights further delays to the Fair Funding Review and the reform of the Business rates Retention system, as a result of Covid. It is assumed therefore, that the settlement for 2021/22 will be another roll-forward which could result in a further year of the renewable energy business rates windfall. Should the Local Government Finance Settlement be announced early then any necessary changes will be incorporated into the draft Budget as part of the process during the autumn.

The MTFS identifies risk and uncertainty around business rates retention, on-going reductions to Government funding, wider economic uncertainty at the prospect of a no-deal Brexit and local government re-organisation on the back of a potential devolution deal.

In spite of the uncertainty, the MTFS confirms the Council's strategic approach to continuing to invest 'one-off' or finite resources to stimulate local economic growth and achieve sustainable income through Council Tax and Business Rates growth, whilst reducing its base revenue budget.

The MTFFS also sets out the Council's reserves strategy which seeks to set aside sums to cover known commitments and cover financial risk as well as earmarking resources to support delivery of the "Council Plan".

Following the district elections in May 2019, a number of emerging cost pressures have been identified which will if they materialise, increase the requirement for on-going savings. Some resources are available from the Business Rates Equalisation Reserve to support in the shorter term, although a top-up of this reserve is required.

Progress against our savings targets has been delayed as a result of Covid and therefore additional drawdown from the Business Rates Equalisation Reserve is expected.

Based on the assumptions within the MTFFS, the savings requirement is estimated to rise to between £2.4m and £2.9m over the next 3 years. With savings of £848k p.a. already planned, a further £2m will need to be identified.

Recommendation:

It is recommended that, subject to consultation with Policy Review Committee, the Revised Estimates for 2020/21 and the Medium-Term Financial Strategy be submitted to Council for approval.

Reasons for recommendation:

To reflect the latest financial issues within the budget for 2020/21 and to set the framework for the 2021/22 budget and Medium-Term Financial Plan to 2023/24.

1. Introduction and background

- 1.1 This report presents revised estimates following an assessment of the impacts of Covid-19 along with an update to the MTFFS taking into account changes to the key assumptions within the strategy. The draft MTFFS (incorporating a revised budget for 2020/21) including associated appendices is attached at **Appendix 1**.
- 1.2 The strategy covers both the General Fund and HRA to provide a holistic view of the Council's finances.
- 1.3 Comments on the revised Budget and MTFFS will be invited from Policy Review Committee members prior to consideration by full Council. As a result of Covid-19 the usual 6-week budget consultation with Policy Review Committee has been curtailed.

2. The Report

- 2.1 The attached update paper presents a revised budget for 2020/21 as a result of the financial impacts of Covid-19. The virus has had, and continues to have, a significant impact on the Council's finances - as at the end of July

2020 the full year forecast for 2020/21 totals £3.8m. To the end of July 2020, £1.068m has been received from the Government to help off-set these impacts. This forecast has informed the revised estimate put forward for approval, with £1.44m New Homes Bonus proposed to be diverted from reserves to help mitigate the impacts. Base on current assumptions a surplus of £43k is forecast but given the risk and volatility as a result of the virus, this could change. Any subsequent changes, for example additional Government funding, will be reported through the quarterly exception reports to Executive and Scrutiny Committee.

- 2.2 The paper also models the Council's revenue budgets over the next 10 years although major risk and uncertainty around business rates retention, on-going reductions to Government funding, wider economic uncertainty as the transition phase of Brexit draws to a close and local government re-organisation on the back of a potential devolution deal, mean that meaningful future forecasting is extremely difficult. A mid-range forecast is the scenario that is proposed as the basis for the forthcoming budget round for 2021/22.
- 2.3 Significant changes to the Business Rates Retention Scheme were previously anticipated following the Government's announcement that in future 100% of Business Rates will be retained by Local Government and Revenue Support Grant would be phased out. Since then these plans have been scaled back and the Government piloted 75% Business Rates Retention in 2019/20. The reform of the Local Government Finance System was anticipated from 2020/21 but as result of political challenges nationally and the prospect of the no-deal Brexit HM Treasury announced there would be a one year settlement for 2020/21 and the system will be reviewed in 2020. Since then Covid-19 and the subsequent lockdown measures have led to further delays.
- 2.4 It is assumed therefore, that the settlement for 2021/22 will be another roll-forward from 2020/21 which could result in a further year of the renewable energy business rates windfall. As in previous years however, it is not proposed to allocate or commit these funds until they are confirmed. Should the Local Government Finance Settlement be announced early then any necessary changes will be incorporated into the draft Budget as part of the process during the autumn.
- 2.5 For the HRA the MTFS aligns with the refreshed HRA Business Plan and models an on-going CPI +1% increase in housing rents following 4 years of 1% reductions ending in 2019/20.
- 2.6 The MTFS mid-case scenario assumes a Council Tax rise of £5 (2.8%) for 2021/22, which mirrors the referendum principles that applied in 2020/21.
- 2.7 The Council's approach to the management of its reserves is also re-confirmed in the MTFS – earmarking resources to cover commitments, manage risk and support growth, with £1.5m retained as a minimum general working balance for both the General Fund and HRA.

- 2.8 Following the district elections in May 2019, a number of emerging risks/cost pressures have been identified, including for example: street scene and leisure contract negotiations, additional ICT investment and internal capacity issues – these costs pressures could range from £300k - £500k p.a. recurring.
- 2.9 Based on the assumptions updated within the MTFs, taking the forecast resources available, the estimated deficit before planned savings is £2.4m by 2023/24 (up to £2.9m taking into account the emerging risks/cost pressures). After current planned savings the residual shortfall on the General Fund is estimated at £1.6m by 2023/24 (£2.1m taking into account the emerging cost pressures).
- 2.10 Given the risk within our savings programme £6.9m is to be held back in the Business Rates Equalisation Reserve (BRER), which requires an additional £2m top up to this reserve from the Special Projects Reserve in 2021/22. The BRER provides funding to support the revenue budget should savings be delayed. It must be stressed however that using reserves to support the revenue budget in this way is not sustainable and failure to deliver the savings target would undermine the Council's long term financial resilience and therefore work to deliver and identify further savings to bridge any gap must continue.
- 2.11 The HRA is experiencing its own challenges as a result of Covid-19 and previous rent reductions. Savings are planned in order to maximise in-year HRA surpluses whilst setting aside sufficient sums to repay the self-financing debt. Revenue surpluses are transferred to the Major Repairs Reserve to fund enhancements to the Council's housing stock and a long term programme to deliver a decent homes 'plus' standard and support 1-for-1 replacement of homes sold through right-to buy.
- 2.12 Whilst revenue resources are challenging, capital receipts and s106 sums remain relatively buoyant which will enable the Council's capital programmes to be sustained as we consider opportunities to further invest in housing related schemes alongside the Programme for Growth and other reserve programmes which aim to deliver more sustainable income streams whilst improving outcomes for citizens and delivering internal efficiencies.
- 2.13 Programme for growth proposals will be brought to Council for approval in September 2020.

3. Alternative Options Considered

- 3.1 The MTFs models mid, best and worst case scenarios, which are set out at Appendix A.

4. Implications

4.1 Legal Implications

None as a direct result of this report.

4.2 Financial Implications

4.2.1 The financial issues are highlighted within the body of the report.

The estimated deficit rises to £2.4m by 2023/24 (up to £2.9m including indicative emerging risks/costs). Work is progressing towards the target but this has been delayed by Covid-19. The MTFS makes further provision in the Business Rates Equalisation Reserve to mitigate the savings shortfalls over the next 3 years but focussed effort will be needed to bring this back on track once the effects of the virus have subsided.

4.3 Policy and Risk Implications

4.3.1 The MTFS is based upon the Council's current policy framework and where there are opportunities to vary this framework these are identified within the report – for example the level of Council Tax and the replenishment/use of reserves.

4.3.2 The MTFS identifies and where possible quantifies (in outline) the risks to the Council's financial position and presents appropriate mitigations – for example the impacts of Covid-19 are mitigated through the use of New Homes Bonus and the risk inherent within the Local Government Finance Settlement and risks to the savings plan are mitigated through the Business Rates Equalisation Reserve.

4.4 Corporate Plan Implications

4.4.1 The MTFS underpins delivery of the Council Plan.

4.5 Resource Implications

4.5.1 The MTFS assesses the financial resources available to the Council over the coming 10 years. Based on the assumptions within the strategy a recurring shortfall is expected.

4.6 Other Implications

4.6.1 As set out in the report.

4.7 Equalities Impact Assessment

There are no equality impacts as a result of this report – individual savings ideas will be subject to assessment as they are brought forward for consideration/implementation.

5. Conclusion

5.1 Covid-19 is impacting significantly on the Council's finances. Whilst Government funding has been received, to date it is not sufficient to cover the

forecast costs/income losses. The proposed Revised Estimate incorporates the latest assessment of these impacts.

- 5.2 The key assumptions which underpin the MTFs have been updated based on the latest intelligence available however there is much uncertainty around public sector finance. There remains risk within the Local Government funding system and at this stage a cautious stance has been taken regarding the fair funding review and business rates 'reset' now expected after 2021/22.
- 5.3 The mid-case assumes a £5 (2.8%) increase in Council Tax and for the HRA the MTFs models a CPI+1% increase in housing rents.
- 5.4 There is also uncertainty over New Homes Bonus, the economic situation as a result of a no-deal Brexit, income generation and delivery of savings. The Council's longer-term financial position is heavily reliant upon resources keeping pace with inflation and costs being contained within base budget.
- 5.6 Over the next 3 years the savings requirement is expected to rise to £2.4m p.a. (£2.9m including emerging cost pressures). Given the size of the deficit and delays to the savings programme it is likely that additional reserves will be needed, although this is not a sustainable solution.
- 5.7 Additional income from Council Tax and Business Rates as a result of our investment in economic growth will help to bridge the funding gap in the long term but in the meantime we must strive to be as efficient as possible and additional savings targets are proposed. We will need to keep this under review as the future for Local Government funding becomes clearer.
- 5.8 The on-going risk to the Council's General Fund and HRA funding means that a careful balance between savings and investment will need to be struck.

6. Background Documents

Approved MTFs Update September 2019

Approved Budget February 2020

7. Appendices

Appendix 1 – Revised Estimate 2020/21 and Medium-Term Financial Strategy Update September 2020

Appendix A1 – 10 Year Financial Plan

Appendix A2 – HRA 30 Year Financial Plan

Appendix B – Reserve Balances 2020 – 2023 Including Growth Bids

Appendix C – Covid Scenarios

Appendix D – Planned Savings

Appendix E - 2020/21 Selby District Council Capital Programme - To 30 June 2020

Appendix F - Programme for Growth 2020/21 Financial Year Project Updates

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Selby District Council

Revised Estimates 2020/21 Medium Term Financial Strategy Update September 2020

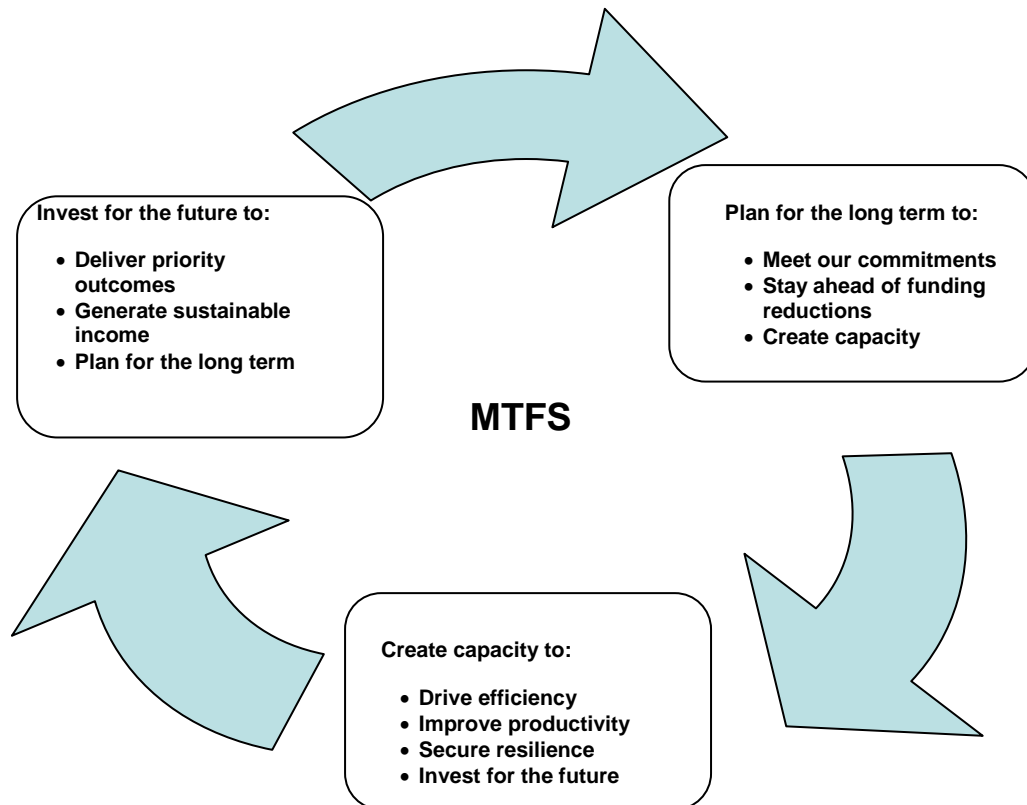
1. Introduction and Background

- 1.1 This paper presents an update to the General Fund Medium Term Financial Strategy (MTFS) approved by Council in September 2019 along with an overview of the Housing Revenue Account. It considers the budget pressures and issues facing the Council over the next 3 years and beyond and in response to the financial impacts of Covid-19, it presents a revised estimate for 2020/21 for approval by Council.
- 1.2 This MTFS provides the framework for the forthcoming budget round and the longer-term outlook to inform funding and investment decisions. A refreshed full HRA Business Plan was approved in 2019/20 and this update provides an overview of the current issues facing the HRA service within the context of the approved Plan.
- 1.3 To date 2020 has been a year of major uncertainty as the effects of the Covid-19 global pandemic have unfolded (and continue to do so). Furthermore, the impacts of Brexit, on public sector finances are still not known as the transition phase draws to a close. Add to this the outlook for devolution and Local Government reorganisation and it is clear, that uncertainty will reign for some time to come.
- 1.4 The Government's proposals for a reviewed Local Government funding system have already been delayed 1 year, on the back of Brexit and now a further delay has been announced as a result of Covid-19. 2021/22 will be a one-year settlement with the Fair Funding Review and 75% Business Rates Retention implementation being pushed out to 20/22/23 (or later).
- 1.5 Against this backdrop of major uncertainty, the key drivers for the financial strategy remain unchanged although the level of risk has undoubtedly increased. Whilst Local Government re-organisation is looking likely, this MTFS assumes the Council is a going concern and as such, meeting the on-going savings challenge will continue to feature strongly in the Council's strategic and operational plans.
- 1.6 In 2019 we refreshed our Corporate Plan and with it restated the Council's priorities through to 2029/30. Whilst there were no significant departures from the previous plan, it was an opportunity to refine some priorities. The Council has a clear and ambitious agenda – aiming **to make Selby a great place to live, enjoy and grow with a Council that delivers great value**. This financial strategy aims to provide

Appendix 1

financial sustainability, resilience and capacity for the Council in pursuing its objectives.

- 1.7 This strategy aims to secure the resources necessary to deliver the Council Plan, whilst managing the risks we are facing – ultimately over the long term achieving a self-sustaining financial model which sees the Council free from reliance on central government funding by raising income locally through Council Tax and Business Rates as well as through charging appropriately for services and maximising its investments.



- 1.8 To support this paper and due to the significant volatility, three scenarios ('best', 'mid' and 'worst' case) for the General Fund and for the HRA have been modelled over the 10 years from 2021/22 to 2030/31 and are attached at **Appendix A**. The mid-case scenarios are the proposed as the frameworks for the forthcoming budget.
- 1.9 Despite the challenges we face, the Council is in a strong financial position, helped by its historic approach to delivering savings and efficiency, its success in generating New Homes Bonus and the significantly, business rates windfalls from renewable energy facilities. However, given the uncertainty for public sector finances, we remain ready to cope with a worst-case scenario whilst staying focussed on our Council Plan objectives - using our strong financial position to carefully balance investment and savings.

2 Update on financial assumptions

Economic Assumptions

Interest Rates

- 2.1 The bank base rate was cut to 0.1% on 19 March 2020 in response to the economic fallout from Covid-19. In the latest forecasts received from Link (the Council's treasury management advisors) in July 2020, the bank rate is projected to remain at 0.1% through to 2023.
- 2.2 The approved strategy includes provision for a £350k cap on the amount of investment interest earned on cash balances used to support the General Fund revenue budget and an equivalent cap of £135k for the HRA. In addition, the General Fund includes budgets for investment income from Property Funds of £200k and loans to Selby & District Housing Trust (SDHT) of £100k (both as a result of initiatives contained within the approved savings plan). Whilst SDHT loan rates are fixed, as a result of the latest interest rate cut, the level of Council balances, and unstable financial markets, it is anticipated that returns on cash balances and property funds will be below these levels for the foreseeable future. This forecast will add to the financial pressure in both the General Fund and HRA:

	2020/21*	2021/22	2022/23	2023/24
Average rate %	0.41%	0.25%	0.25%	0.25%
GF Interest £000's	188	100	88	78
HRA Interest £000's	72	38	34	30
Total Interest from cash balances £000's	260	138	123	108
Add:				
Property Funds £'000's	100	100	100	100
SDHT Loans £'000's	100	100	100	100
Total Investment Returns	460	338	323	308

*2020/21 Quarter 1 Treasury Management Report

- 2.3 Given the economic uncertainty, as a result of Covid-19 and Brexit, there is a risk of further reductions and forecasts will be kept under review. In the unlikely event that rates rise, any surplus receipts above the cap will be transferred to the Contingency Reserve. Rates will be kept under review and forecasts updated as necessary.

Inflation

- 2.4 As at July 2020 CPI inflation was running at 0.6% (0.5% the previous month) compared to average weekly earnings which fell by 0.3% in the 3 months to May 2020. The Monetary Policy Committee sets policies to meet the 2% CPI target and expect rates to rise over the next 2 years although the effects of Covid and Brexit mean on-going uncertainty.

Appendix 1

The MTFs assumptions on inflation therefore range from 1.5% to 3.5%, although a provision for inflation will only be provided on contractual budgets and staff pay, which builds in a level of risk mitigation.

General Fund Assumptions

Settlement Funding

- 2.5 This element of funding has seen the most significant changes in recent years following the localisation of Business Rates and Council Tax Support.
- 2.6 The 2017/18 Local Government Finance Settlement provided figures for Settlement funding through to 2019/20. Settlement Funding includes Revenue Support Grant (RSG), Business Rates Baseline Funding (BRBF) and in addition Rural Services Delivery Grant (RSDG) and Transitional Grant (TG) were included in the settlement.
- 2.7 In its final year the Government confirmed the settlement and following consultation, removed proposals on negative RSG. It was assumed that this would be rolled into the new settlement from 2020/21 so any benefit would be for one year only but delays to the Fair Funding review and the review of the Business Rates retention system mean that it was rolled on a year. Subsequent announcements following Covid-19 have confirmed that there will be further roll-over to 2021/22.
- 2.8 For the purposes of the mid-case scenario and in the absence of any indication from the Government about the likely level of future settlements, a 2% annual uplift is assumed.

Local Government Finance Settlement	17/18 £000's	18/19 £000's	19/20 £000's	20/21 £000's *	21/22 £000's *	22/23 £000's	23/24 £000's
RSG	593	265	0	0	0	0	0
BRBF	2,294	2,365	2,554	2,459	2,515	2,565	2,617
Tariff adjustment			-101	-103		0	0
SFA	2,887	2,630	2,554	2,459	2,515	2,565	2,617
RSDG	108	135	108	108	108	0	0
TG	11	0	0	0	0	0	0
Total	3,006	2,765	2,554	2,567	2,623	2,565	2,617

**Multi-Year Settlement runs to 2019/20 – 2021/22 (+2% inflation thereafter). From 22/23 figures are subject to Fair Funding Review and Business Rates Reset*

- 2.9 The settlement shows there has been a real term core funding reduction of approximately £1.9m from 2015/16 to 2019/20 with RSG being completely phased out over the period.

Appendix 1

- 2.10 The Government has now shelved plans for Local Government to retain 100% of business rates and piloted a 75% retention system in 2019/20 – Selby was part of the North and West Yorkshire 75% pool pilot. In 2020/21, with the uncertainty over the future for Local Government funding, Government reverted to the 50% scheme and Selby withdrew from the pool. In the absence of any indication about the future of Business Rates this position is assumed going forward.

Business Rates Retention

- 2.11 The current approach to Business Rates Retention income is to set aside gains above our baseline funding (per settlement) into the Business Rates Equalisation reserve to off-set potential future losses. A rolling balance of 3 years cover down to the safety net **plus** funds to back fill planned savings will be maintained in this reserve. Balances above this level will be available for investment.
- 2.12 The Council is currently at the ‘safety net’ for the purposes of rates retention but in receipt of a large windfall from renewable energy (£9.019m p.a. in 2020/21). It is anticipated that this financial situation will continue for a further year until the system is reset from 2022/23, although it would not be prudent to make plans for spending this income until this is confirmed.
- 2.13 Our forecast for 2020/21 is based on our NNDR1 return taking account of the 2017 revaluation, any revaluations and the latest intelligence on appeals, business growth and closures known at that time. From 2022/23 and the assumed system reset, the 50% baseline is assumed:

Business Rates Income	Actual 2019/20* £000's	Forecast 2020/21 £000's	Estimate 2021/22 £000's	Estimate 2022/23 £000's	Estimate 2023/24 £000's
Safety-Net	2,426	2,274	2,326		
Transfer from BRER	128	185	189		
= Baseline	2,554	2,459	2,515	2,565	2,617
Assumed growth	0	0	0	0	0
Renewable Energy/Surplus	8,865	9,019	9,172	0	0

*In 2019/20 Selby was part of a 75% pool pilot with a safety threshold of 95%

- 2.14 These forecasts do not include any provision for new significant appeals or closures beyond those already known at NNDR1 stage and therefore they should be treated with extreme caution, particularly in light of the potential impacts of Covid-19. The figures for 2019/20 included a downward revaluation for Eggborough Power Station and a revaluation of Drax. As Selby is already below the safety net, any further losses are borne by the Government, and no growth above our baseline funding is anticipated for the foreseeable future. Following the system reset, any subsequent additional growth will be factored into our plans once a clear trend can be established and decisions on

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future allocations will need to be taken in light of the overall funding available and risk at that time.

New Homes Bonus

- 2.15 New Homes Bonus (NHB) is an incentive scheme which rewards housing growth. The scheme is funded partly by the Government and also by top-slicing the Local Government funding settlement. Selby achieved £2.4m p.a. when the scheme reached maturity for 2016/17 (year 6 of the scheme).
- 2.16 The Government's evaluation of NHB and consultation early in 2016 resulted in it being scaled back to a 4 year scheme with a 0.4% growth threshold. New Homes Bonus funding is only secured to 2020/21 and latest intelligence suggests that this scheme will be replaced in its entirety, with the Government considering alternative ways to incentivise housing growth alongside the reformed system of Local Government funding. The 2020/21 settlement indicated that new payments for 20/21 would be for one year only and the scheme would run down over the following 2 years. New Homes Bonus forecasts are therefore:

New Homes Bonus	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's
Year 1					
Year 2					
Year 3					
Year 4					
Year 5					
Year 6	368				
Year 7	405	405			
Year 8	415	415	415	0	0
Year 9	767	767	767	767	0
Year 10*		947	0	0	0
Total	1,955	2,534	1,182	767	0

Year 10 is assumed as a one off as indicated in the 20/21 settlement

Given the pressures on the revenue income as a result of Covid-19, these resources will be used to support the revenue budget for the remaining years of the scheme.

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Special and Specific Grants

- 2.17 The Council is in receipt of a number of additional grants for 2020/21 which may continue into the future:

Grants	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's
Rural Services Delivery Grant*	408	108	108	0	0
Transition Grant	0	0	0	0	0
Other Grants	105	113	113	0	0
Covid - emergency funding (allocated to GF)	0	1,068	0	0	0
Total Grants	105	1,289	221	0	0

*RSDG rolled into Business Rates Baseline in 2019/20 to reflect 75% retention system pilot.

- 2.18 Future funding is dependent upon the outcome of the new Business Rates Retention system – which has been delayed until 2022/23. For 2021/22 it is assumed that the current position is rolled on for a further year. Beyond 2022 it is assumed that these grants will be rolled into Business Rates funding.
- 2.19 Covid-19 funding of £1.068m has been received to date in 2020/21 with £1.068m allocated to the GF and £0m to the HRA. At this stage it is not known if further funding will be made available. The full year impacts of Covid-19 are currently estimated at £3.7m for 2020/21 (mid-case scenario £2.6m GF and £1.1m HRA). If no further funding is received then the gap would need to be funded from the Council's own resources.
- 2.20 Non-service grants are not ring-fenced and are applied to finance the General Fund revenue budget. In addition, there are various service specific grants which are included within the Net Revenue budget – (see paragraph 2.31). It is assumed that there is corresponding expenditure for these elements, although reductions in such grants add further pressure to our savings requirements (as we have seen with Council Tax and Housing Benefit Administration Grants).

Council Tax

- 2.21 A Council Tax Base of 31,989 has been set for 2020/21 with a 1% rise forecast thereafter included in the Council's current Medium-Term Financial Plan. Every 0.5% variance in level would add/subtract approximately 156 Band D equivalents to our Tax Base which equates to around £29k p.a. at the current Band D charge (£183.22).
- 2.22 Covid-19 has had an impact in the early stages of 2020/21 with an increase in residents requiring Council Tax Support and delays to

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development in the district. At the end of June, the number receiving support had increased by 526, resulting in a tax base reduction of 364 and property growth added 263 to the tax base – a net reduction of 101 (a tax base of 31,888). The mid-case scenario assumes the tax base remains at 31,888 in 2021/22, with any developments being netted off by increases in Council Tax Support. The mid-case scenario assumes 0.5% growth for 2022/23, with growth returning to 1% from 2023/24 onwards.

	2019/20	2020/21	2021/22	2022/23	2023/24
Revised Tax Base growth			-0.32%	0.5%	1.0%
New Mid-case Tax Base	31,395	31,989	31,888	32,047	32,368

- 2.23 Compared to the current Medium-Term Financial Plan (3 year budget) by 2022/23 the tax base will be 585 lower – which equates to a reduction in Council Tax income of £107k p.a. at the current Band D charge. The impacts of Covid-19 on employment and businesses continues, and there is inherent risk that the tax base could fall further if Council Tax Support continues to rise.
- 2.24 In addition, collection rates have been lower in the first quarter and this is expected to continue over the remainder of 2020/21. This combined with the reduced tax base is expected to result in an overall collection fund shortfall of £245k in 2020/21, which will be charged as a Collection Fund deficit in 2021/22. Higher payment failure is only assumed in 2020/21.
- 2.25 At this stage the Government has not proposed changes to the council tax referendum principles that were used in 2020/21 although an update is expected alongside the provisional local government finance settlement. The current principles are to allow district councils to increase their Band D charge by up to £5 or 2% (whichever is the higher) without triggering a referendum. The mid-case assumes a £5 increase.
- 2.26 A £5 (2.8%) increase equates to an increase of 9.6p per week for 2021/22. A 1.99% rise (in line with inflation assumptions) has been modelled for 2022/23 onwards:

	2019/20	2020/21	2021/22	2022/23	2023/24
Tax Base	31,395	31,989	31,888	32,047	32,368
Band D Charge £	178.22	183.22	188.22	191.97	195.79
Increase %	2.89%	2.81	2.73	1.99	1.99
Council Tax Income £000's	5,595	5,861	6,002	6,152	6,337
Collection Fund Surplus/(Deficit)	77	(245k)	0	0	0

Note: Collection fund deficit for 20/21 will be distributed in 21/22

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2.27 Subject to the referendum principles, should the Council wish to consider an alternative policy on Council Tax:

- a 1.99% increase in 2021/22 would reduce income by a further £43k (in addition to the £107k as a result of the reduced tax base) – a loss of circa £492k over the life of the MTFS.

The best case scenario incorporates the £5 increase and the worst case a 1.99% increase.

Service Income

2.28 The Council approved an Income Strategy in 2016 which established full cost recovery as the default for all discretionary charges unless a specific decision to subsidise has been taken.

2.29 Covid-19 has had a significant impact on a number of income streams in 2020/21. The mid-case scenario assumes that prices are increased in line with inflation and, with the exception of planning income (which could continue to be depressed into 2021/22), pre-Covid demand returns with effect from 1 April 2021.

2.30 The table below shows the main service-related income streams:

Service Income	2019/20 Actual	2020/21 Forecast *	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
	£000's	£000's	£000's	£000's	£000's
General Fund					
Waste Collection & Recycling	1,301	1,263	1,325	1,350	1,377
Planning	980	596	1,013	1,157	1,158
Car Park Income	325	174	355	355	355
Selby Leisure Centre / Summit	438	0	479	469	475
Commercial Property Rental	285	214	367	368	369
Lifeline Private Clients	232	250	286	292	298
Court Fees / Summons Costs	172	50	155	155	155
Land Charges Search Fees	116	100	124	126	128
Miscellaneous Fees & Charges	175	101	103	105	107
Licences	163	135	138	141	144
Total Service Income	4,187	2,883	4,345	4,518	4,566

*Per Q1 20/21 and MHCLG return July 2020

Service-Related Grants

- 2.31 Service-related grants fund a variety Government backed activities and associated costs within services. It is assumed that such grants are matched by equivalent costs, and that should the grants reduce or cease, the Council's corresponding costs would also reduce or cease. Latest forecasts are:

Service Related Grants	2019/20 Actual	2020/21 Forecast *	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
	£000's	£000's	£000's	£000's	£000's
Private Sector / Disabled Facilities Home Improvement Works	444	444	444	444	444
Housing Benefits Admin & Counter Fraud Grant	190	159	159	159	159
Homeless Persons	474	220	171	171	171
Discretionary Housing Payments Grant	101	127	115	115	115
Other Small Grants	87	0	0	0	0
New burdens : business grants	0	130	0	0	0
Total	1,295	1,080	889	889	889

Service Expenditure

- 2.32 Contingency Budgets are provided to enable in-year funding should unforeseen issues arise. Base budgets include:
- General Fund Operational Contingency - £100k
 - General Fund Commissioning Contingency - £100k
- 2.33 Looking ahead to the potential for Local Government reorganisation it would be prudent to temporarily increase the Operational Contingency to allow for additional costs arising from the process. An additional £150k is proposed for 2020/21 and 2021/22.
- 2.34 Latest forecasts for 2020/21 indicate an increase in non-recurring expenditure of £173k as a result of Covid-19. These costs have been included in the revised budget position for 2020/21.

Housing Revenue Account Assumptions

- 2.35 The core assumptions which impact the HRA include: inflation and interest rates; rent levels; void properties; bad debts; right to buy sales; and new build/acquisitions. The economic assumptions applied to the General Fund will also be applied to the HRA.

Dwelling Rents

- 2.36 2019/20 was the final year of the Government's 4 year plan to reduce Social Housing rents by 1% year on year. This squeeze on rental income has reduced the amount available to invest in improving our housing stock and new build housing. From 2020/21 the Government's new rent policy came into force with a CPI + 1% (max) rise for the period through to 2024/25 (although there could be further Government policy change in this period so rental assumptions should be treated with caution). The assumption on void properties has increased from 1% to 2% and doubtful debts remain unchanged with 1% in respect of general debt and 3% in respect of universal credit, applied.

Council House Sales and New Builds/Acquisitions

- 2.37 In the first quarter of 2020/21, 4 sales have been completed under right to buy – slightly below normal levels. For 2020/21 16 sales are assumed with sales return to 20 p.a. from 2021/22. Such sales are sensitive to economic change and therefore these will be kept under close review.
- 2.38 New builds and acquisitions are currently forecast in line with the Council's approved Housing Development Programme. The HRA Business Plan includes the aspiration for 1 for 1 replacement of homes sold through right-to-buy. However, as our plans are being brought forward some flex will be required as we deal with the impacts of Covid-19 and consequently these assumptions are subject to change. Any such change will be subject to business cases which will consider the impact on the long term financial outlook for the HRA and seek to strengthen and improve the long term sustainability/viability of the HRA. Taking assumed rent levels and property numbers, rent forecasts are:

Rent Forecasts	2019/20	2020/21	2021/22	2022/23	2023/24
Number of dwellings (mid-year average)	3,040	3,032	3,029	3,029	3,029
Average Rent - Rent Restructuring £	82.48	84.98	86.34	88.07	90.27
Net Rent Income £000's	11,836	12,157	12,302	12,548	12,862

Other Income

- 2.39 In accordance with our fees and charges policy it is assumed that garage rents will increase by CPI inflation each year:

Service Income	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's
HRA Garage Rents	102	106	107	109	111

Debt Charges Assumptions

- 2.40 Management of the Council's debt is governed by the Treasury Management Strategy and Prudential Indicators which aim to ensure the Council's capital expenditure plans are prudent, affordable and sustainable, with decisions on borrowing taken in light of spending plans and available funding, cash flow needs and interest rates (current and future forecasts).
- 2.41 Borrowing enables the Council to spread the cost of capital expenditure over time. Generally speaking it gives rise to two charges against the revenue budget: Minimum Revenue Provision (MRP) and interest payable on debt.
- 2.42 MRP is an amount set aside to repay debt in accordance with the approved policy within the Treasury Management Strategy. As part of the overall savings plan, the Council has maximised General Fund MRP set aside, by applying some of the business rates windfalls received. This voluntary set-aside has delivered a corresponding annual revenue saving.
- 2.43 A small amount of MRP charge remains within the General Fund relating to the cost of the 'fit-out' of the Summit which is covered by the trading concession fee received from 'Inspiring Healthy Lifestyles' – this arrangement aims to ensure that the facility remains sustainable by maintaining financial capacity to replace the interior at the end of the 10 year contract, should this be required.
- 2.44 The majority of debt charges fall on the HRA as a result of taking on circa £60m of central government debt when the previous HRA subsidy system was abolished in April 2012. MRP is currently £1.49m p.a. (rising to £2.68m in 2022/23) and interest payable is £2.06m p.a. increasing to £2.12m in 2022/23. The amount of borrowing allowable within the HRA is no longer subject to a 'debt cap' and therefore borrowing is available to support future capital investment subject to this being prudent and affordable.

- 2.45 The current environment of low returns on cash investments means that it is more favourable to borrow internally (i.e. use available cash earmarked for future spend) than take out new external borrowing. However, this will be kept under review as part of monitoring the Council's Treasury activities and corresponding interest charges will be factored into the budget to ensure sufficient capacity to accommodate any necessary borrowing.

Reserves and Balances Assumptions

General Balances

- 2.46 In accordance with the current strategy it is assumed that General balances are **not** used to support the revenue budget.
- 2.47 General Balances remain funding of last resort. The approved minimum working balance is £1.5m for both the General Fund and HRA and resources will be managed to maintain this level over the medium to long term.

Earmarked Reserves

- 2.48 The following has been extracted from the current approved MTFs and updated with the latest available intelligence – it sets out the rationale for each reserve and the proposed contribution where applicable.

Earmarked General Fund Reserves

A review of major earmarked reserves has been undertaken and the following proposed:

- PFI – Based on current forecasts and following an additional lump sum contribution in 2016/17. The on-going adequacy of this reserve is kept under review in light of interest rates and inflation. Any necessary increases in contributions will form part of the revenue budget and will be funded as a commitment before further service growth is considered.
- ICT Replacement – annual contributions of up to £250k p.a. General Fund and £50k p.a. HRA contributions are planned to sustain this important reserve, which provides the financial capacity to upgrade and replace our ICT infrastructure, hardware and systems in accordance with our approved ICT Strategy. The use of ICT to support the Council's customer 'self-service' and channel shift agenda means that the financial capacity to invest in modern technologies is crucial to support future services and deliver savings. A review of the Council's ICT strategy was undertaken in 2017/18 and a one-off injection of £500k was included in the approved revenue budget in 2018/19. Fixed contributions allow the

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smoothing of these irregular costs to avoid peaks and troughs in funding requirements. Spending is planned over a 10 year period allowing for known upgrades and systems/replacements. From 2020/21 to 2022/23 the level of contributions are being increased up to £300k p.a. to sustain this reserve.

- Asset Management - £200k p.a. (£178k plus £22k for the Summit Indoor Adventure), is transferred into this reserve to cover our commitments to maintaining our built assets. Major surfacing works to the Council's car parks are in progress with £900k spent/committed from this reserve for these works. Accordingly, a one-off top-up of this reserve was approved in 2018/19. An update to the assessment of works required to maintain our assets over the coming 10 years will be done as part of the next Asset Management Strategy refresh. In the meantime, it is proposed that annual contributions be maintained at £200k p.a. pending a more detailed view of future spending needs.
- Special Projects Reserve – Excess business rates income beyond that required for the Business Rates Equalisation Reserve (see above) is used to top up this reserve which is currently applied to fund the Council's 'Programme for Growth'. At 31 March 2021 it is estimated that a further £9.2m will be available for allocation to extend the Programme and/or support other non-recurring spending priorities as well as increase capacity to deliver the programme. Proposals will be brought forward as part of the forthcoming budget round. **However, it must be stressed that the use of these resources to fund growth is wholly dependent upon achieving the revenue savings targets set.**
- s106 and Community Infrastructure Levy Reserves – these reserves are restricted to the uses specified through the planning process. They include affordable housing commuted sums, general s106 receipts and Community Infrastructure Levies (CIL). Affordable housing commuted sums are ring-fenced to support new affordable housing delivery with restrictions on use and requirements to spend within a given timescale. The reserve receives any in-year s106 affordable housing commuted sums which are then applied to our affordable homes programme aiming to deliver more homes 'off-site' than could have been delivered through 'on-site' provision. Other s106 sums and CIL are held pending allocation to infrastructure and related uses.
- Discretionary Rate Relief – this reserve was established with £300k from the 2012/13 General Fund revenue surplus. Future contributions could come from excess Business Rates income subject to availability and prioritising against the revenue budget and 'Programme for Growth'. A budget of £100k p.a. has been created and will be funded by this reserve – this will enable applications for relief to be considered and awarded promptly. The

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balance will be kept under review and topped up from in-year savings if required.

- Business Development – the need for on-going savings and efficiencies to achieve the Council's objectives remains a key priority. This reserve provides up-front investment for service improvements and efficiency initiatives, to support the Council's savings plan – in particular commercialisation and income generation. The reserve will be topped up from in-year surpluses, if any, subject to other reserve priorities.
- Pension Equalisation – this reserve receives contributions which provide capacity within the General Fund revenue budget for a rise in employer pension contributions following each triennial valuation. However, the Council has reduced its historic pension fund deficit with a one-off lump sum payment of £9.4m in 2016/17. Following the triennial valuation in 2019 contributions to this reserve have been reviewed with phase increases up to £185k over the next 3 years. Future requirements will be reviewed again in light of the next triennial valuation due in 2022.
- Business Rates Equalisation – this reserve was created in 2012/13 in anticipation of localised Business Rates and the funding risk inherent within the scheme. The current strategy assumes that any excess Business Rates above our baseline are transferred into this reserve to mitigate any funding shortfalls prior to the safety net being reached.

For the purposes of rates retention and whilst receiving the large cash windfalls from renewable energy, the Council is at the safety net and is expected to be in this position until the system is reset. Given the anticipated changes to the rates retention scheme, the current MTFS provides that 3 years' worth of safety net 'top-up' be held as a minimum balance plus a further sum to back-fill savings targets and support the revenue budget. This is the reserve that is being used to support the revenue budget as a result of discretionary decisions regarding Covid-19 and this will be the reserve that is called upon if Government funding is not sufficient to cover all of the Covid-19 impacts.

Latest mid-case projections show a savings requirement of up to £6.5m over the next 3 years. This, along with a safety net 'top-up' suggests a balance of £6.9m. The estimated balance at the end of 2020/21 is £4.9m and therefore, a £2m top-up is required from the renewable energy windfall expected to be received in 2020/21.

The impact of the system reset and the potential for a 75% rates retention pool will be considered and if necessary future changes to this reserve will be brought forward in due course.

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- Local Plan Reserve – delivery of a district wide local plan requires a significant and sustained resource input over a relatively long period of time, which can put pressure on in-year budgets when peaks in work occur. £355k was earmarked in 2015/16, with a further £145k from the revenue budget in 2016/17 and then £50k p.a. set aside thereafter. With growing demands in this area an additional £250k transfer from the Contingency Reserve was approved in 2018/19. The reserve has been reviewed in light of the decision to take forward a new local plan. The on-going adequacy of this reserve will be kept under review and should further one-off injections be required, funds will be appropriated from the Special Projects Reserve.
- Contingency – this reserve provides resources to cover unforeseen issues beyond those that can be accommodated by in year contingency budgets – for example significant planning appeal costs. The reserve is topped-up using year-end surpluses if available and required.

Housing Revenue Account Reserves

- Major Repairs Reserve – this reserve provides the resources to manage the condition of the Council's housing stock over the long term. It receives depreciation charges along with any in-year surpluses generated through the HRA.

Capital Reserves

- Useable Capital Receipts – generated through the sale of Council assets (General Fund and HRA). The Council's Asset Management Strategy sets out our approach to assets, including review of assets for disposal. These receipts can only be used to fund capital expenditure and are allocated in light of our capital investment plans.
- Retained housing receipts – receipts generated from right to buy sales over and above the Government's assumptions following extension of right to buy discounts can, subject to terms and conditions, be retained for re-investment in new homes.

2.49 A forecast of reserve balances is set out at **Appendix B**.

3 Revised Revenue Budget 2020/21 and Outlook 2021/22 to 2023/24

Costs

- 3.1 Covid-19 has already had a major impact on the Council's finances in 2020/21, with additional costs and delays to savings plans, as a result of the lockdown measures that were introduced in March 2020. As at Q1, forecasts have been updated to reflect the easing of lockdown measures and a gradual return to 'normality' although there is risk of a second spike in cases and lockdown restrictions resuming.
- 3.2 Latest forecasts for 2020/21 indicate additional non-recurring expenditure of £173k directly as a result of Covid-19. Requirements include preparations for changes to the office, additional IT kit for remote working and additional homelessness support. These costs are included in the revised budget position for 2020/21.
- 3.3 In addition to direct costs some services are experiencing backlogs. The 'Live' planning and enforcement caseload has increased by 70% - 150% to over 500 cases against a normal workload of 200 – 300. Additional staffing resources (including agency staff) and legal support will be needed to clear the backlog over the remainder of the current financial year. The extra cost of these resources is estimated at £166k.
- 3.4 Beyond 2020/21 no residual financial revenue cost impacts are currently assumed although some service backlogs, delays to capital programmes and slippage in programme for growth projects are likely to carry into 2021/22.
- 3.5 Covid-19 aside, it is assumed that on average costs will increase in line with inflation. Whilst reductions in general grant continue, demand led recurring cost pressures must be contained within the net revenue budget. The strategy assumes that such cost pressures are managed within the overall base budget and therefore any proposed cost increases must be covered by equivalent savings elsewhere, over the medium-term.
- 3.6 The single largest cost to the Council is its employees. In 2020/21 the Council's payroll budget is approximately £8.3m. £7.0m of this is base budget salary (£7.0m in the General Fund and £0.08m in the HRA), whilst £1.3m is funded from grants or reserves (including circa £1m to directly support the Programme for Growth). The salary budget includes a 5% vacancy factor. Provision for a 2% pay award has been factored into our current medium-term financial plan but there is a risk of above inflationary increases which will ultimately increase the need for revenue savings. The latest pay offer for 2020/21 is 2.75%, which if accepted, would result in an increase of £53k – this has been included in the proposed revised budget and the base going forward.

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- 3.7 Generally, there is downward pressure on staffing budgets meaning underspends and associated capacity issues. Work on our approach to Organisational Development is in progress but as a small authority we often find it difficult to compete particularly in professional services such as planning.
- 3.8 The Council's ambitious growth agenda (an agenda which is fundamental to the long-term sustainability of our vital public services) meant a need to increase our internal capacity. In the shorter term this continues to require support from the Council's reserves and the Council has approved fixed term funding through the Programme for Growth. These salary costs will need to be managed out of the budget when projects are completed, and this funding comes to an end.
- 3.9 In addition there are a number of emerging priorities and risks that are currently being monitored and strategic choices which may require funding:
- Street scene and leisure – ongoing contract negotiations plus uncertainty around recycling income rates and credits and the potential effect LGR could have on the market;
 - Climate change –interventions which could be off-set by investment in renewable energy to deliver revenue returns;
 - Continuing ICT investment to enable transformational change e.g. digital strategy;
 - Brexit – as the transition phase draws to a close there remains the prospect of no trade deal with Europe and future economic uncertainty, which could have far reaching impacts on the public sector;
 - Local Government reorganisation and devolution.
- 3.10 One-off projects, for example to support future growth can be funded through reserves supported by renewable business rates and new homes bonus (whilst we have them), issues which have recurring cost impacts will add pressure to the base budget. At this stage, a broad estimate of the additional recurring costs could be in the region of £300k - 500k p.a. but further work will be required to assess as these issues become clearer.
- 3.11 Impacts of this magnitude would be impossible to contain within the revenue budget and therefore the savings gap would inevitably widen. The worst case scenario builds in these additional costs and shows that by 2021/22 the recurring deficit on the revenue budget would be around £3m, and without savings, available reserves would be fully depleted within the next 3 years

Income

- 3.12 As highlighted in paragraph 3.1, Covid-19 has had a major impact on the Council's finances in 2020/21, with significant income losses as a

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result of the lockdown measures that were introduced. Again, forecasts have been updated to reflect the easing of these measures. Beyond 2020/21 pre-Covid income levels are expected to return in most services although planning income is expected to take longer to recover.

- 3.13 Opportunities for income generation remain a priority although recovery from the impacts of Covid-19 and the prospect of Local Government re-organisation will limit our shorter-term capacity.
- 3.14 The windfall from Business Rates income will have a significant positive impact on our General Fund financial position at least in the short term but we will need to keep this under close review and, with the exception of salary costs, in accordance with the previously approved MTFs and budget, it is assumed that growth above our baseline funding is used to fund 'one-off' project related spending to support service investment and local economic growth. Whilst the Government's review of Local Government Funding and the Business Rates Retention system are delayed it is impossible to predict with confidence, the level of resources we can expect beyond 2020/21.
- 3.15 Housing rents are subject to the Government's control. From 2020/21, it is assumed that the maximum CPI + 1% will be applied in line with government policy for a 5 year period but as highlighted in paragraph 2.36 above this could be subject to change.

Net Budget Forecast (Mid-Case)

- 3.16 The forecasted resources and revenue budgets to 2023/24, including approved bids and known commitments, are shown in the table below. The revised budget includes the Covid-19 emergency funding received to date, and supplementary estimates approved, along with their corresponding reserve drawdowns (gross £208k and net nil). The movements relating to Covid-19 are set out at **Appendix C**.

General Fund	Revised Budget 2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's
Council Tax-	-5,861	-6,002	-6,152	-6,337
CTax Collection Fund Surpluses/ Deficit (-/+)	-74	245**	0	0
Business Rates Collection Fund Surpluses*	-9,019	-9,172	0	0
Business Rates	-2,274	-2,326	-2,565	-2,617
Rural Services Delivery Grant	-108	-108	0	0
New Homes Bonus	-2,534	-1,182	-767	0
Other Non-Service Grants	-1,181	-113	0	0
Total Resources	-21,051	-18,658	-9,484	-8,954
Net Budget before trfs to/from Reserves	15,077	12,176	12,181	9,886

Appendix 1

General Fund Cont'd	Revised Budget 2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's
Net Budget before trfs to/from Reserves	15,077	12,176	12,181	9,886
Net transfer to/from Reserves	105	5,267	-3,833	11
Increased contingency	150	150	0	0
Covid cost pressures	173			
Covid income pressures	1,543	493	362	372
Covid Savings	603			
Additional pay award	53	54	55	56
Other cost/savings pressures	166	185	186	186
Cap Programme and P4G reprofiled	3,304	1,254	1,262	0
Revised Forecast Surplus/Deficit (-/+)	-43	921	729	1,557
Note: Planned Savings included within services	155	747	848	848

*Renewable energy business rates

**Collection fund deficit relating to Covid impacts in 2020/21

Housing Revenue Account	Latest Budget 2020/21 £000's	Revised Budget 2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's
Dwellings Rents	-12,157	-12,157	-12,302	-12,548	-12,862
Garage Rents	-106	-106	-107	-109	-111
Total Resources	-12,263	-12,263	-12,409	-12,657	-12,973
Net Service Costs	7,055	6,931	7,154	7,294	7,457
MRP	1,492	1,492	1,575	2,682	2,769
Covid cost pressures		279			
Covid income pressures		219			
Forecast Surplus/Deficit (-/+) transferred to MRR to fund the capital programme	-3,716	-3,342	-3,680	-2,681	-2,747

- 3.17 The General Fund shows a revised budget surplus of £43k in 2020/21 after the application of £1.4m of New Homes Bonus towards the financial impacts of Covid-19 and other cost pressures, and the delivery of £155k of planned savings. The impacts of Covid and other cost/income pressures, coupled with reducing New Homes Bonus, means that the residual deficit (after current planned savings) reaches £1.6m by 2023/24. Planned savings currently total £848k which means there is an overall shortfall of £2.4m by 2023/24 although as

highlighted at paragraph 3.11 further emerging cost pressures could increase this.

- 3.18 The HRA shows a forecast surplus on its revenue activities but pressures arising from stock conditions and the previous 4 years rent reductions means that financing the required improvements will be challenging in the short to medium term and therefore cash flows will have to be carefully managed.
- 3.19 The on-going risk to the Council's funding (General Fund and HRA) means that we will need to strike a balance between savings and investment. We will continue to strive for more efficient and effective services and maximising income where possible and appropriate, which in turn will enable the financial capacity for investment to achieve sustainable cash 'returns' and minimise the impact on front line service outcomes and in the case of the HRA the amount available for investment in our housing stock.

4. Savings

- 4.1 This MTFs emphasises the careful balance that is required between investment and savings in order to ensure the Council's finances remain sustainable. Delivering on-going efficiencies is a key part of the Council's 'Great Value' priority – being as efficient as possible and living within our means, whilst using the financial capacity created to generate long-term gains to improve outcomes for citizens.
- 4.2 Taking the proposals for Council Tax, growth, and reserve transfers and assumptions on Formula Grant, the estimated requirement for savings on the General Fund is £2.4m by 2023/24 (and potentially higher if further emerging cost pressures materialise).
- 4.3 Historically, the Council has a good track record for delivering savings, but progress has been behind profile in both of the last two years and at the end of quarter 1 of 2020/21, the impacts of Covid-19 have led to substantial shortfalls. Risk to delivery of the savings plan is recognised and reserves have been earmarked to mitigate non-delivery in the shorter term, as it is becoming increasingly difficult to achieve further savings from a reducing cost base (a situation exacerbated by Covid-19). However, the focus on delivering planned savings will be maintained, given the importance of savings in achieving the Council's financial (and wider) objectives and to avoid the long term use of balances to support on-going spending which is unsustainable. The Council's approach to savings covers three key strands:
- **Growing** our resources through charging for services, trading externally and importantly investing in economic growth to drive growth in Council Tax and Business Rates;
 - **Transforming** our business through the use of technology and

Appendix 1

flexible working to meet citizen and customer needs;

- **Commissioning** from and with partners to achieve shared efficiencies and reduce the demand for public sector services.

4.4 A number of 'technical' savings have also been delivered which involved the set-aside of one-off sums to reduce the on-going base budget – these included a £1.5m contribution to the Private Finance Initiative (PFI); £3.3m voluntary minimum revenue provision in relation to outstanding debt; and a £9.391m lump sum payment to the North Yorkshire Pension Fund to reduce employer contributions.

4.5 The General Fund savings forecast for 2020/21 currently totals £155k and totals £19k for the HRA. Taking into account the updated forecasts in the MTFs and progress on the current savings plan, the estimated position on savings is:

GF Savings Summary	Revised 2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's
Estimated Deficit / (Surplus) (mid-case)	(43)	1,668	1,577	2,405
Savings planned:				
Low risk	(69)	(70)	(71)	(71)
Medium risk	(86)	(577)	(577)	(577)
High risk	0	(100)	(200)	(200)
Total per plan	(155)	(747)	(848)	(848)
Residual Shortfall/(Surplus)	(198)	921	729	1,557
HRA Savings Summary	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's
Assumed residual target	214	214	214	214
Low risk	19	12	12	12
Medium risk	0	194	194	194
High risk	0	8	8	8
Total per plan	19	214	214	214
Residual Shortfall	195	0	0	0

Note HRA is in surplus but resources are required for capital programme so an assumed savings target is applied

4.6 **It is stressed that failure to deliver the savings target would require the use of further reserves to balance the budget which would undermine the Council's long-term financial resilience and therefore work to deliver and identify further savings to bridge any gap must continue.**

4.7 The current savings plan is attached at **Appendix D**.

5 Capital Programmes

- 5.1 The Council's Capital Programmes contain the 'business as usual' capital projects planned – for the General Fund these include Disabled Facilities Grants (DFGs), ICT replacements, major works to the Council's assets and loans/grants to Selby and District Housing Trust to support affordable housing delivery; and for the HRA the various enhancement works to the Council's housing stock as well as new build schemes. Expenditure is funded by earmarked reserves set aside for these specific purposes, or through capital receipts from Council House and other asset sales. For information, the approved programmes are attached at **Appendix E**.
- 5.2 The impact of Covid-19 has contributed to considerable delays in the programmes in 2020/21. The quarter 1 financial update report proposes carry forwards of £3.3m in the General fund and £5.7m in the Housing Revenue Account as laid out in **Appendix E**.
- 5.3 After current commitments, there is currently around £3.4m available in usable capital receipts estimated over next 3 years from right to buy receipts, and land/property sales. In recent years low level receipts have been used to cover the cost of Disabled Facilities Grants, however increases in Council House sales and the Council's agreement with the Government to retain extra receipts to achieve one for one replacement of Council homes, means that going forward, receipts retained from council house sales can be used to support the Council's affordable homes development strategy and deliver new build homes across the district.
- 5.4 In addition s106 affordable housing commuted sums are anticipated, which provide the potential to extend our house building/acquisition programme further. Plans are already in progress on the £22m development programme approved by the Executive in January 2018, but with rising right to buy receipts and s106 commuted sums, there is potential to increase our existing programme further.
- 5.5 For the purpose of this strategy it is assumed that new acquisitions (purchased or built) will be subject to business cases and at least self-financing through the rental income achieved.
- 5.6 It is not expected that there will be any new additions to the existing capital programme. Delivery has been delayed as a result of Covid-19 and quarter 1 forecasts indicate £3.3m of slippage into subsequent years on the General Fund and £5.7m on the HRA and therefore focus will be on maximising delivery of the existing programme. Borrowing requirements will continue to be kept under review.

6 Programme for Growth

6.1 The 'Programme for Growth' is the Council's strategic programme to support delivery of its Corporate Plan. The programme comprises a range of cross cutting projects designed to **'make Selby a great place'** by investing in jobs; housing; infrastructure/economic development; and the tourism economy. The approved programme, is set out at **Appendix F with the latest phasing of spend.**

6.2 The programme is now in its fourth incarnation, with an initial suite of projects approved as part of the 2018/19 budget and then revised in January 2019. Extensions to contracts were approved as part of the 20/21 budget. The table below shows the value of spend to date on the programme and the value still to be delivered:

Programme for Growth	Spent to 2019/20 £000's	Spend from 2020/21 £000's	Total £000 £000's
Total Allocated to projects	2,639	7,139	9,778
Internal capacity	2,400	3,379	5,779
Assumed remaining project delivery fund (subject to available resources)		3,915	3,915
Funding from Special Projects Reserve	5,039	14,433	19,472

6.3 These resources could increase further subject to the future Business Rates and delivery of savings. **The mid-case scenario shows a further £6.583m available in the 'Special Projects Reserve' for allocation to the programme in 2021/22.**

6.4 The resources available to fund the programme will be reviewed annually in light of announcements on Local Government funding and the Council's financial outlook. However the Council's strategic approach to its future financial sustainability is reliant upon investment to stimulate housing and business growth which in turn will generate local funds through Council Tax and Business Rates to mitigate losses in central Government funding and provide the capacity for further reinvestment.

6.5 There may also be opportunity to extend the programme for growth further through bids for funding from external partners (such as the LEP and HCA). Proposals for further projects will be brought to Council for approval in September 2020.

7 Conclusions

- 7.1 The 2020/21 estimates have been updated to reflect the latest assessment of the financial impacts of Covid-19, with £1.4m of New Homes Bonus diverted from reserves to mitigate the risk to the revenue budget. The future impacts are clearly uncertain and any subsequent changes (such as further Government funding) be required these will be reported through the quarterly updates to executive and Scrutiny Committee.
- 7.2 The key assumptions which underpin the Financial Strategy have been updated based on the latest intelligence available however there remains much uncertainty around public sector finance. There is risk within the Business Rates Retention scheme as we approach the system reset although this will now be delayed until at least 2022/23. At this stage a cautious stance has been taken and whilst a delay could lead to further renewable energy receipts in 2021/22 these can only be allocated when they are confirmed.
- 7.3 There is also uncertainty over New Homes Bonus, the economic situation, income generation and delivery of savings. The Council's longer-term financial position is heavily reliant upon overall resources keeping pace with inflation and costs being contained within base budget.
- 7.4 Based on the assumptions in this strategy, the mid-case savings requirement is anticipated to rise to £2.4m by 2023/24 (although further emerging growth of £300k - £500k could increase this). After delivery of planned savings, the residual shortfall is forecast to be £1.6m (excluding the emerging growth risk).
- 7.5 In the long-term, the additional income from Council Tax and Business Rates, as a result of our investment in economic growth, will help to bridge the funding gap but inevitably this will take time to come to fruition and therefore in the meantime we must continue to strive to be as efficient as possible and deliver the additional savings targets that have been proposed. We will need to keep these targets under review as the future for Local Government in North Yorkshire and funding becomes clearer.
- 7.6 Over the next 10 years there is capacity within the HRA Business Plan to support additional capital expenditure but we will need to balance investment in our current stock with acquisition of new homes and repayment of debt. For the purpose of this strategy it is assumed that new acquisitions (purchased or built) will be subject to business cases and at least self-financing through the rental income achieved. As plans for the Housing Development Programme are progressed this budget will be updated as required.

- 7.7 Whilst Local Government re-organisation is looking likely, this MTFS assumes the Council is a going concern and as such, meeting the on-going savings challenge will continue to feature strongly in the Council's strategic and operational plans. Our collaboration with North Yorkshire County Council and other partners, progressing our digital strategy and reducing demand for services, the commercialisation of our business, income generation and efficiency savings remain important to this work.
- 7.8 However achieving financial self-sufficiency will mean that a careful balance between savings and investment will need to be struck. We will continue to strive for more efficient and effective services which in turn will provide the financial capacity for investment in delivering local economic growth – replacing central Government funding with sustainable cash returns in the form of income from services, Council Tax and Business Rates.
- 7.9 Despite the challenges we face, the Council is in a strong financial position, helped by its historic approach to delivering savings and efficiency, its success in generating New Homes Bonus and significantly, the business rates windfalls from renewable energy. This MTFS provides a clear framework to support delivery of our Council Plan objectives - using our strong financial position to carefully balance investment and savings.

APPENDIX A1 - SELBY DISTRICT COUNCIL - 10 YEAR FINANCIAL PLAN Mid Case

Appendix A (ii)

GENERAL FUND	Revised	← Medium Term Financial Plan →			← Long Term Forecast →							Comments
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
KEY ASSUMPTIONS												
Growth/Inflation		1.70%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Interest Rates		0.10%	0.10%	0.10%	0.25%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	Assumed a cautious 0.25% recovery after 23/24
Tax Base Increase		-0.32%	0.50%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	
Government Settlement Funding change		1.70%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Council Tax Increase	£5	£5	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	
COUNCIL TAX												
Tax Base (Number of Band D Equivalents)	31,989	31,888	32,047	32,368	32,692	33,018	33,349	33,682	34,019	34,359	34,703	Tax base reduction 21/22 as a result of Covid-19
Council Tax @ Band D (£)	183.22	188.22	191.97	195.79	199.69	203.66	207.71	211.85	216.06	220.36	224.75	
Council Tax Income (£000's)	5,861	6,002	6,152	6,337	6,528	6,725	6,927	7,135	7,350	7,571	7,799	
Precept (£000's)	5,861	6,002	6,152	6,337	6,528	6,725	6,927	7,135	7,350	7,571	7,799	
REVENUE FINANCING	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Local Income												
Council Tax	- 5,861	- 6,002	- 6,152	- 6,337	- 6,528	- 6,725	- 6,927	- 7,135	- 7,350	- 7,571	- 7,799	
Council Tax Collection Fund Surplus/Deficit (+/-)	- 74	245										Deficit in 22/23 re Covid-19 losses in 20/21
Business Rates Collection Fund Surplus/Deficit (+/-)	- 9,019	- 9,172										Assumes renewable energy receipts cease after BR baseline reset
Govt Funding/Grants												
Settlement Funding - Business Rates Safety Net (Baseline from 22/2)	- 2,274	- 2,326	- 2,565	- 2,617	- 2,669	- 2,722	- 2,777	- 2,832	- 2,889	- 2,947	- 3,006	Safety net 20/21 and 21/22. Baseline from reset in 22/23
Settlement Funding - Revenue Support Grant												
Settlement Funding - Rural Services and Transitional Grants	- 108	- 108										Assumes 1 year roll over
New Homes Bonus	- 2,534	- 1,182	- 767									Assumes phasing out per 20/21 settlement
Other Specific Grants	- 113	- 113										Assumes 1 year roll over
Covid Emergency and New Burdens Funding	- 1,198											Funds received to July 2020
TOTAL EXTERNAL RESOURCES (a)	- 21,181	- 18,658	- 9,484	- 8,954	- 9,197	- 9,447	- 9,704	- 9,968	- 10,239	- 10,518	- 10,805	
REVENUE BUDGET	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Approved Operational Budget - Net (Per Council Feb 20)	11,067	10,301	10,289	10,648	10,705	10,919	11,137	11,525	11,587	11,819	12,055	District election costs in 2023/24 and 2027/28
Investment Interest (Received and Paid)	- 575	- 575	- 575	- 575	- 575	- 575	- 575	- 575	- 575	- 575	- 575	£350k Cap + £200k PF + £100k SDHT - £75k interest paid
Capital Adjustments	- 1,706	- 740	- 741	- 561	- 561	- 561	- 561	- 561	- 561	- 561	- 561	23/24 adjusted for cap bids from cap receipts
Approved Growth Bids	6,091	2,990	3,008	174	174	174	174	174	174	174	174	
Contingencies	200	200	200	200	200	200	200	200	200	200	200	
Net Budget Before Contributions to/(from) Reserves	15,077	12,176	12,181	9,886	9,943	10,157	10,375	10,763	10,825	11,057	11,293	2020/21 - 2022/23 agrees to Budget approved Feb 2020
Supplementary Estimates Approved (Covid-19 related)												
- Car Parks - suspension of charges	168											
- Industrial Unit - suspension of rents	40											
Other cost and income pressures:												
- Covid - costs associated with new burdens funding	130											
- Covid - cost pressures	173											
- Covid - Income pressures	1,335	493	362	372	290	209	124	50	38	25	13	Investment returns 21/22 - 23/24 and planning fees 21/22

GENERAL FUND

	Revised	← Medium Term Financial Plan →			← Long Term Forecast →							Comments
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
- Covid - savings delayed	603											
- Non-Covid savings reduction		150	150	150	150	150	150	150	150	150	150	
- Additional pay award	53	54	55	56	57	59	60	61	62	63	65	Additional 0.75% from 20/21
- Land charges fees		35	36	36	37	38	39	39	40	41		Reg change in rules - personal searches now free
- LGR Contingency increase	150	150										
- Planning and Enforcement backlog	166											6 month extension of agency staff and additional legal support
Capital Financing re-profiled	762	378	-									
P4G re-profiled	- 889	694	4,949									
Net Budget Before Contributions to/from reserves	17,768	14,130	17,733	10,500	10,477	10,612	10,747	11,063	11,115	11,336	11,563	
Contributions to Reserves:												
Asset Management	200	200	200	200	200	200	200	200	200	200	200	
ICT	177	213	250	250	250	250	250	250	250	250	250	
District Election	34	38	38	38	38	38	38	38	38	38	38	
Pension Equalisation	-	97	185	185	185	185	185	185	185	185	185	
Special Projects/P4G	9,019	9,172	-	-	-	-	-	-	-	-	-	Renewable energy business rates
Local Plan	50	50	50	50	50	50	50	50	50	50	50	
Business Rates Equalisation												
Contributions from Reserves:												
Asset Management	- 510	- 515	- 16	- 200	- 204	- 208	- 212	- 216	- 221	- 225	- 230	Average costs from 2023/24 pending asset management strategy
Business Development/Spend to Save	- 68	- 69	- 71									
ICT	- 471	- 387	- 174	- 174	- 174	- 174	- 174	- 174	- 174	- 174	- 174	
P4G	- 153	- 167	- 177	- 186	- 190	- 194	- 200	- 207	- 215	- 225	- 237	
District Election				- 153				- 165				District election
Contingency	- 100	- 100	- 100									
Local Plan	- 243	- 75	- 150									
Programme for Growth	- 4,137	- 3,008	- 7,288									
Affordable Housing Commuted Sums	- 220											
Business Rates Equalisation/Internal safety net top-up	- 208		- 266									
Net Contributions to/from reserves (+/-)	3,370	5,449	- 7,519	10	155	147	137	- 39	113	99	82	
Forecast Net Revenue Budget (b)	21,138	19,579	10,214	10,510	10,632	10,759	10,884	11,024	11,229	11,435	11,645	
Difference between resources and forecast budget (a + b)	- 43	921	729	1,557	1,435	1,312	1,180	1,056	989	917	840	
Note savings included in operational budgets not yet delivered	155	747	848	848								
Add new savings targets	-	921	729	1,557								
Total savings to be delivered	155	1,668	1,577	2,405								

Appendix A (ii)

Comments

Budgetary Control

APPENDIX A1 - SELBY DISTRICT COUNCIL - 10 YEAR FINANCIAL PLAN Best Case

GENERAL FUND	Revised 2020/21	← Medium Term Financial Plan 2021/22	← 2022/23	← 2023/24	← 2024/25	← 2025/26	← 2026/27	← Long Term Forecast 2027/28	← 2028/29	← 2029/30	← 2030/31	Comments
KEY ASSUMPTIONS												
Growth/Inflation		1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Interest Rates		0.10%	0.15%	0.20%	0.25%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	Assumed a cautious 0.25% recovery after 24/25
Tax Base Increase		0.50%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	
Government Settlement Funding change		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Council Tax Increase	£5	£5	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	
COUNCIL TAX												
Tax Base (Number of Band D Equivalents)	31,989	32,149	32,470	32,795	33,123	33,454	33,789	34,127	34,468	34,813	35,161	Tax base reduction 21/22 as a result of Covid-19
Council Tax @ Band D (£)	183.22	188.22	191.97	195.79	199.69	203.66	207.71	211.85	216.06	220.36	224.75	
Council Tax Income (£000's)	5,861	6,051	6,233	6,421	6,614	6,813	7,018	7,230	7,447	7,671	7,902	
Precept (£000's)	5,861	6,051	6,233	6,421	6,614	6,813	7,018	7,230	7,447	7,671	7,902	
REVENUE FINANCING	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Local Income												
Council Tax	-5,861	-6,051	-6,233	-6,421	-6,614	-6,813	-7,018	-7,230	-7,447	-7,671	-7,902	
Council Tax Collection Fund Surplus/Deficit (+/-)	-74	141										Deficit in 22/23 re Covid-19 losses in 20/21
Business Rates Collection Fund Surplus/Deficit (+/-)	-9,019	-9,154										Assumes renewable energy receipts cease after BR baseline reset
Gov't Funding/Grants												
Settlement Funding - Business Rates Safely Net (Baseline from 22/23)	-2,274	-2,326	-2,565	-2,617	-2,669	-2,722	-2,777	-2,832	-2,889	-2,947	-3,006	Safety net 20/21 and 21/22. Baseline from reset in 22/23
Settlement Funding - Revenue Support Grant												
Settlement Funding - Rural Services and Transitional Grants	-108	-108										Assumes 1 year roll over
New Homes Bonus	-2,534	-1,162										Assumes phasing out per 20/21 settlement
Other Specific Grants	-113	-113	-767									Assumes 1 year roll over
Covid Emergency and New Burdens Funding	-1,198											Funds received to July 2020
TOTAL EXTERNAL RESOURCES (a)	-21,181	-18,793	-9,566	-9,038	-9,283	-9,536	-9,795	-10,062	-10,336	-10,618	-10,908	
REVENUE BUDGET	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Approved Operational Budget - Net (Per Council Feb 20)	11,067	10,301	10,289	10,648	10,705	10,919	11,137	11,525	11,587	11,819	12,055	District election costs in 2023/24 and 2027/28
Investment Interest (Received and Paid)	-575	-575	-575	-575	-575	-575	-575	-575	-575	-575	-575	£350k Cap + £200k PF + £100k SDHT - £75k interest paid
Capital Adjustments	-1,706	-740	-741	-561	-561	-561	-561	-561	-561	-561	-561	
Approved Growth Bids	6,091	2,990	3,008	174	174	174	174	174	174	174	174	
Contingencies	200	200	200	200	200	200	200	200	200	200	200	
Net Budget Before Contributions to/from Reserves	15,077	12,176	12,181	9,886	9,943	10,157	10,375	10,763	10,825	11,057	11,293	2020/21 - 2022/23 agrees to Budget approved Feb 2020
Supplementary Estimates Approved (Covid-19 related)												
- Car Parks - suspension of charges	168											
- Industrial Unit - suspension of rents	40											
Other cost and income pressures:												
- Covid - costs associated with new burdens funding	130											
- Covid - cost pressures	173											
- Covid - income pressures	1,321	291	309	326								Investment returns 21/22 - 23/24
- Covid - savings delayed	553											
- Non-Covid savings reduction	-	100	100	100	100	100	100	100	100	100	100	Additional 0.75% from 20/21
- Additional pay award	-	-	-	-	-	-	-	-	-	-	-	Reg change in rules - personal searches now free
- Land charges fees		35	35	35	35	35	35	35	35	35	35	
- LGR Contingency increase	150	100										
- Planning and Enforcement backlog	120											
Capital Financing re-profiled	762	378	-									
P4G re-profiled	-889	694	4,949									
Net Budget Before Contributions to/from reserves	17,605	13,774	17,574	10,347	10,078	10,292	10,510	10,898	10,960	11,192	11,428	
Contributions to Reserves:												
Asset Management	200	200	200	200	200	200	200	200	200	200	200	
ICT	177	213	250	250	250	250	250	250	250	250	250	
District Election	34	38	38	38	38	38	38	38	38	38	38	
Pension Equalisation	-	97	185	185	185	185	185	185	185	185	185	
Special Projects/P4G	9,019	9,172	-	-	-	-	-	-	-	-	-	Renewable energy business rates
Local Plan	50	50	50	50	50	50	50	50	50	50	50	
Business Rates Equalisation												
Contributions from Reserves:												
Asset Management	-510	-515	-16	-200	-204	-208	-212	-216	-221	-225	-230	Average costs from 2023/24 pending asset management strategy
Business Development/Spend to Save	-68	-69	-71									
ICT	-471	-387	-174	-174	-174	-174	-174	-174	-174	-174	-174	
PFI	-153	-167	-177	-186	-190	-194	-200	-207	-215	-225	-237	District election
District Election	-100	-100	-100									
Contingency	-243	-75	-150									
Local Plan	-4,137	-3,008	-7,288									
Programme for Growth	-220											
Affordable Housing Commuted Sums	-208		-266									
Business Rates Equalisation/Internal safety net top-up	3,370	5,449	-7,519	10	155	147	137	-39	113	99	82	
Net Contributions to/from reserves (+/-)	3,370	5,449	-7,519	10	155	147	137	-39	113	99	82	
Forecast Net Revenue Budget (b)	20,975	19,223	10,055	10,357	10,233	10,439	10,647	10,858	11,073	11,291	11,510	
Difference between resources and forecast budget (a + b)	-206	430	489	1,319	950	903	852	797	737	672	603	
Note savings included in operational budgets not yet delivered	155	747	848	848								
Add new savings targets	-	430	489	1,319								
Total savings to be delivered	155	1,177	1,337	2,167								

APPENDIX A1 - SELBY DISTRICT COUNCIL - 10 YEAR FINANCIAL PLAN Worst Case

GENERAL FUND	Revised 2020/21	← Medium Term Financial Plan 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Long Term Forecast 2027/28	2028/29	2029/30	2030/31	Comments
KEY ASSUMPTIONS												
Growth/Inflation		3.50%	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Interest Rates		0.10%	0.10%	0.10%	0.10%	0.25%	0.50%	0.75%	1.00%	1.25%	1.50%	Assumed a cautious 0.25% recovery after 23/24
Tax Base Increase		0.00%	0.50%	0.50%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	
Government Settlement Funding change		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Council Tax Increase	£5	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	
COUNCIL TAX												
Tax Base (Number of Band D Equivalents)	31,989	31,989	32,149	32,310	32,633	32,959	33,289	33,622	33,958	34,297	34,640	Tax base reduction 21/22 as a result of Covid-19
Council Tax @ Band D (£)	183.22	186.87	190.59	194.38	198.25	202.19	206.22	210.32	214.51	218.78	223.13	
Council Tax Income (£000's)	5,861	5,978	6,127	6,280	6,469	6,664	6,865	7,071	7,284	7,504	7,729	
Precept (£000's)	5,861	5,978	6,127	6,280	6,469	6,664	6,865	7,071	7,284	7,504	7,729	
REVENUE FINANCING	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Local Income												
Council Tax	- 5,861	- 5,978	- 6,127	- 6,280	- 6,469	- 6,664	- 6,865	- 7,071	- 7,284	- 7,504	- 7,729	
Council Tax Collection Fund Surplus/Deficit (+/-)	- 74	406	406									
Business Rates Collection Fund Surplus/Deficit (+/-)	- 9,019	- 9,334										
Gov't Funding/Grants												
Settlement Funding - Business Rates Safely Net (Baseline from 22/23)	- 2,274	- 2,326	- 2,565	- 2,617	- 2,669	- 2,722	- 2,777	- 2,832	- 2,889	- 2,947	- 3,006	Safety net 20/21 and 21/22. Baseline from reset in 22/23
Settlement Funding - Revenue Support Grant												
Settlement Funding - Rural Services and Transitional Grants	- 108	- 108										
New Homes Bonus	- 2,534	- 1,182	- 767									Assumes 1 year roll over
Other Specific Grants	- 113	- 113										Assumes phasing out per 20/21 settlement
Covid Emergency and New Burdens Funding	- 1,198											Assumes 1 year roll over
TOTAL EXTERNAL RESOURCES (a)	- 21,181	- 18,635	- 9,054	- 8,897	- 9,138	- 9,387	- 9,641	- 9,904	- 10,173	- 10,450	- 10,735	Funds received to July 2020
REVENUE BUDGET	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Approved Operational Budget - Net (Per Council Feb 20)	11,067	10,301	10,289	10,648	10,705	10,919	11,137	11,525	11,587	11,819	12,055	District election costs in 2023/24 and 2027/28
Investment Interest (Received and Paid)	- 575	- 575	- 575	- 575	- 575	- 575	- 575	- 575	- 575	- 575	- 575	£350k Cap + £200k PF + £100k SDHT - £75k interest paid
Capital Adjustments	- 1,706	- 740	- 741	- 561	- 561	- 561	- 561	- 561	- 561	- 561	- 561	
Approved Growth Bids	6,091	2,990	3,008	174	174	174	174	174	174	174	174	
Contingencies	200	200	200	200	200	200	200	200	200	200	200	
Net Budget Before Contributions to/from Reserves	15,077	12,176	12,181	9,886	9,943	10,157	10,375	10,763	10,825	11,057	11,293	2020/21 - 2022/23 agrees to Budget approved Feb 2020
Supplementary Estimates Approved (Covid-19 related)												
- Car Parks - suspension of charges	168											
- Industrial Unit - suspension of rents	40											
Other cost and income pressures:												
- Covid - costs associated with new burdens funding	130											
- Covid - cost pressures	353	353										
- Covid - Income pressures	1,792	1815	862	872	500	500	500	500	500	500	500	Investment returns 21/22 - 23/24, planning fees
- Covid - savings delayed	603	603										21/22, car park income and contracts
- Non-Covid savings reduction			200	200	200	200	200	200	200	200	200	
- Additional pay award	106	106	106	106	106	106	106	106	106	106	106	Additional 0.75% from 20/21
- Land charges fees		65	50	50	50	50	50	50	50	50	50	Reg change in rules - personal searches now free
- LGR Contingency increase	200	200										
- Planning and Enforcement backlog	166											
Capital Financing re-profiled	762	378	-									
P4G re-profiled	- 889	694	4,949									
Inflation provision (Operational budget excluding pay roll)		60	80	80	80	80	80	80	80	80	80	
Net Budget Before Contributions to/from reserves	18,508	16,450	18,428	11,194	10,879	11,093	11,311	11,699	11,761	11,993	12,229	
Contributions to Reserves:												
Asset Management	200	200	200	200	200	200	200	200	200	200	200	
ICT	177	213	250	250	250	250	250	250	250	250	250	
District Election	34	38	38	38	38	38	38	38	38	38	38	
Pension Equalisation	-	97	185	185	185	185	185	185	185	185	185	
Special Projects/P4G	9,019	9,172	-	-	-	-	-	-	-	-	-	
Local Plan	50	50	50	50	50	50	50	50	50	50	50	Renewable energy business rates
Business Rates Equalisation												
Contributions from Reserves:												
Asset Management	- 510	- 515	- 16	- 200	- 204	- 208	- 212	- 216	- 221	- 225	- 230	Average costs from 2023/24 pending asset management strategy
Business Development/Spend to Save	- 68	- 69	- 71									
ICT	- 471	- 387	- 174	- 174	- 174	- 174	- 174	- 174	- 174	- 174	- 174	
PFI	- 153	- 167	- 177	- 186	- 190	- 194	- 200	- 207	- 215	- 225	- 237	
District Election	- 100	- 100	- 100	- 153				- 165				District election
Local Plan	- 243	- 75	- 150									
Programme for Growth	- 4,137	- 3,008	- 7,288									
Affordable Housing Commuted Sums	- 220											
Business Rates Equalisation/Internal safety net top-up	- 208		- 266									
Net Contributions to/from reserves (+/-)	3,370	5,449	- 7,519	10	155	147	137	- 39	113	99	82	
Forecast Net Revenue Budget (b)	21,878	21,899	10,909	11,204	11,034	11,240	11,448	11,659	11,874	12,092	12,311	
Difference between resources and forecast budget (a + b)	697	3,264	1,856	2,307	1,895	1,853	1,806	1,756	1,701	1,641	1,577	
Note savings included in operational budgets not yet delivered	155	747	848	848								
Add new savings targets	-	3,264	1,856	2,307								
Total savings to be delivered	155	4,011	2,704	3,155								

Appendix A2 - SELBY DISTRICT COUNCIL - HRA 30 YEAR FINANCIAL PLAN MID-CASE (Based on 30 Year MRP - Original Budget)

	1	2	3	4	5	6	7	8	9	10	11	12
	2019/20	Forecast 2020/21	← 2021/22	Medium Term Financial Plan 2022/23	→ 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Mid Case Scenario												
KEY ASSUMPTIONS												
Inflation	2.00%	2.00%	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Estimated Sales	-17	-16	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20
Estimated New Build	7	10	20	20	20	20	20	20	20	20	20	20
Rent Increase CPI + 1%	-1.00%	2.70%	1.60%	2.00%	2.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Number of Dwellings (Mid Year Average)	3,040	3,032	3,029	3,029	3,029	3,029	3,029	3,029	3,029	3,029	3,029	3,029
Average Rent - Rent Restructuring	82.48	84.98	86.34	88.07	90.27	92.98	95.77	98.64	101.60	104.65	107.78	111.02
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	-12,035,482	-12,367,649	-12,553,099	-12,804,161	-13,124,265	-13,517,993	-13,923,533	-14,341,238	-14,771,476	-15,214,620	-15,671,059	-16,141,190
Void loss	-195,482	-210,809	-251,062	-256,083	-262,485	-270,360	-278,471	-286,825	-295,430	-304,292	-313,421	-322,824
Provision for Bad & Doubtful Debts	-260,480	-267,450	-270,645	-276,058	-282,959	-291,448	-300,191	-309,197	-318,473	-328,027	-337,868	-348,004
Net Rent Income	-11,579,520	-11,889,390	-12,031,392	-12,272,020	-12,578,820	-12,956,185	-13,344,870	-13,745,217	-14,157,573	-14,582,300	-15,019,769	-15,470,362
% Increase in Rent	-0.94	3.03	1.60	2.00	2.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00
REVENUE FINANCING												
Dwellings Rents	-11,836,231	-12,156,840	-12,302,037	-12,548,077	-12,861,779	-13,247,633	-13,645,062	-14,054,414	-14,476,046	-14,910,328	-15,357,637	-15,818,366
Garage Rents	-101,828	-105,570	-107,154	-109,297	-111,483	-113,712	-115,986	-118,306	-120,672	-123,086	-125,547	-128,058
Total Resources (£)	-11,938,059	-12,262,410	-12,409,190	-12,657,374	-12,973,262	-13,361,345	-13,761,048	-14,172,720	-14,596,718	-15,033,413	-15,483,185	-15,946,425
REVENUE BUDGET												
Operational Services	1,920,018	1,882,036	1,906,908	1,921,393	1,959,820	1,999,017	2,038,997	2,079,777	2,121,373	2,163,800	2,207,076	2,251,218
Commissioning Contracts & Procurement	112,100	111,380	114,410	117,540	119,891	122,289	124,734	127,229	129,774	132,369	135,017	137,717
Contingency	-	75,000	75,000	76,500	78,030	79,591	81,182	82,806	84,462	86,151	87,874	89,632
Provision for Bad & Doubtful Debts	236,918	267,450	270,645	276,058	282,959	291,448	300,191	309,197	318,473	328,027	337,868	348,004
CEC Recharge from General Fund	2,787,000	2,741,768	2,800,669	2,860,584	2,917,796	2,976,152	3,035,675	3,096,388	3,158,316	3,221,482	3,285,912	3,351,630
Savings Target	-195,000	-	-	-	-	-	-	-	-	-	-	-
Debt Management Costs	6,000	6,000	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
Investment Interest - Notional Sum	-186,661	-135,000	-135,000	-137,025	-139,423	-142,211	-145,411	-149,046	-152,773	-156,592	-160,507	-164,519
Repayment of HRA Reform Loan (Interest)	2,412,930	1,889,387	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905
Contribution to Computer Development Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Cost & Income Pressures												
- Covid Cost Pressures		279,000										
- Covid Income Pressures		218,600										
Net Service Costs	7,143,305	7,385,621	6,930,536	7,013,074	7,117,221	7,224,556	7,333,768	7,444,881	7,558,287	7,674,035	7,792,175	7,912,757
Net Service Surplus / Deficit before contribution to MRR & CAA	-4,794,754	-4,876,789	-5,478,654	-5,644,300	-5,856,041	-6,136,789	-6,427,280	-6,727,839	-7,038,432	-7,359,378	-7,691,010	-8,033,668
Voluntary MRP for Self-Financing Debt	1,260,000	1,260,000	1,260,000	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650
Assumed Voluntary MRP for HDP	0	231,726	315,310	400,567	487,528	576,229	666,703	758,987	853,117	949,129	1,047,062	1,146,953
Assumed HDP Interest	0	186,807	223,477	281,281	340,240	400,379	461,721	524,290	588,110	653,206	719,605	787,331
Net Resources Transferred to Major repairs Reserve	-3,534,754	-3,218,257	-3,679,867	-2,680,803	-2,746,623	-2,878,531	-3,017,205	-3,162,912	-3,315,555	-3,475,392	-3,642,693	-3,817,734
Major Repairs Reserve												
Opening Balance	-8,177,969	-6,937,285	-6,678,647	-4,990,958	-2,501,920	14,228	2,526,169	5,974,765	8,665,299	11,327,910	14,110,783	17,170,081
Transfers / Carry Forwards	-766,697	-2,167,201	-2,660,228	-2,680,803	-2,746,623	-2,878,531	-3,017,205	-3,162,912	-3,315,555	-3,475,392	-3,642,693	-3,817,734
Revenue Contributions	-3,534,754	-3,218,257	-3,679,867	-2,680,803	-2,746,623	-2,878,531	-3,017,205	-3,162,912	-3,315,555	-3,475,392	-3,642,693	-3,817,734
- Covid Cost Pressures on Capital Programme		600,000										
Assumed Capital Programme	5,542,135	5,044,096	8,027,783	5,169,841	5,262,771	5,390,472	6,465,801	5,853,446	5,978,165	6,258,266	6,701,991	9,034,975
Closing Balance	-6,937,285	-6,678,647	-4,990,958	-2,501,920	14,228	2,526,169	5,974,765	8,665,299	11,327,910	14,110,783	17,170,081	22,387,322
CFR/Cashflow												
Opening Balance	-8,319,960	-9,579,960	-4,571,686	-6,146,996	-8,829,213	-11,598,391	-14,456,269	-17,404,622	-20,445,260	-23,580,027	-26,810,806	-30,139,518
Less unfinanced capital expenditure (internal borrowing)												
Add Voluntary MRP	-1,260,000	-1,491,726	-1,575,310	-2,682,217	-2,769,178	-2,857,879	-2,948,353	-3,040,637	-3,134,767	-3,230,779	-3,328,712	-3,428,603

**APPENDIX A2 - SELBY DISTRICT COUNCIL - HRA 30 YEAR FINANCIAL PLAN
BEST CASE (Based on 30 Year MRP - Original Budget)**

	1	2	3	4	5	6	7	8	9	10	11	12
Best Case Scenario	2019/20	Forecast 2020/21	← 2021/22	Medium Term Financial Plan 2022/23	→ 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
KEY ASSUMPTIONS												
Inflation	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Estimated Sales	-17	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15	-15
Estimated New Build	7	40	40	40	40	40	40	40	40	40	40	40
Rent Increase CPI + 1%	-1.00%	3.50%	2.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Number of Dwellings (Mid Year Average)	3,040	3,048	3,073	3,098	3,123	3,148	3,173	3,198	3,223	3,248	3,273	3,298
Average Rent - Rent Restructuring	82.48	85.37	87.07	90.12	93.28	96.54	99.92	103.42	107.04	110.78	114.66	118.67
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	-12,035,482	-12,487,456	-12,841,694	-13,399,299	-13,980,206	-14,585,362	-15,215,753	-15,872,404	-16,556,382	-17,268,794	-18,010,794	-18,783,580
Void loss	-195,482	-187,312	-192,625	-200,989	-209,703	-218,780	-228,236	-238,086	-248,346	-259,032	-270,162	-281,754
Provision for Bad & Doubtful Debts	-260,480	-209,102	-215,034	-224,371	-234,099	-244,232	-254,788	-265,783	-277,237	-289,166	-301,591	-314,531
Net Rent Income	-11,579,520	-12,091,041	-12,434,034	-12,973,938	-13,536,404	-14,122,349	-14,732,729	-15,368,535	-16,030,800	-16,720,597	-17,439,042	-18,187,295
% Increase in Rent	-0.94	3.50	2.00	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
REVENUE FINANCING												
Dwellings Rents	-11,836,231	-12,300,144	-12,649,068	-13,198,309	-13,770,503	-14,366,581	-14,987,516	-15,634,318	-16,308,036	-17,009,762	-17,740,632	-18,501,826
Garage Rents	-101,828	-104,374	-106,983	-109,658	-112,399	-115,209	-118,089	-121,041	-124,068	-127,169	-130,348	-133,607
Total Resources (£)	-11,938,059	-12,404,517	-12,756,051	-13,307,967	-13,882,902	-14,481,790	-15,105,606	-15,755,360	-16,432,104	-17,136,932	-17,870,981	-18,635,433
REVENUE BUDGET												
Operational Services	1,920,018	1,880,840	1,906,737	1,921,754	1,969,797	2,019,042	2,069,518	2,121,256	2,174,288	2,228,645	2,284,361	2,341,470
Commissioning Contracts & Procurement	112,100	111,380	114,410	117,540	120,479	123,490	126,578	129,742	132,986	136,310	139,718	143,211
Contingency	-	75,000	75,000	76,875	78,797	80,767	82,786	84,856	86,977	89,151	91,380	93,665
Provision for Bad & Doubtful Debts	236,918	209,102	215,034	224,371	234,099	244,232	254,788	265,783	277,237	289,166	301,591	314,531
CEC Recharge from General Fund	2,787,000	2,741,768	2,800,669	2,860,584	2,932,099	3,005,401	3,080,536	3,157,549	3,236,488	3,317,400	3,400,335	3,485,344
Savings Target	-195,000											
Debt Management Costs	6,000	6,000	6,000	6,150	6,304	6,461	6,623	6,788	6,958	7,132	7,310	7,493
Investment Interest - Notional Sum	-186,661	-135,000	-135,000	-137,025	-139,423	-142,211	-145,411	-149,046	-153,145	-157,740	-162,472	-167,346
Repayment of HRA Reform Loan (Interest)	2,412,930	1,889,387	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905
Contribution to Computer Development Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Cost & Income Pressures												
- Covid Cost Pressures		275,000										
- Covid Income Pressures		190,000										
Net Service Costs	7,143,305	7,293,477	6,874,755	6,962,154	7,094,056	7,229,088	7,367,323	7,508,834	7,653,693	7,801,971	7,954,129	8,110,273
Net Service Surplus / Deficit before contribution to MRR & CAA	-4,794,754	-5,111,040	-5,881,296	-6,345,813	-6,788,846	-7,252,703	-7,738,283	-8,246,526	-8,778,410	-9,334,961	-9,916,851	-10,525,160
Voluntary MRP for Self-Financing Debt	1,260,000	1,260,000	1,260,000	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650
Assumed Voluntary MRP for HDP	0	313,671	480,841	651,353	825,276	1,002,677	1,183,626	1,368,194	1,556,454	1,748,479	1,944,344	2,144,127
Assumed HDP Interest	0	222,366	335,706	451,314	569,233	689,511	812,195	937,332	1,064,972	1,195,165	1,327,962	1,463,414
Net Resources Transferred to Major repairs Reserve	-3,534,754	-3,315,003	-3,804,749	-2,961,496	-3,112,687	-3,278,864	-3,460,812	-3,659,349	-3,875,334	-4,109,667	-4,362,896	-4,635,969
Major Repairs Reserve												
Opening Balance	-8,177,969	-6,937,285	-4,915,282	-1,400,552	2,850,550	7,139,760	11,489,723	16,885,638	21,542,953	26,221,412	31,073,085	36,232,503
Transfers	-766,697	-2,167,201	-2,660,228	-2,961,496	-3,112,687	-3,278,864	-3,460,812	-3,659,349	-3,875,334	-4,109,667	-4,362,896	-4,635,969
Revenue Contributions	-3,534,754	-3,315,003	-3,804,749	-2,961,496	-3,112,687	-3,278,864	-3,460,812	-3,659,349	-3,875,334	-4,109,667	-4,362,896	-4,635,969
- Covid Cost Pressures on Capital Programme		600,000										
Assumed Capital Programme	5,542,135	6,904,207	9,979,707	7,212,599	7,401,896	7,628,827	8,856,727	8,316,663	8,553,793	8,961,340	9,522,314	4,995,696
Closing Balance	-6,937,285	-4,915,282	-1,400,552	2,850,550	7,139,760	11,489,723	16,885,638	21,542,953	26,221,412	31,073,085	36,232,503	36,592,230
- Covid Cost Pressures on Capital Programme												
CFR/Cashflow												
Opening Balance	-8,319,960	-9,579,960	-4,653,631	-6,394,472	-9,327,475	-12,434,401	-15,718,728	-19,184,004	-22,833,848	-26,671,952	-30,702,081	-34,928,075
Less unfinanced capital expenditure (internal borrowing)												
Add Voluntary MRP	-1,260,000	-1,573,671	-1,740,841	-2,933,003	-3,106,926	-3,284,327	-3,465,276	-3,649,844	-3,838,104	-4,030,129	-4,225,994	-4,425,777

**APPENDIX A2 - SELBY DISTRICT COUNCIL - HRA 30 YEAR FINANCIAL PLAN
WORST CASE (Based on 30 Year MRP - Original Budget)**

	1	2	3	4	5	6	7	8	9	10	11	12
	2019/20	Forecast 2020/21	← 2021/22	Medium Term Financial Plan 2022/23	→ 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Worst Case Scenario												
KEY ASSUMPTIONS												
Inflation	2.00%	1.50%	1.00%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Estimated Sales	-17	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25
Estimated New Build	7	10	10	10	10	10	10	10	10	10	10	10
Rent Increase CPI + 1%	-1.00%	2.50%	1.20%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Number of Dwellings (Mid Year Average)	3,040	3,028	3,013	2,998	2,983	2,968	2,953	2,938	2,923	2,908	2,893	2,878
Average Rent - Rent Restructuring	82.48	84.54	85.56	87.27	89.01	90.79	92.61	94.46	96.35	98.28	100.24	102.25
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	-12,035,482	-12,285,643	-12,371,471	-12,556,067	-12,743,099	-12,932,590	-13,124,563	-13,319,042	-13,516,051	-13,715,612	-13,917,749	-14,122,486
Void loss	-195,482	-307,141	-309,287	-313,902	-318,577	-323,315	-328,114	-332,976	-337,901	-342,890	-347,944	-353,062
Provision for Bad & Doubtful Debts	-260,480	-416,852	-419,764	-426,027	-432,373	-438,803	-445,316	-451,915	-458,600	-465,371	-472,229	-479,176
Net Rent Income	-11,579,520	-11,561,650	-11,642,420	-11,816,138	-11,992,148	-12,170,472	-12,351,133	-12,534,151	-12,719,550	-12,907,351	-13,097,576	-13,290,248
% Increase in Rent	-0.94	2.50	1.20	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
REVENUE FINANCING												
Dwellings Rents	-11,836,231	-11,978,502	-12,062,184	-12,242,166	-12,424,522	-12,609,275	-12,796,449	-12,986,066	-13,178,150	-13,372,722	-13,569,806	-13,769,424
Garage Rents	-101,828	-103,355	-104,906	-106,479	-108,077	-109,698	-111,343	-113,013	-114,708	-116,429	-118,176	-119,948
Total Resources (£)	-11,938,059	-12,081,858	-12,167,089	-12,348,645	-12,532,598	-12,718,973	-12,907,792	-13,099,080	-13,292,858	-13,489,151	-13,687,981	-13,889,372
REVENUE BUDGET												
Operational Services	1,920,018	1,879,821	1,904,660	1,918,575	1,947,354	1,976,564	2,006,213	2,036,306	2,066,851	2,097,853	2,129,321	2,161,261
Commissioning Contracts & Procurement	112,100	111,380	114,410	117,540	119,303	121,093	122,909	124,753	126,624	128,523	130,451	132,408
Contingency	-	75,000	75,000	76,125	77,267	78,426	79,602	80,796	82,008	83,238	84,487	85,754
Provision for Bad & Doubtful Debts	236,918	416,852	419,764	426,027	432,373	438,803	445,316	451,915	458,600	465,371	472,229	479,176
CEC Recharge from General Fund	2,787,000	2,741,768	2,800,669	2,860,584	2,903,493	2,947,045	2,991,251	3,036,120	3,081,661	3,127,886	3,174,805	3,222,427
Savings Target	-195,000											
Debt Management Costs	6,000	6,000	6,000	6,090	6,181	6,274	6,368	6,464	6,561	6,659	6,759	6,860
Investment Interest - Notional Sum	-186,661	-135,000	-135,000	-137,025	-139,423	-142,211	-145,056	-147,957	-150,916	-153,934	-157,013	-160,153
Repayment of HRA Reform Loan (Interest)	2,412,930	1,889,387	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905
Contribution to Computer Development Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Cost & Income Pressures												
- Covid Cost Pressures		339,000										
- Covid Income Pressures		406,000										
Net Service Costs	7,143,305	7,780,208	7,077,408	7,159,822	7,238,453	7,317,898	7,398,509	7,480,302	7,563,294	7,647,502	7,732,944	7,819,638
Net Service Surplus / Deficit before contribution to MRR & CAA	-4,794,754	-4,301,649	-5,089,682	-5,188,823	-5,294,145	-5,401,075	-5,509,283	-5,618,778	-5,729,565	-5,841,649	-5,955,037	-6,069,734
Voluntary MRP for Self-Financing Debt	1,260,000	1,260,000	1,260,000	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650
Assumed Voluntary MRP for HDP	0	190,753	232,545	275,173	318,654	363,004	408,242	454,384	501,449	549,455	598,421	648,367
Assumed HDP Interest	0	139,027	167,362	196,264	225,744	255,813	286,484	317,769	349,679	382,227	415,426	449,289
Net Resources Transferred to Major repairs Reserve	-3,534,754	-2,711,870	-3,429,774	-2,435,736	-2,468,097	-2,500,607	-2,532,908	-2,564,976	-2,596,787	-2,628,317	-2,659,540	-2,690,428
Major Repairs Reserve												
Opening Balance	-8,177,969	-6,937,285	-5,989,560	-4,489,301	-2,212,126	105,070	2,496,271	5,885,380	8,622,385	11,426,767	14,447,408	17,854,211
Transfers	-766,697	-2,167,201	-2,660,228									
Revenue Contributions	-3,534,754	-2,711,870	-3,429,774	-2,435,736	-2,468,097	-2,500,607	-2,532,908	-2,564,976	-2,596,787	-2,628,317	-2,659,540	-2,690,428
- Covid Cost Pressures on Capital Programme		1,200,000										
Assumed Capital Programme	5,542,135	4,626,795	7,590,262	4,712,910	4,785,293	4,891,808	5,922,016	5,301,981	5,401,169	5,648,958	6,066,343	8,256,707
Closing Balance	-6,937,285	-5,989,560	-4,489,301	-2,212,126	105,070	2,496,271	5,885,380	8,622,385	11,426,767	14,447,408	17,854,211	23,420,490
- Covid Cost Pressures on Capital Programme												
CFR/Cashflow												
Opening Balance	-8,319,960	-9,579,960	-4,530,713	-6,023,258	-8,580,082	-11,180,386	-13,825,040	-16,514,932	-19,250,965	-22,034,064	-24,865,169	-27,745,240
Less unfinanced capital expenditure (internal borrowing)												
Add Voluntary MRP	-1,260,000	-1,450,753	-1,492,545	-2,556,823	-2,600,304	-2,644,654	-2,689,892	-2,736,034	-2,783,099	-2,831,105	-2,880,071	-2,930,017

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Appendix B : Reserve Balances 2020 - 2023 Including Growth Bids													
Description	Estimated Balance	Use	Transfers	Contribs	Estimated Balance	Use	Transfers	Contribs	Estimated Balance	Use	Contribs	Estimated Balance	Comments
	31 March 20				31 March 21				31 March 22			31 March 23	
	£	£	£	£	£	£	£	£	£	£	£	£	
Revenue Reserves													
General Fund													
Reserves to fund future commitments:													
PFI Scheme	3,393,599	-153,000			3,240,599	-167,000			3,073,599	-177,000		2,896,599	Reserve expected to be fully spent by 2035/36.
ICT	392,012	-471,000		227,000	148,012	-387,000		263,000	24,012	-174,000	300,000	150,012	Aligns with Digital Strategy
Asset Management	1,072,002	-510,000		200,000	762,002	-514,928		200,000	447,074	-16,205	200,000	630,869	Subject to refreshed Asset Management Strategy
GF Carried Fwd Budgets	271,356	-271,356			0				0			0	
Election	63,686			34,000	97,686			38,000	135,686		38,000	173,686	
Total Reserves to fund future commitments	5,192,655	-1,405,356	0	461,000	4,248,299	-1,068,928	0	501,000	3,680,371	-367,205	538,000	3,851,166	
Reserves to fund growth and improvement:													
Special Projects/Unallocated	8,042,921	0	-8,479,000	9,019,112	8,583,033	0	-8,583,033	9,172,000	9,172,000	0		9,172,000	In 2021/22 £2.1m transferred to BRER to support the revenue budget/savings plan and £6.483m transferred to P4G
Programme for Growth	5,601,220	-4,137,000	8,479,000	228,000	10,171,220	-3,008,000	6,583,033		13,746,253	-7,288,000		6,458,253	Remainder of Approved P4G Programme, reprofiled over remaining years. £6.483m to be allocated from 2021/22
Discretionary Rate Relief Fund	240,003				240,003				240,003			240,003	
NYCC Collaboration	50,000				50,000				50,000			50,000	
Spend To Save (Business Development)	419,208	-67,660			351,548	-69,080			282,468	-70,500		211,968	Held to support upfront investment or transitional costs to deliver savings/efficiencies/income generation - spend subject to business case approval
Total Reserves to fund growth and improvement	14,353,353	-4,204,660	0	9,247,112	19,395,805	-3,077,080	-2,000,000	9,172,000	23,490,725	-7,358,500	0	16,132,225	
Reserves to mitigate financial risk:													
Pensions Equalisation Reserve	0	-208,000			-208,000			96,810	-111,190		185,057	73,867	Phased provision following 2019 valuation
Business Rates Equalisation	4,976,748				4,976,748	0	2,000,000		6,976,748	-266,079		6,710,669	Funds held to support revenue budget - drawdown is subject to savings delivery
Local Plan	649,083	-242,500		50,000	456,583	-75,000		50,000	431,583	-150,000	50,000	331,583	Funding for new local plan
Contingency	370,409	-100,000			270,409	-100,000			170,409	-100,000		70,409	
General Fund	1,503,222				1,503,222				1,503,222			1,503,222	Minimum working balance £1.5m
Total Reserves to mitigate financial risk	7,499,463	-550,500	0	50,000	6,998,963	-175,000	2,000,000	146,810	8,970,773	-516,079	235,057	8,689,751	
Total GF Revenue reserves	27,045,471	-6,160,516	-	9,758,112	30,643,067	-4,321,008	-	9,819,810	36,141,869	-8,241,784	773,057	28,673,142	
HRA													
HRA Unallocated Balance	1,500,000				1,500,000				1,500,000			1,500,000	Minimum working balance £1.5m remainder transferred to MRR to support housing improvement programme
C/fwd Budgets (HRA)	2,167,201				2,167,201				2,167,201			2,167,201	
Major Repairs Reserve - Capital Programme	6,937,285	-7,299,370		3,715,859	3,353,774	-5,367,555		3,894,548	1,880,767	-5,169,841	3,022,239	266,835	Spend profile subject to approved capital programme - aligns to HRA Business Plan Mid-Case
Total HRA Reserves	10,604,486	-7,299,370	-	3,715,859	7,020,975	-5,367,555	-	3,894,548	5,547,968	-5,169,841	3,022,239	3,400,366	
Total Revenue Reserves	37,649,957	-13,459,886	-	13,473,971	37,664,042	-9,688,563	-	13,714,358	41,689,837	-13,411,625	3,795,296	32,073,508	
Capital Reserves	5,579,882												
Home Improvement Loans													
General Fund Receipts (after P4G removed)	1,465,677	-12,407			1,453,270				1,453,270			1,453,270	Earmarked for replacement wheeled bins
HRA Receipts	3,839,232	-713,376		500,000	3,625,856	-1,117,500		500,000	3,008,356	-180,000	500,000	3,328,356	Includes 6 play area refurbishments
Other GF Capital Receipts	493,000	-			493,000				493,000			493,000	
Total Useable Capital Receipts	5,797,909	-725,783		500,000	5,572,126	-1,117,500		500,000	4,954,626	-180,000	500,000	5,274,626	
Capital Receipts (HRA Reserved)	45,901				45,901				45,901			45,901	
Total GF Capital Receipts	5,843,810	-725,783	-	500,000	5,618,027	-1,117,500	-	500,000	5,000,527	-180,000	500,000	5,320,527	
Restricted Reserves													
S106 Affordable Housing Commuted Sums	7,996,390	-915,000		1,218,744	8,300,134			609,372	8,909,506			8,909,506	Funds ring-fenced and spend subject to progress on housing developments
Other s106 contributions	135,019				135,019				135,019			135,019	New reserve to be created
Community Infrastructure Levy	2,108,260				2,108,260				2,108,260			2,108,260	New reserve to be created
Total Restricted Reserves	10,239,669	-915,000	0	1,218,744	10,543,413	0	0	609,372	11,152,785	0	0	11,152,785	

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Covid Scenarios

1. Latest forecasts of the Covid-19 impacts in 2020/21 are illustrated below:

General Fund	Mid-case	Best-Case	Worst-Case
Expenditure	173	173	353
Savings programmes	603	553	603
Income Loss	1,788	1,462	2,198
Total General Fund	2,617	2,188	3,154

Housing Revenue Account	Mid-case	Best-Case	Worst-Case
Expenditure	670	670	1,300
Savings programmes	195	195	195
Income Loss	243	200	423
Total HRA	1,108	1,065	1,918

2. Additional costs in the general fund include spend on office changes, homelessness support, equipment for remote working and additional support for businesses and communities. Housing revenue account expenditure pressures come mainly from the capital programme plus some additional overtime.
3. Savings programmes have been substantially delayed, resources have been redirected to dealing with the pandemic and recovery.
4. The greatest impact is on income. A number of income streams are affected with those of a value greater than £100k below:

Key Income Streams	Mid-case	Best-Case	Worst-Case
Council Tax	*245	141	406
Planning	358	237	449
Leisure	323	323	373
Car park income	181	163	203
Investment interest	162	135	162
Property funds	100	100	100

Note Council Tax deficit distributed 2021/22

5. It is anticipated that Investment income will be under continued pressure with low Bank of England base rates through to 2023/24 and then a slow and tapered rise thereafter.

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APPENDIX D - Planned Savings

Strategic Category	Lead	General Fund - Potential Saving	Budget Risk	Saving Delivered to March 19/20 £000's	2020/21 Target £000's	2020/21 Forecast £000's	2020/21 Shortfall £000's	2021/22 Remaining Target £000's	2022/23 Remaining Target £000's	Commentary
Growing resources	Julie Slatter	Asset rationalisation	Medium	20	131	31	100	100	100	Additional income has been generated from our assets which were not budgeted, particularly around the use of our office space by third parties. This has allowed us to increase the target from the original target of £100k which relates to the move from Market Cross. Covid-19 has delayed the contact centre move and negotiations with the landlord, it is considered unlikely that savings will be made on the Market Cross lease this year.
Growing resources	Julie Slatter?	New SDHT Loans	Low	100	0	0	0	0	0	The revised and expanded Housing Development Programme agreed by Executive in January 2018 identifies a significant role for the SDHT in delivery which will provide further loan opportunities for SDC, although the timing of these new opportunities will only become clearer as the programme progresses. Targets will be updated as new loans are approved but current target will be met from existing loans in year.
Growing resources	Dave Caulfield	Business Rates Growth	High	0	0	0	0	100	200	The Council's Economic Development Strategy will proactively foster new inward investment and indigenous business growth. This 'saving' is however high risk due to uncertainties regarding the BRR system reset. This cautious target assumes that the reset brings the Council out of its current safety net position and enables modest year on year growth to be realised. Delays to business rates retention system reset mean that this target is delayed a year and proposed targets have been reprofiled accordingly.
Growing resources	Karen Iveson	Property Fund Investment	Medium	200	0	0	0	0	0	An investment was made in October 2018 into 2 property funds with an estimated net return of 4% per annum. Last year this return 4% but covid-19 has impacted on returns and expectaton currently is that these will return 2% in the current year. Returns are subject to fund performance.
Growing resources	Karen Iveson	Increase cap on investment income - NEW	Medium	50	0	0	0	0	0	This was achieved in 2019/20, but as a result of the pandemic the Bank of England has reduced interest rates to 0.1%. As a result this saving will not be achieved this year but will be kept under review should base rates change again in the future.
Total Growing Resources			0	370	131	31	100	200	300	
Transforming	Julie Slatter / Alison Hartley	Process improvements /on-line transactions	Medium	138	112	0	112	162	162	The Channel shift project is currently being delivered and savings from this are starting to be recognised. Further programmes to role out digitalisation are delayed due to covid-19, and any potential benefits from this may not be made in the short term due to additional workload pressures as a result of the pandemic across the Council.
Transforming	Julie Slatter	Introduce CT Penalty Scheme - NEW	Medium	0	10	5	5	5	5	Introduce CT Penalty scheme to assist with cost recovery of the additional work required when details are not updated. Current changes to enforcement mean that it is unlikely that we will be making many of these charges in the current year. This is to be kept under review.
Transforming	Julie Slatter	Review and introduce increased empty homes premium.	Medium	0	45	45	0	0	0	Latest indications from the planning review indicate a saving in the service of £67k, but the review is yet to be implemented. Covid-19 has had substantial impacts on the planning service, so the saving is unlikely to be made this year.

Strategic Category	Lead	General Fund - Potential Saving	Budget Risk	Saving Delivered to March 19/20 £000's	2020/21 Target £000's	2020/21 Forecast £000's	2020/21 Shortfall £000's	2021/22 Remaining Target £000's	2022/23 Remaining Target £000's	Commentary
Transforming	Dave Caulfield	Planning service review	Medium	0	67	0	67	100	100	Latest indications from the planning review indicate a saving in the service of £67k. The additional £33k saving beyond this relates to increased income from pre-application advice.
		Total Transforming		138	234	50	184	267	267	
Commissioning	Julie Slatter	Contract renegotiations	Medium	0	324	6	318	318	318	Renewal of the public conveniences contract has generated a £6k per annum saving. The purchase of the waste vehicle fleet will result in cost savings. However, these renewals are delayed until later in the year.
Commissioning	Julie Slatter	Procurement partnership	Low	12	0	0	0	0	0	Completed - Selby has exited from the North Yorkshire Procurement Partnership in April 2019. Approved by the Executive 4/10/2018.
		Total Collaboration & Commissioning	0	12	324	6	318	318	318	
Technical/housekeeping	Karen Iveson	Remove contributions to pension reserve	Low	100	0	0	0	0	0	Completed - This mitigates above inflationary rises in future pension contributions - risk to be managed within base budget.
Technical/housekeeping	Karen Iveson	Reduce contingencies	Low	160	0	0	0	0	0	Completed - The operational contingency has been reduced to £100k (the minimum advisable for operational purposes) and funding from the Contingency reserve will be drawn down for additional Executive Commissions as part of the annual budget process. The Contingency reserve will continue to be topped up through windfalls/in-year surpluses.
Technical/housekeeping	Karen Iveson	Reduction in pension contributions	Low	0	69	69	0	1	0	Reduction in pension contributions following the 2019 triennial valuation. Rates are subject to final confirmation but there is sufficient headroom in the fund to consider this low risk. Rates are expected to increase from 2023/24 and budget provision will be made to mitigate this.
		Total Technical/Housekeeping	0	260	69	69	0	1	0	
		Total		780	758	156	602	786	885	

Low Risk			69	69	0	1	0
Medium Risk			45	45	0	685	685
High Risk			644	42	602	100	200
Total			758	156	602	786	885

Strategic Category	Lead	HRA - Potential Saving	Risk	Saving Delivered to March 19/20 £000's	2020/21 Target £000's	2020/21 Forecast £000's	2020/21 Shortfall £000's	2021/22 Remaining Target £000's	2022/23 Remaining Target £000's	Update/Comments
Transforming	Julie Slatter	Process improvements /on-line transactions	Medium	7	195	0	195	195	195	The new housing/asset management system is in the process of being implemented and is set to go live in 20/21.
Commissioning		NYCC Procurement Partnership	Low	12	0	0	0	0	0	Completed - Selby has exited from the North Yorkshire Procurement Partnership in April 2019. Approved by the Executive 4/10/2018.
Technical/housekeeping	Karen Iveson	Reduction in pension contributions	Low	0	23	23	0	0	1	
		Total	-	19	218	23	195	195	196	

Appendix E : 2020/21 Selby District Council Capital Programme - To 30 June 2020

General Fund	Revised Budget Incl C/F	Year to date Budget	Year to date Actual	YTD Variance	Forecast	Carry Forward	Year End Variance	Comments
Transforming Customer Services	110,000	27,500	2,700	-24,800	110,000	0	0	Covid-19 has prevented the start of work on the reception alterations delaying the contact centre move. It is hoped that procurement of the contractor will be completed during summer with work being completed in October with the contact centre operating from the Civic as soon as possible following completion. The project is expected to be on budget.
Website Development	10,000	2,500	0	-2,500	10,000	0	0	This project is to enhance the platform to allow for future development of the website. We are in discussions with NYCC to deliver the new platform.
Industrial Units - Road Adoption	325,000	81,250	0	-81,250	0	0	-325,000	Further information being sought from NYCC Highways regarding detailed specification requirements and contribution to enable formulation of an estimate of costs. Budget costings received from contractor. This budget has been rolled forward for a number of years and a decision is now required as to whether to invest in upgrading the highway provision to adoptable standard. The current condition of the road is such that significant investment at the current time merely to enable adoption is not appropriate. It is proposed not to progress at this juncture and to seek to re-secure funding for the works when the condition dictates those works are appropriate and necessary. There are no plans to carry out this work at present as the road still has a significant useful life. A report will be prepared recommending to remove this budget.
GIS System	37,131	9,283	0	-9,283	37,131	0	0	The project still to be scoped for this budget. Decision to be made is dependant on the decision for an Appointment System for the new Customer Contact Centre.
Benefits & Taxation System upgrade	16,475	4,119	2,915	-1,204	16,475	0	0	This budget is linked to software upgrade supporting Channel Shift Phase 2.
IDOX Planning System	15,000	3,750	0	-3,750	15,000	0	0	To support the IDOX suite of software applications for upgrades and patches as part of the IDOX Roadmap. This will ensure that we remain PSN compliant throughout 2020/21
ICT - Annual Software Licence	85,000	21,250	0	-21,250	85,000	85,000	0	Annual Microsoft Licence
ICT - Servers	7,590	1,898	0	-1,898	7,590	0	0	Servers are being upgraded to align to Microsoft licencing requirements. 50% of idox upgrade has been paid but the remaining £7.5k will be paid in Q2 of 2020/21 when the work is completed.
ICT - Software	29,694	7,424	8,000	577	29,694	0	0	Budget committed to the Digital Workforce Project. The project is underway for the implementation of Microsoft 365 tools. The project has been delayed due to Covid-19, however it is anticipated that the project will be completed in the current financial year.
Adobe Licence Replacement	0	0	0	0	0	0	0	
Finance System Replacement	0	0	0	0	0	0	0	
Committee Management System	3,000	750	0	-750	3,000	0	0	ModernGov software now live as of 2019/20, the final £3k budget to cover final costs to upgrade the software due Q2 2020/21.
Upgrade to Assure from M3	20,000	5,000	10,000	5,000	20,000	0	0	This budget is to migrate from M3 to Assure software, this project will commence in Q3 2020/21 to be completed in the current year.
Cash receipting System	32,500	8,125	0	-8,125	32,500	0	0	Income Management Software replacement project. The capital budget for this project will be used for training and consultancy on the new software commencing in Q2 with delivery completing in Q4 2020/21.
Northgate Revs & Bens	7,856	1,964	0	-1,964	7,856	0	0	Budget required for system upgrades following legislative changes in relation to e-billing. The budget will be to complete the software changes / upgrades.

Approved Programme & Carry Forward Proposal		
Forecast 21/22	Forecast 22/23	Forecast 23/24
15,000	15,000	
15,000	15,000	
85,000	85,000	85,000
30,000		
15,000		
150,000		

Appendix E : 2020/21 Selby District Council Capital Programme - To 30 June 2020

General Fund	Revised Budget Incl C/F	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Carry Forward	Forecast Variance	Comments	Forecast 21/22	Forecast 22/23	Forecast 23/24
Asset Management Plan - Leisure & Parks	32,780	8,195	0	-8,195	32,780	0	0	There are a number of planned maintenance works to be carried out this year at both Selby and Tadcaster leisure centres. The works are being co-ordinated by IHL and are expected to be completed on time.	54,728	9,005	
Committee Room Microphone system	65,000	16,250	0	-16,250	65,000	0	0	Specification is written and tenders have been invited for the Committee Room microphone system. However, the project is currently on hold due to Covid-19.			
Car Park Ticket Machines	36,000	9,000	0	-9,000	36,000	0	0	The purchase of new ticket machines is linked to changes to the Car Parking Strategy, new tariffs etc. Given the delays to all services as a result of coronavirus it is currently unclear when the policy changes required prior to the acquisition of new machines will occur.			
Industrial Units Maintenance	150,000	37,500	0	-37,500	20,000	130,000	-130,000	An initial report presenting options has been provided to LT for consideration. Further work is now required to develop a formal business case for each option. Given the nature of the options being considered it is considered inappropriate to seek approval to invest the existing capital funds at this time. The outturn forecast has therefore been revised accordingly and a carry forward will be requested. Improvements to the industrial units are subject to the outcome of a report to Executive in respect of the future direction. We are awaiting information regarding demand from colleagues in ED to inform the recommendations of the report. The budget has currently been re-forecast of the basis of expected essential spend for the year.	227,200	7,200	
Car Park Improvement Programme	530,096	132,524	0	-132,524	300,000	230,096	-230,096	Work to progress improvement to Back Micklegate and Micklegate car parks has been placed on hold in order to maximise funding options through external funding bids such as the Heritage Action Zone funding. The funds will be required in 20/21 as match funding for the wider investment programme being considered.	230,096		
ICT - Channel Shift 2 Website & Intranet	57,500	14,375	40,775	26,400	57,500	0	0	Channel shift Phase 2 (Customer portal) project which has been delayed from 19/20 as per the business case and project plan. Citizens Access Portal (Revenues) will be LIVE in Q3 2020/21 with Citizens Access Portal (Benefits) in Q4 2020/21. A commitment of £22.5k will be made once the software is LIVE. This budget will be used for Scanstation/CAB/CAR and CA_LL and e-forms development through 2020/21			
ICT - Channel Shift 3 Website & Intranet	18,000	4,500	0	-4,500		18,000	-18,000	Channel shift Phase 3 (Housing management CX integration) project which has been delayed from 19/20 as per the business case and project plan. This will follow the implementation of Channel shift phase 2 (Customer portal project) expected to be during 2020/21. This budget will be used as the Digital Front Door Options Appraisal, however, due to Covid-19 it is anticipated that this will not commence until 2021/22.	18,000		
ICT - Disaster Recovery Improvements - Software / Hardware	24,786	6,197	6,992	796	24,786	0	0	Design changes have enabled lower costs for this project. This budget is for improvements aligned to Microsoft requirements & DR Improvements including new server in 2020/21.			
ICT - End User Devices - Software / Hardware	25,341	6,335	0	-6,335	25,341	59,000	0	Budget is required for replacement hardware in relation to the digital workforce strand of the digital strategy.	59,000	59,000	59,000
ICT - Digital Workforce - Telephones - Mobile Working	16,000	4,000	0	-4,000	16,000	0	0	Budget is for replacement Mobile phone hardware in relation to the digital workforce strand of the digital strategy.			

Appendix E : 2020/21 Selby District Council Capital Programme - To 30 June 2020

General Fund	Revised Budget Incl C/F	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Carry Forward	Forecast Variance	Comments	Forecast 21/22	Forecast 22/23	Forecast 23/24
South Milford Retaining Wall	15,000	3,750	0	-3,750	15,000	0	0	We are still awaiting confirmation from the parish priest as to whether approval for the improvement works to the wall will need to go through a Faculty application (similar to Listed Building Approval). It is currently unknown how long the process will take. Given the relatively small amount of funding involved, no alteration to the outturn forecast has been made at this time.			
Waste Collection Fleet	4,000,000	1,000,000	0	-1,000,000	4,000,000	0	0	An order was placed last year via a framework for the purchase of 21 x RCV's and 1 x mechanical sweeper. The fleet is likely to be delivered between August and November 2020.			
Council Play Area Maintenance	105,000	26,250	0	-26,250	105,000	0	0	Groundwork have been commissioned to project manage this project and the design and consultation stages have been completed for the first site which is Grange Road, Tadcaster. Groundwork will shortly be going out to tender for the works. Design work is starting on the second site which is Charles Street, Selby.	100,000	100,000	
Replacement of Vehicle Fleet	7,950	1,988	0	-1,988	7,950	0	0	Delivery of the replacement vehicle fleet has been delayed until September/October due to coronavirus.			
Purchase of Land	937,500	234,375	0	-234,375	0	937,500	-937,500	To facilitate affordable housing development and acquisitions and will be subject to business case.	937,500		
New Build Projects (Loans to SDHT)	2,400,000	600,000	0	-600,000	400,000	2,000,000	-2,000,000	Sites have been identified for potential acquisition. However, the Covid lockdown has delayed negotiations. There are also small sites identified for development and are with the Planning Team, when approved, tenders can be completed to attain absolute costs, this has also been delayed due to the Covid lockdown. tenders will be issued during September. Discussions will then take place with SDHT to decide if they wish to progress them. Until the SDHT Business Plan is finalised current assumptions have been used to commence 15 new units / acquisitions in 2020/21, 30 units in 2021/22 and 2022/23 with the balance of the funding in 2023/24.	2,000,000		
Private Sector - Home Improvement Loans	39,031	9,758	3,423	-6,335	39,031	0	0	There has been a slow start to RAS Loans in 2020/21, due in part to Covid-19 but also due to RAS loans being somewhat seasonal and difficult to profile, despite this we would still expect full spend of the budget in 2020/21. RAS loans are repaid to the council upon sale of the property and then recycled into new loans. This allows more vulnerable households to receive the help they need. In 2019/20 we received 4 repaid loans totalling £12,117 which meant that around 3 additional households were able to receive essential assistance. We would expect to receive at least a similar number of repayments in 2020/21.			
Empty Property Grants	80,000	20,000	17,832	-2,168	80,000	0	0	We have completed 1 Empty Homes Grant in quarter 1 of 2020/21. In addition, there have been around 6 expressions of interest from empty property owners which we would expect to convert into full grants in due course. Empty Homes Grants remain popular and are an excellent way of sourcing private rented accommodation for vulnerable households at risk of homelessness. It is expected that the full budget be spent in 2020/21.	80,000	80,000	
Disabled Facilities Grants (DFG)	680,317	170,079	28,391	-141,688	680,317	0	0	Covid-19 has had a significant impact on the delivery of DFGs. At the end of Q1 only 3 have been completed. The good news is 17 are approved with contractors now on site. It is hoped that by the end of this year we will have recovered with performance similar to last year.	402,360	402,360	
Total General Fund	9,919,547	2,479,887	121,028	-2,358,859	6,278,951	3,459,596	-3,640,596		4,418,884	772,565	144,000

Appendix E : 2020/21 Selby District Council Capital Programme - To 30 June 2020

Housing Revenue Account	Revised Budget Incl C/F	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Carry Forward	Forecast Variance	Comments	Approved Programme & Carry Forward Proposal		
									Forecast 21/22	Forecast 22/23	Forecast 23/24
Housing & Asset Management System	132,375	33,094	0	-33,094	132,375	0	0	The remaining capital of £132k will be invoiced in August 2020 following the Rents module Go Live in July 2020. The repairs module will commence in September 2020, with the remaining revenue expenditure to be used to implement this by a scheduled date of January 2021.			
St Wilfrid's Court	113,000	28,250	19,267	-8,983	19,267	93,733	-93,733	The programme scoping meeting identified requirement for significantly more investment than is available in the current budget. The current budget will therefore be utilised to address some of the higher priority issues identified during visit, as well as any essential health and safety related works. Work to replace the Tunstall system within the property has now been completed as this was deemed an emergency due to increasing false/no alarm reports. Progress in identifying additional improvement works at the scheme are however still on hold due to coronavirus. Due to the nature of the scheme and protect the safety of the residents it is felt essential to limit the works being undertaken whilst the Covid situation remains uncertain.	93,733		
Environmental Improvement Plan	108,152	27,038	0	-27,038	108,152	0	0	This funding is earmarked to support a scheme being led by colleagues in the Contracts and Procurement Team. Work to progress the scheme has however been delayed by the coronavirus outbreak. Currently awaiting a revised programme from colleagues in the Contracts and Procurement team.			
Housing Development Project	3,427,643	856,911	0	-856,911	400,000	3,027,643	-3,027,643	Programme for the development of up to 10 HRA properties on small sites, Starts on these sites is anticipated in 2020/21. Work including, feasibility studies, asbestos surveys and garage clearance are being progressed. Planning permission for development of three schemes has now been secured and work is underway to progress these through to tender. The coronavirus pandemic will result in delays in progressing these projects to site however.	3,027,643		
Housegate Hostel	10,394	2,599	0	-2,599	10,394	0	0	An upgrade of the CCTV within the building was undertaken with Fire Risk Assessment and communal area refurbishment works progressing in tandem. This budget is required to complete the final elements of the works identified within the Fire Risk Assessment and will be assessed for Covid compliance.			
Phase 1 HDP Byram Park Road	0	0	-5,805	-5,805	0	0	0	Final Retention invoice received £5k lower than anticipated			
Community Centre Refurbishment	64,377	16,094	0	-16,094	64,377	0	0	The Fire Risk Assessment works identified at Grove House have now been completed except for the installation of the new entrance doors and door entry system which are on order. Work to identify further requirements outlined for other community centres under the FRA process is currently underway Progress on delivery of this programme has been delayed due to the coronavirus outbreak.			
Empty Homes Programme - Improvements to Property	1,094,740	273,685	0	-273,685	1,094,740	0	0	This supports the Empty Homes Programme and is available to purchase Empty properties that will be brought back in to use and let through the HRA and former council properties sold through the Right to Buy. This is part of a 3 year programme to fund the purchase of 20 properties and includes S106 and Homes England Grant funding. We purchased 7 properties in 2019/2020, the work to improve these properties to a lettable position has been delayed due to the Covid lockdown, there was 1 long term empty property and 6 former Right to Buy, buy backs. We are also still progressing with the Compulsory Purchase of a long term empty property. These properties have been added to the HRA and will be let at an affordable rent once the works are complete. A revised programme is being drawn up for further acquisitions in 20/21.			
Assets Vehicle Fleet	60,950	15,238	0	-15,238	60,950	0	0	Delays in obtaining the new vehicle fleet due to coronavirus have resulted in underspend on this budget YTD. The fleet is now estimated to arrived in September/October.			

Appendix E : 2020/21 Selby District Council Capital Programme - To 30 June 2020

Housing Revenue Account	Revised Budget Incl C/F	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Carry Forward	Forecast Variance	Comments	Forecast 21/22	Forecast 22/23	Forecast 23/24
Energy Efficient Programme	701,869	175,467	64,971	-110,496	701,869	0	0	The cessation of all but emergency repairs due to coronavirus has impacted delivery of the capital investment programme. We have issued the scope of works to our contractor partners about programme delivery and are pushing for this programme of works to be completed in the current financial year.	500,224	510,225	
Health and Safety Improvement Programme	886,724	221,681	101,922	-119,759	598,000	288,724	-288,724	The cessation of all but emergency repairs due to coronavirus has impacted delivery of the capital investment programme. We are currently working on our recovery plans for reintroduction of services and talking with contractor partners about programme delivery. £289k has been forecasted to drop into the next financial year, this is electrical re-wire works linked to the delays on the Property Refurbishment Programme.	648,724	554,675	
Property Refurbishment Programme	4,618,490	1,154,623	101,308	-1,053,315	3,131,094	1,487,396	-1,487,396	The cessation of all but emergency repairs due to coronavirus has impacted delivery of the capital investment programme. We are currently working on our recovery plans for reintroduction of services and talking with contractor partners about programme delivery. Current estimations are to deliver 60% of the programme in the current financial year, this will re-assessed once the recommencement plan is received from our contractors. The forecast includes £600k Covid impact based on 5% increase in costs as a result of project delays	5,103,140	3,677,796	
Property Investment Programme	1,140,375	285,094	1,484	-283,610	350,000	790,375	-790,375	The cessation of all but emergency repairs due to coronavirus has impacted delivery of the capital investment programme. We are currently working on our recovery plans for reintroduction of services and talking with contractor partners about programme delivery. Current estimations are to deliver 30% of the programme in the current financial year, this will be re-assessed once the recommencement plan has been received.	1,373,310	427,133	
	0	0	0	0		0	0				
Total HRA	12,359,089	3,089,772	283,147	-2,806,625	6,671,218	5,687,871	-5,687,871		10,746,774	5,169,829	0
Total Capital Programme	22,278,636	5,569,659	404,175	-5,165,484	12,950,169	9,147,467	-9,328,467		15,165,658	5,942,394	144,000

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Appendix F : Programme for Growth 2020/21 Financial Year Project Updates
Multi Year schedule for the project lifespan

Project	Lead Officer	Multi-Year Project Budget	Position @ 30 June 2020			Project Budget Remaining	Update	Phasing of future spend Q1		
			In Year Revised Budget 20/21	In Year Spend 20/21	Forecast			Forecast 20/21	Forecast 21/22	Forecast 22/23
Healthy Living Concepts Fund	Angela Crossland	53,291	53,291	0	53,281	53,291	Of the remaining £53,281 in this fund - £10k allocated to develop active travel sustainable travel packs in line with the visitor economy niche trails work, £30k allocated to development of project with Yorkshire Wildlife Trust for Barlow Common (TBC re: covid recovery). Remaining £13k will support health initiatives identified as part of covid recovery plans.	53,291	0	0
Visitor Economy (Tourism & Culture)	Angela Crossland	352,912	352,912	30,211	352,912	322,701	Delivery of the Visitor Economy Strategy is a 3 year programme, which will complete in October 2021. Projects to complete in 2020/21 include: Visitor Economy Place-branding and first year of the marketing plan A suite of niche trails (heritage, outdoor/nature, family fun etc.) which, in light of COVID-19, encourage local people to explore their district. These exist as postcard and an online interactive map with functionality on a mobile phone. The development of a Cultural Development Framework for the District (part-funded by Arts Council England) A programme of support & development for the Food & Drink/hospitality sector Creation of a Visitor Economy business toolkit to support VE businesses to develop their product and their audiences Project delivery on target against Covid-reset of Visitor Economy, which accelerates much of the work and emphasises sector-support activity and the need to engage local audiences. The Tourism Development Officer is working with Welcome to Yorkshire, the LEP, Visit Leeds, Visit York etc. to maximise opportunities from partnership working and joined up thinking regarding Covid-recovery planning.	200,000	152,912	0
Celebrating Selby 950	Angela Crossland	30,311	30,311	11,695	30,311	18,616	Final reports have been submitted to funders. All delivery is complete, including an Audience Development Plan which builds on the findings in the Evaluation Report. National Lottery Heritage Fund have approved final activity report and financial evidence. Their final payment of (10%) will be made shortly. NLHF describe the activity as "brilliant". Arts Council England have different financial reporting requirements, which are not yet complete.	30,311	0	0
Marketing Selby's USP	Mike James	7,753	7,753	4,841	7,753	2,912	The final elements of this phase of the campaign have now been completed, apart from one remaining case study which was put on hold due to the flooding and Coronavirus emergencies, we are awaiting the final invoices. The 2019/20 phase of the place branding work has delivered the following: human interest marketing materials linked to the Council's strategic development sites (used by ourselves and partners in local, regional and national marketing), on-going positive regional coverage about opportunities in the district through media partnerships, new media partnerships focusing on the benefits of growth to existing residents and businesses, national coverage for the district in partnership with LEPs and the LGA, and the development of a new 'business portal website, linked through the Council's main website. As per other proposed PFG projects for 2020/21, no decision has been made on future funding, so this comms work will be scaled back to deliver only those actions that have no cost.	7,753	0	0
Retail Experience - STEP	Angela Crossland	76,749	76,749	2,085	76,749	74,664	Town centre revitalisation and strategy work is underway. Noticeboard element of street scene work completed in line with car park refurbishment. Work to deliver on priorities in line with the town centre strategy and revitalisation action plan. Anticipate that plans for local delivery will align with reprioritisation for town centres as part of new Corporate Plan period 2020+ Town centre baseline reports completed for Selby and Sherburn. Selby action plan in draft. Work being prioritised on digital development in line with recent LEP support and post Covid19 planning.	76,749	0	0
Towns Masterplanning (Regeneration)	Angela Crossland	102,257	102,257	3,251	102,257	99,006	Work has been commissioned in 2019/20 from the People and Places consultancy (Chris Wade) to develop town centre revitalisation plans and prepare for Future High Streets Fund applications throughout 2019. The first stage of work for Selby has been completed. Sherburn action plan draft now to finalise and Tadcaster engagement due to commence mid-August. Work will identify where match fund and further commission is needed and establish the further multi-partner governance model needed to deliver the strategies and action plans for each town centre. Places and movement study with Highways due to commence July 2020 and supported from this funding allocation. Circa £30k. Anticipate that plans for local delivery will align with reprioritisation for town centres as part of new Corporate Plan period 2020+ and covid recovery planning.	65,000	37,257	0
Strategic Sites Masterplanning	Iain Brown	104,833	104,833	5,778	104,833	99,055	Funded due diligence work for Selby Station Masterplan area and Selby TCF revenue costs (in partnership with NYCC). Future costs will include consultancy costs for development to Full Business Case stage, surveys, design, legal and valuation fees. A large proportion, if not all, of Selby TCF revenue costs should be reimbursed back to this budget by WYCA.	104,833	0	0
Access to Employment	Iain Brown	39,895	39,895	570	19,282	18,712	Projects within this budget will be targeted at supporting social mobility to give unemployed people in areas of higher deprivation in Selby District access to current and future employment opportunities e.g. connecting people to employment opportunities at Sherburn, the former Kellingley Colliery, Church Fenton etc. Future initiatives being reviewed against this budget include the opportunity to support future LCWIP projects linking residential communities with employment hubs and opportunities related to electric bike programmes.	19,282	0	0

Project	Lead Officer	Multi-Year Project Budget	In Year Revised Budget 20/21	In Year Spend 20/21	Forecast	Project Budget Remaining	Update	Forecast 20/21	Forecast 21/22	Forecast 22/23
Growing Enterprise	Iain Brown	60,521	60,521	570	60,521	59,951	Budget to support one of the 10 priorities in Economic Development Framework (EDF) 2 year delivery programme as approved at the January 2019 Executive. It helps to match-fund small business support with the Leeds City Region LEP and unlock assistance for small businesses through the Ad:Venture and Digital Enterprise. New initiatives that will be funded through the coming year will include a widening of the skills support programme and work with any businesses that could be affected by the TCF programme around Selby Station.	60,521	0	0
Empty Homes	June Rothwell Simon Parkinson	3,846	3,846	95	3,846	3,751	Overall the project is progressing well and the Empty Homes Officer has directly helped bring empty homes back into use in line with the targets set by offering advice and assistance to owners. Homes England Grant funding has been secured to support the options of voluntary and compulsory purchase. A total of £390,000 has been secured, subject to individual business cases for the properties, to purchase and repair the empty homes, bringing them to a habitable standard. This indicative funding is to bring back in to use 10 empty properties up to 2020, providing up to £39,000 per property. We can also use the funding to purchase 'right to buy' buy backs and this is something we will consider on a case by case basis. We are currently pursuing our first Compulsory Purchase Order - although this has been delayed due to the current Coronavirus crisis. If successful it is hoped that this will send a strong message that tackling empty homes are a priority for us. In 19/20 we brought 5 properties back into use through the Empty Homes Grants/Loans service. These provided homes to vulnerable households who were at risk of homelessness.	3,846	0	0
Selby District Housing Trust	June Rothwell Phil Hiscott	34,850	34,850	0	34,850	34,850	This fund is to support SDHTs role in the more ambitious HDP approved by Executive in January 2018. A new officer has now been appointed to support the SDHT. The Trust have taken occupation of an additional 17 new affordable homes in 2018/19 delivered through new build and Section 106 acquisitions and a further 12 Section 106 acquisitions in Q1 2019/20. SDHT continue to work with SDC colleagues on the affordability and viability of new properties coming forward via the Housing Development Programme. Discussions with external providers regarding possible S106 acquisitions are also ongoing.	10,000	10,000	14,850
Stepping Stone Housing Delivery	June Rothwell Phil Hiscott	7,052	7,052	108	7,052	6,944	The Project will support the implementation of the Housing Development Programme approved by the Executive in January 2018. Seeking opportunities to maximise the social and economic benefits of the Council's asset portfolio.	7,052	0	0
Olympia Park	Iain Brown	4,733	4,733	0	4,733	4,733	Following further detailed information about costs and technical issues at the Olympia Park development site in Selby, Selby District Council, the landowners and developers involved have reluctantly concluded that conditions attached to a government housing infrastructure grant towards site costs cannot now be met. Despite the best endeavours taken by the Council, its advisers and Olympia Park Development (OPD), the project in its current form cannot be delivered within the timescales required to access the grant offered towards infrastructure costs. Everyone involved remains fully committed to effective use of the site in the future to support existing businesses and enable the delivery of appropriate new employment space and homes. The Council and OPD now have the benefit of significant detailed technical information regarding the site and continue to work together to unlock its significant potential for development, particularly given the close proximity to the town centre and railway station. The Council is in discussion with OPD regarding the scope for a significant employment development on the site and, on this basis, has retained a pedestrian and cycle footbridge to the site from the town centre and station in the TCF proposals. Further details will be provided once further discussions have taken place.	4,733	0	0
Making our Assets work	Iain Brown	0	0	0	0	0	The budget is targeted at funding due diligence work to bring the Council's own land assets to the market. These include small garage sites, Portholme Rd, Egerton Lodge, Barby Rd depot and Bondgate. There is some in year spend which was covered by year end accruals. Funding for further work to progress this workstream are to be reallocated from other budgets to provide funding capacity for additional site investigations.	0	0	0
Housing development Feasibility Work	Phil Hiscott	3,546	3,546	23,000	3,546	(19,454)	Housing development feasibility project to identify viability of sites for development. Phase 2 feasibility costs have been transferred to the individual development budgets for three identified sites; Camblesforth, Hambleton and Sherburn in Elmet. Burn is still in planning awaiting a decision and West Haddlesey has not yet been submitted. Outstanding work is still required at Burn, and will commit the carried forward budget. A large proportion of the costs have been incurred as abort fee against sites which will not be progressing.	3,546	0	0
Asset Strategy	Phil Hiscott	80,000	80,000	0	80,000	80,000	Budget for the production of the Asset Management Strategy This funding is required to support development of the Council's new Asset Management Strategy. Work to agree the brief has been completed. however progressing this to tender has been delayed by coronavirus.	80,000	0	0

Project	Lead Officer	Multi-Year Project Budget	In Year Revised Budget 20/21	In Year Spend 20/21	Forecast	Project Budget Remaining	Update	Forecast 20/21	Forecast 21/22	Forecast 22/23
Commercial property acquisition fund	Iain Brown	3,039,424	3,039,424	0	3,039,424	3,039,424	This budget will be used to acquire strategic development sites consistent with the Councils regeneration and commercial development opportunities, in some instances this may be used to match fund acquisitions as part of the TCF bid submission. The current live project being developed with funding from this budget is the purchase of a site near Selby Station to provide new access to platform 2 and additional car parking. A significant amount of funding from this budget has been put forward as match funding within the Council's TCF proposals for Selby Station.	1,000,000	1,000,000	1,039,424
High Street shop fronts	Angela Crossland	100,000	100,000	0	100,000	100,000	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone (HAZ) bid. Programme delivery commenced 1st April and this fund is part of a 4 year programme profile. HAZ Officer due to start in post August 2020	0	50,000	50,000
New lane - Public Realm	Angela Crossland	200,000	200,000	0	200,000	200,000	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone (HAZ) bid. Programme delivery commenced 1st April and this fund is part of a 4 year programme profile. HAZ Officer due to start in post August 2020. Experimental road closures in place as part of Reopening High Streets project (ERDF Funded)	0	0	200,000
Town Centre Action Plan	Angela Crossland	2,600,000	2,600,000	0	2,600,000	2,600,000	A Forward Framework and Action Plan is being prepared for each of the 3 town centres - work led by Chris Wade funded from the current Town Master planning P4G project. Two elements to this new ask: 1) Feasibility pot to work up project ideas e.g as required for the TCF bid; 2) Delivery budget - for implementation of projects - split as follows: Selby - £1m; Sherburn - £500k; Tadcaster - £500k.	1,200,000	700,000	700,000
Staffing costs		3,379,092	3,379,092	200,480	3,379,092	3,178,612	This covers all the P4G funded posts across SDC including the extensions to contracts approved in the budget. These posts support delivery of this P4G programme. It also covers the additional core staffing costs in a number of teams required to deliver the Council's corporate growth ambitions including the Economic Development and Regeneration team (to deliver the Economic Development Framework 2 year action plan) and key posts in Communities and Partnerships, Planning and Marketing and Communications.	953,087	1,057,690	1,368,315
Contingency		4,151,760	4,151,760	0	4,172,373	4,151,760	The funding we are receiving from the West & North Yorkshire Business Rates pool for the Tour de Yorkshire and UCI £200k has been put back into P4G contingency to fund essential work on the asset management strategy. Also the balance remaining on Tadcaster Linear Park has been transferred back to P4G contingency.	257,373		3,915,000
		14,432,825	14,432,825	282,684	14,432,815	14,129,528		4,137,377	3,007,859	7,287,589

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Report Reference Number: PR/20/4

To: Policy Review Committee
Date: 8 September 2020
Ward(s) Affected: All
Author: Victoria Foreman, Democratic Services Officer
Lead Executive Member: Councillor Mark Crane, Leader of the Council
Lead Officer: Palbinder Mann, Democratic Services Manager

Title: Annual Report of the Policy Review Committee 2019-20

Summary:

The report provides an update on the work of the Policy Review Committee for 2019-20.

Recommendation:

To agree the Committee's Annual Report for 2019-20 submitted by the Chair of the Policy Review Committee.

Reasons for recommendation

The Committee ensures the contribution of Policy Review is effective in supporting service improvement and delivery against the council's priorities.

1. Introduction and background

1.1 In the 2019-20 municipal year the Policy Review Committee met on 8 occasions. The final meeting of the committee scheduled for April 2020 was cancelled due to Covid-19.

1.1 The Annual Report 2019-20, attached at Appendix A, provides an update on the topics considered and the work of the Committee.

2. The Report

2.1 The Committee has considered a number of items in 2019-20. The topics examined and the subsequent findings of the Committee are outlined in more detail at the full report at Appendix A.

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

Effective scrutiny arrangements form part of the governance framework of the Council.

4.2 Financial Implications

Travel expenses may be incurred for Councillors attending meetings.

4.3 Policy and Risk Implications

Not applicable.

4.4 Corporate Plan Implications

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council.

4.5 Resource Implications

Not applicable.

4.6 Other Implications

Not applicable.

4.7 Equalities Impact Assessment

Not applicable.

5. Conclusion

5.1 That the Policy Review Committee endorse the Annual Report for 2019-20.

6. Background Documents

None.

7. Appendices

Appendix A – Draft Policy Review Committee Annual Report 2019-20

Contact Officer:

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Policy Review Committee

Annual Report 2019-20

Introduction by Councillor Andrew Lee - Chair of the Policy Review Committee



I am pleased to present the Policy Review Committee with the Annual Report for 2019-20.

The Policy Review Committee met 8 times in 2019-20 and considered a range of different issues, including (amongst others) housing, licensing, finance and budgets, planning, waste and recycling and the low carbon agenda. The work of the committee towards the end of the 2019-20 year was cut short due to the cancellation of meetings in response to Covid-19.

A working group of the Committee has been set up to more closely examine the low carbon agenda of the Council, the examination of which feels timely due to concerns about global temperature rise and environmental destruction. The group has met on a few occasions since its first meeting in January and will report back regularly to the Policy Review Committee on its work.

I would like to thank all Councillors of the Policy Review Committee for their support and continued hard work. Many people have contributed to the success of Policy Review, including officers, external partner organisations and my thanks goes out to all of them.

I look forward to the continuing progress of Policy Review in 2020-21.

Cllr A Lee
Chair of the Policy Review Committee

Policy Review Committee Annual Report 2019-20

The Policy Review Committee membership comprised the following Members during the 2019-20 municipal year:

Conservative	Labour	Independent	Yorkshire Party
Andrew Lee (Chair)	Jennifer Shaw-Wright	Mary McCartney	Mike Jordan
Karl Arthur (Vice Chair)	Robert Packham		
John Cattanach			
Tim Grogan			
Substitutes	Substitutes	Substitutes	Substitutes
Judith Chilvers	Keith Franks	John McCartney	Dave Brook
Neil Reader	Stephanie Duckett		
Mark Topping			

The Committee met 8 times during the year (June 2019, July 2019, September 2019, October 2019, November 2019, December 2019, January 2020 and March 2020.)

The Role of the Policy Review Committee

The Policy Review Committee is one of the Council's three Overview and Scrutiny committees. It is responsible for contributing to the development of Council policy, reviewing and making recommendations regarding existing Council policy and considering and commenting upon the implications on Selby District of the policies of partner organisations and other agencies delivering public services in the District.

2019-20 Work Programme

During 2019-20 the Policy Review Committee reviewed and commented upon a number of topics, including:

North Yorkshire Home Choice (Choice Based Lettings)	Taxi Licensing and Statement of Licensing Policy
Empty Homes Strategy	Council Plan 2030
Air Quality Action Plan	Housing Revenue Account Business Plan
Housing, Affordable Housing and Housing Need	Empty Homes Target Benchmarking
Medium Term Financial Strategy	Planning Enforcement Management Plan
The Low Carbon Agenda	Council Budget 2020-21
Waste and Recycling Policies	Tenant Participation Strategy
Private Sector Housing Assistance Policy	

Date of Meeting	Topic	Discussion/Resolution
11 June 2019	Work Programme 2019-20	Members suggested and it was agreed that the affordable housing and housing need item listed for October be brought forward for consideration in September 2019, in order for the information to be included in the housing overview report.
	North Yorkshire Home Choice – Choice Based Lettings	<p>The Committee received the report which asked them to consider the content and provide comments.</p> <p>Members asked a number of questions including about the banding of applicants, ages of people moving between local authority areas and the effect of the scheme on Selby residents applying for housing.</p> <p>It was agreed that a broader overview report on housing at Selby District should be submitted to the Committee, covering aspects such as allocation, housing stock, housing association, processes and policies. Members explained that a number of queries they received from residents were about housing matters, and it would stand Members in good stead to receive a complete synopsis of housing and related issues in the district, and particularly in light of the fact that City of York were leaving the HomeChoice scheme.</p> <p>It was agreed that Officers would report back to the Committee with an overview of housing matters in the Selby District, including aspects such as housing allocations, housing stock, banding, housing associations, policies and processes.</p>
	Taxi Licensing Policy	The Committee received the report which asked them to consider and comment on the proposed Taxi Licensing Policy, which incorporated required changes

		<p>following the reviewing of the consultation responses.</p> <p>Members expressed concerns around the proposal that all new Hackney Carriage vehicles to the fleet should be wheelchair accessible. The Committee felt that more evidence was required to support the proposal, and that a 70/30 or 50/50 mixed fleet of wheelchair accessible vehicles would be more acceptable. Members agreed that further work around how a mixed fleet would be monitored and implemented should be undertaken, including figures relating to the current number of accessible vehicles, arrangements at other local authorities and how numbers of accessible vehicles could be monitored.</p> <p>The Committee noted that drivers should report any health issues to the Council within three working days and clarified that any applicants convicted of a crime involving or related to, or has had any connection with abuse, exploitation, use or treatment of another individual, whether adults or children, will never be granted a licence. In relation to comments made about the dress code for drivers, Officers explained that the dress code for drivers was included in the code of conduct in order to encourage a professional image of drivers in the district.</p> <p>The Committee agreed that the Executive should take their comments into account when considering the policy and that if additional work was required, it could be referred back to the Policy Review Committee for further comment.</p> <p>The Committee noted the proposed Taxi Licensing Policy 2019, and asked Officers to forward the Committee's comments on the proposed policy to the Executive, including their concerns regarding the proposal that all new Hackney Carriage Vehicles should be wheelchair accessible.</p>
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23 July 2019	Work Programme 2019-20	<p>Members had a wide ranging discussion on the aims and interests of the Committee, and proposed the following changes to the work programme:</p> <ul style="list-style-type: none">• That the issue of North Yorkshire Home Choice be brought back to the Committee in October.• That the two separate items on 'Housing at Selby District Council – An Overview' and 'Affordable Housing and Housing Need' be combined into one item for the September meeting.• That the update item on Universal Credit be moved to the October meeting.• That an item on future tech provision and infrastructure (such as broadband in new homes, solar panels, electric car charging points) and the low carbon/'green' agenda be added to the work programme. Members noted that such matters would need to be considered in the context of the new Local Plan, when that came to fruition.• That an update should be provided on the Car Parking Strategy/Policy.• That the Council's Private Sector Assistance Policy be considered by the Committee.• The issue of empty industrial units was raised but it was subsequently decided that this would be more appropriately considered at Scrutiny Committee.• Whether the Council had or was developing an AirBnB policy was queried; it was decided that, at present, the rental of properties managed by companies such as AirBnB was not an issue in the District, but that it could be added to the 'potential items' area of the work programme for future reference, should any problems occur.• Council owned garages was raised by the Committee. Officers confirmed that information on this could be covered in the Housing update due at the September meeting, as they formed part of the Housing Revenue Account.
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	Empty Homes Strategy	<p>The Committee received the report which asked Members to consider and comment on progress with the delivery of the Empty Property Strategy and Action Plan.</p> <p>Members noted that there was currently one compulsory purchase of a property in progress. It was explained that this could sometimes take 18 months to two years to complete. Other enforcement action that had been undertaken included the boarding up of properties and investigation of complaints by neighbours. Members learnt that properties empty for over two years were required to pay 200% council tax, which the Committee were surprised to hear, did not always act as a deterrent.</p> <p>Members suggested that Officers give special consideration to identifying empty flats and rooms over shops, which if reoccupied would meet a significant housing need in town centres. It was explained that the geographical spread of empty properties in the District was fairly even, and that the focus of Officers tended to be on areas that had particular housing need.</p> <p>Members queried if there were other means by which empty homes were identified apart from the council tax register; Officers explained that others may come to light through complaints from neighbours or local residents, feedback from Neighbourhood Officers, and referral through the council tax Fraud Officer. The Fraud Officer identified both businesses not paying business rates as well as properties not registering for council tax. In the first year the Fraud Officer had identified £200k worth of unpaid rates across the District.</p> <p>The Committee suggested that Officers also ensure that they were using information gathered as part of the annual canvass, which was the process by which the electoral register was updated. Canvassers out in the community and returned forms could be an important source of additional information for the work on empty homes.</p>
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Members queried whether more could be done to promote financial assistance that was on offer to people to help them bring empty properties back into use. Officers explained that there were incentives and encouragement, such as the tenant find scheme which matched prospective landlords and tenants, but that dealing with the issues around empty homes could be a slow process and that there was an opportunity to do more around promoting the help the Council could offer.

The Committee emphasised the importance of having a clear strategy and signposting that set out the approach of the Council to empty properties and how they were dealt with.

Members were pleased to note that the Empty Homes Officer had been actively inquiring into the compulsory sale of two properties, which had subsequently encouraged the owners to start to take action themselves. It was suggested that the Council's knowledge of these empty properties could be of strategic advantage for purchase and investment.

The Committee agreed that there should be specific targets set by the Council for the number of empty properties they aimed to bring back into use each year. It was suggested that Officers undertake some benchmarking of performance in comparison with other local authorities, and report back to the Committee with a view to using this data to set such targets. Members noted that there was already a key performance indicator (KPI) for empty homes, which was reported on in the quarterly performance reports submitted to the Executive and Scrutiny Committee. Officers confirmed that they would speak to colleagues at other authorities in order to share ideas and best practice, as well as gathering performance figures for benchmarking purposes.

The Committee noted the progress with the delivery of the Empty Property Strategy and Action Plan, and:

		<ul style="list-style-type: none"> - asked the Empty Homes Officer to specifically assess flats and rooms over shops across the District as potential empty homes that could be brought back into use; - asked Officers to ensure that relevant information on empty homes gathered as part of the annual canvass to update the Electoral Register be shared with the Empty Homes Officer; and - asked Officers to report back to the Committee with benchmarking data from other local authorities on dealing with empty homes, with a view to the setting of a target for the number of homes being brought back into use.
<p style="text-align: center;">10 September 2019</p>	<p>Air Quality Action Plan</p>	<p>The Committee received the report which asked Members to consider and comment on the progress with the implementation of the Air Quality Action Plan.</p> <p>Members noted that as a result of a motion that had been submitted for consideration on 17 September 2019 at a meeting of the Council, Policy Review Committee had been tasked with leading on the development of Council policy on climate change and making recommendations to Council at the earliest opportunity, including how the aims of the motion could be implemented. It was acknowledged that air quality would be a part of the work on climate change.</p> <p>In response to a question regarding where else in the District air was monitored, Officers reported that it was also undertaken in Tadcaster and Sherburn, but that there had been no breaches of the levels as yet.</p> <p>Members asked a number of questions about how to tackle poor air quality, including traffic management, education of drivers and anti-idling campaigns. Officers explained that sustainable travel had been more focused on in Selby so far, and that the air quality monitoring was also only taking place in the town</p>

		<p>at present. The Committee suggested that more traffic could be diverted around Selby on the bypass, and that the routing of car satellite navigation systems also had a major part to play in the direction of traffic in the town.</p> <p>Members noted that Officers were already working with local schools to educate parents on how damaging idling vehicles were to air quality. The Committee agreed that incentives for change were often required and that active promotion of schemes to improve air quality would be needed.</p> <p>The Committee noted the progress with the implementation of the Air Quality Action Plan.</p>
	<p>Housing, Affordable Housing and Housing Need at SDC – An Overview</p>	<p>The Committee received a presentation and short report which gave an overview of affordable housing, in order to support future housing policy reviews.</p> <p>In response to questions from Members, Officers confirmed that the number of properties sold by the Council under Right to Buy annually was around 20 and that there were approximately 450 empty homes in the District. The Committee were pleased to note that an item on setting empty home targets and benchmarking would be considered at their next meeting in October.</p> <p>Members expressed concerns about the accessibility of services for residents in smaller villages and more rural areas of the District. Members were pleased that the North Yorkshire Home Choice scheme would be coming back to the committee for discussion later in the 2019-20 year.</p> <p>The Committee noted that one compulsory purchase of a property was currently underway; initially 20 to 30 properties had been identified for compulsory purchase with a number of discussions having already started due to this initial identification. Officers explained that the majority of data on empty</p>

properties came from the Council's council tax information, but that extra information from Members would be useful.

Members also asked Officers about the eligibility criteria for Council housing, and discussed the need for social rented homes, sheltered/supported housing and bungalows in the District. The Committee hoped that through the development of the new local plan for Selby, such needs could be addressed and planned for. Members also asked for more information from Officers on community led housing schemes.

Officers explained further about indicative transfer values to housing associations, which were often dictated by the value of land. It was noted that the values tended to be quite competitive and were often at market rates for housing associations; further thought was being given to Section 106 planning agreements specifying the rate at which housing could be sold.

The Committee noted that there was support from the Executive Lead Member for Place Shaping for the Council to expand its social housing stock, and that the Housing Development Strategy was due for a review. The potential of garage sites for affordable housing had already been explored by the Council, but had not been successful due to viability issues; the process of identifying sites for such development had been more difficult than anticipated. Members agreed that a different strategy was needed, including better partnerships with the Council and developers in order for the authority to advise early on what types of housing were needed in the District.

Officers explained that they wanted to continue to improve housing and deliver on the national space standard in housing units, which was also being driven nationally by the government. It was very important to the Council that the quality of housing available was good and that pricing was consistent.

		<p>There was some concern that housing associations took on most of the new housing stock built in the District, and as such it should be considered how, as a local authority, Selby District Council could improve its chances of obtaining Section 106 properties.</p> <p>It was noted that the Committee would be considering the Housing Revenue Account Business Plan at their October meeting and Home Choice at their December meeting; as such Members would be able to continue to look at housing issues and begin to form the basis of recommendations to the Executive.</p> <p>The Committee noted the Officer's presentation and report, asked Officers to circulate the presentation and figures for the number of Council homes sold annually under the Right to Buy scheme by email, and to send them more information on community led housing.</p>
	Work Programme 2019-20	<p>Members discussed on the aims and interests of the Committee, and proposed the following changes to the work programme for 2019-20:</p> <ul style="list-style-type: none"> • That the North Yorkshire Home Choice and Alcohol Licensing Policy review items be moved to the 10 December 2019 meeting. • That the item on the Empty Homes Strategy scheduled for 15 October 2019 be amended to 'Empty Homes Targets and Benchmarking'. • Members acknowledged that a motion had been submitted for Council on 17 September regarding climate change, and that one of the proposed resolutions set out in the motion was to task Policy Review Committee to look into the matter further. An item had already been added to the committee's work programme for 15 October 2019 on the low carbon and green agenda. Officers explained that NYCC were also undertaking work on the same subject, and that there was an opportunity for joint or partnership working.

		<ul style="list-style-type: none"> • It was noted that further discussions were underway with Officers regarding the Taxi Licensing Policy, specifically the provision of wheelchair accessible vehicles. • That the work programme be circulated to the committee once it had been updated.
	Medium Term Financial Strategy	<p>The Committee received the report which asked Members to consider the content of the report and make any comments on the Council's Medium Term Financial Strategy.</p> <p>Members asked a number of questions on the report in relation to council tax increases, the effect of inflation and a no-deal Brexit on the Council's finances, levels of car parking and planning incomes, investment of the Council's reserves and the budget process. It was requested that budget workshops for Councillors be considered and that the review of the Corporate Plan be added to the committee's work plan.</p> <p>Some Members were concerned about the potential for a rise in council tax rates due to pressures which the County and District councils were under, and felt that other savings should be thoroughly investigated before increasing the council tax levels. Other Members felt that it was important to increase council tax by the rate of inflation to maintain the base amount. The following recommendation to the Executive was proposed and seconded regarding council tax levels:</p> <p><i>'The Policy Review Committee consider that council tax should be set at a level to maintain the base, taking into account the level of increased inflation, and supported the Officer view on the matter.'</i></p> <p>A vote was taken on the recommendation with 5 in favour and 3 against; the recommendation was carried.</p>

		<p>The Committee considered and commented on the Council's Medium Term Financial Strategy, asked that budget workshops for Councillors be looked into and that the following be recommended to the Executive:</p> <p><i>'The Policy Review Committee consider that council tax should be set at a level to maintain the base, taking into account the level of increased inflation, and supported the Officer view on the matter.'</i></p>
15 October 2019	Work Programme 2019-20	<p>Members proposed the following changes to the work programme for 2019-20:</p> <ul style="list-style-type: none"> • That information from the relevant Officer on the licensing items scheduled for the January 2020 meeting, i.e. how long it would take to consider each. • That the Private Sector Housing Assistance Policy be considered at the December 2019 meeting, to tie in with consideration of North Yorkshire Home Choice. • Members asked that the Affordable Housing Policy be added to the work programme, and that the Democratic Services Officer speak to colleagues from Housing as the previously discussed timescale of six months before it could be considered seemed too long. • Members requested that when Officers brought reports about revising or changing existing policies to the Committee that the reports highlighted clearly what changes were proposed, in order to streamline the process for Members. • The Committee also agreed that the Chair of the Committee should review and agree items that were added to the work programme.
	Draft Council Plan 2030	<p>The Committee received the report which provided an update on the development of the next Council Plan, specifically of the draft council priorities, objectives and headline priority actions for 2020-30.</p> <p>Members indicated that they had found Appendix B of the report useful, and</p>

		<p>asked a number of questions in relation to the plan on issues including broadband and mobile coverage in some parts of the district, health matters, carbon reduction and the public consultation on the plan.</p> <p>Officers explained that the County Council were leading on the broadband and mobile infrastructure across the county, but that Selby District Council was working in partnership with them on this issue. Elements of work to be undertaken by the Council's Economic Development and Planning Teams would also touch on this issue, for example, through the development of the new Local Plan.</p> <p>The Committee noted that the updated draft of the plan would be considered by the Scrutiny Committee at its meeting at the end of November 2019. Officers explained that the version before the Committee was subject to change, due to the public consultation being undertaken on the document. The Committee wished to make it clear that they endorsed the draft plan as an approach to the formulation of the final plan, subject to changes made due to comments received during the public consultation.</p> <p>The Committee agreed that the proposed plan should be endorsed as an approach to the final version, subject to changes arising out of the public consultation.</p>
	Draft Housing Revenue Account Business Plan and Action Plan 2020-2025	<p>The Committee received the report which asked Members to consider and comment on the draft version of the HRA Business Plan and accompanying Action Plan 2020-2025.</p> <p>Members felt that more time and effort needed to be put into maintaining the environment around Council housing (i.e. grass cutting etc.), as this had a tangible effect on how people felt about their local areas or neighbourhood. Members also emphasised the importance of looking after the Council's</p>

housing stock with decent homes standard repairs and refurbishment where needed; Officers explained that there was an eight to ten year backlog of work that was being worked through, and with the new proposed HRA standards would begin to improve. It was hoped that within fifteen years the standard of Council homes would be much better.

The Committee acknowledged that it had been difficult to recruit and retain tradespeople to work on Council properties, as the Council was not able to pay rates that were as competitive as private companies, which added to the backlog of work. Officers that explained that some tenanted properties were well kept and did not require much remedial work; others were left in a very bad state and needed a great deal of repair and refurbishment. There was also the ongoing issue of some tenants not giving permission to the Council to come into their properties to do regular maintenance, which added to problems in the long term. The Council was only able to enter a property without permission to undertake works that were required for health and safety purposes.

Members noted that improving energy efficiency was being considered, with more effective heating systems and better insulation being explored.

Some private properties had been purchased by CPO and were currently being refurbished; other options included the purchase of S106 properties and use of the Homes England grant to be put towards refurbishment.

Members expressed their interest in the Council's affordable housing policy and asked if this could be brought to the committee for consideration, and felt that the Council should be more aggressive in its purchase of housing in order to compete with housing associations. Officers agreed that the policy could be brought back to the committee, but that due to the demands of current work on the Housing Development Programme and the availability Officer resources; this may not be for around six months.

		<p>The Committee welcomed the increased expenditure in the HRA Business Plan to address the large backlog of repairs to properties and the aim of bringing all Council properties up to a high standard, and accepted that the living conditions of the Council's tenants were rightly the priority, but stressed the need to improve the external environment in Council owned areas. The maintenance of Council owned areas were being considered by a Task and Finish Group established by full Council. The Committee recommended that the views expressed in their debate on the HRA be forwarded to the Task and Finish Group.</p>
	<p>Empty Homes Performance Monitoring</p>	<p>The Committee received the report which asked the Committee to consider and comment on the report and its contents.</p> <p>Members queried how long the Empty Homes Strategy had been in place and the work being done to prevent properties becoming long term empty (i.e. over two years). Officers informed Members that the strategy and been in place since 2017, and that the empty property figures flexed on a month by month basis. Officers agreed to send the latest term empty property figures to the Committee after the meeting.</p> <p>The Committee acknowledged that the present annual target of the number of empty homes to be brought back into use was 20. It was explained that empty properties were likely to be an ongoing problem, but that there were ways to deal with them, such as Compulsory Purchase Orders. This process could prove to be lengthy but Officers were of the opinion that tackling empty homes was of value in the long term.</p> <p>Members noted that there were a number of long term empty properties in Tadcaster, which was affecting the area's viability for regeneration; however, Officers confirmed that there were ongoing negotiations with land and property owners in the town in an attempt to tackle this.</p>

		<p>The Committee considered and commented on the report and asked Officers to send the latest long term empty property figures to the Committee after the meeting.</p>
	<p>Planning Enforcement and the Planning Enforcement Management Plan Review</p>	<p>The Committee received the report which asked Members to consider the report which set out a six month update following the introduction of the Planning Enforcement Management Plan in February 2019.</p> <p>The Committee felt that in general the enforcement service at the Council had improved, and agreed that the benefits of having the plan were shown in the results. Some Members explained that Councillors needed to be mindful of the difficult regime in which Enforcement Officers had to work.</p> <p>Members expressed the importance of ensuring that the levels of staff and resources were maintained in order for the improvements within the service to continue.</p> <p>The Committee agreed that some further Member information and training on planning enforcement would be useful, and that all Members should be encouraged to read the PEMP.</p> <p>The Committee noted the report and asked Officers to arrange further information and Member training on planning enforcement. All Members should be encouraged to read the Planning Enforcement Management Plan.</p>
	<p>Proposals for establishing a Policy Review Low Carbon Working Group</p>	<p>The Committee received the report which looked to progress Councillor R Musgrave's proposal at Council on 17 September 2019 that the Council establishes a Policy Review Working Group to lead on the development of the Council's approach to the challenges of low carbon.</p>

		<p>Officers asked the Committee to discuss and agree terms of reference which would set out options for the scope of the group. The report also provided Members with details of current projects and suggested potential opportunities for further action to address climate change. Members noted that the scope of the group should be focused on what the Council was realistically able to do.</p> <p>Members suggested that a climate change workshop for parish councils would be useful in the future, and queried whether an earlier carbon neutral target than 2050 should be set by the Council.</p> <p>Members agreed that all members of the Policy Review Committee should be on the Low Carbon Working Group, and asked Officers to identify potential dates for the first meeting. The Committee also agreed that the first meeting should be used to further develop and scope the aims of the Low Carbon Working Group.</p> <p>It was agreed that the membership of the Low Carbon Working Group be made up of all Members on the Policy Review Committee. Members asked Officers to identify and circulate potential dates for the first meeting that it be used to continue to develop and scope the aims of the Low Carbon Working Group.</p>
<p>12 November 2019</p>	<p>Work Programme 2019-20</p>	<p>It was agreed that the next meeting currently scheduled for 10 December 2019 be moved to the week after due to the Parliamentary election.</p>

Policies for the Collection of Waste and Recycling

The Contracts Team Leader presented the report sought the Committee's views to inform proposals that would be presented to the Executive on 9 January 2020.

Recycling and Green Waste Contamination

A query was raised regarding magazines wraps made out of different materials such as potato starch and whether they could be recycled through green waste. The Contracts Team Leader explained that certain materials may be classed as recyclable however that did not necessarily mean the Council's processor could break them down. It was agreed to check with the Council's processor whether this material could be broken down.

Dry Recycling Bin Size / Excess Recycling

In response to a query raised around communal areas, the Contracts Team Leader explained there would be bespoke plans for each communal area. Concern was also raised at the possibility of the number of bins being left outside properties and becoming an eyesore. The Contracts Team Leader explained that they were aware of which areas may have this issue and were looking into solutions.

A query was raised regarding whether there would be guidance issued for planning applications to ensure space for bin storage was created in future developments. The Contracts Team Leader explained that the existing guidance document for developers would be updated as a result of the changes. It was also noted that the team were currently consulted on applications which involved the development of more than 3 properties.

Members asked whether communities with small spaces could have a mutual agreement to share recycling bins to save space. The Contracts Team Leader explained that this was possible and if Members were aware of any areas where space would be an issue, they should let the team know.

In response to a query concerning what would happen to communal properties that were not able to store the bins, the Contracts Team Leader explained that for such areas, they would need to remain on the two weekly collection cycle.

Assisted Collection Service

Concerns were raised at the criteria proposed which had to be met if a resident wanted an assisted collection. It was felt this would make it more difficult for residents to request assisted collection and it was proposed and seconded that this criteria was removed from the policy. Upon being put to the vote, this was agreed.

Residual Waste Bins

Discussion took place on the proposals and it was suggested that a voluntary move for residents to smaller bins should be implemented. The Contracts Team Leader explained that under the proposed policy all new or replacement bins would be 180 litres and the 240 bins would be phased out, however this would take a number of years.

Lane End Collections

Concern was raised if there were frail or elderly people who were living in rural locations and were unable to move their bins for collection. The Contracts Team Leader explained that a number of other authorities had adopted similar policies and if there were any individuals who needed support then this would be done on a case by case basis.

The Committee suggested that any affected properties by the new proposal should be consulted on the changes and also made aware of the policy on assisted collections. After being proposed and second, this was put to the vote and agreed.

		<p><u>Missed Collections Policy</u> In response to a query on missed bin collections due to access, it was proposed that the last paragraph be amended in the policy to include wording related to access problems.</p> <p>The Committee noted the draft waste and recycling policies and to provide the following comments as part of the policy development process:</p> <ul style="list-style-type: none"> - Remove the additional criteria outlined in the proposed Assisted Collection Service policy. - Consult all affected properties by the proposed Lane End Collections policy. - Include wording in the last paragraph of the proposed Missed Collections policy relating to missed collections due to access issues.
<p>16 December 2019</p>	<p>North Yorkshire Home Choice</p>	<p>The Committee received the report which considered the objectives of the policy and provided an update for Members demonstrating how they were being met.</p> <p>The Committee discussed the report and made a number of points relating to rural lettings, City of York Council leaving the partnership and the implications of this, the potential for Selby to develop its own stand-alone allocations policy and the need for rural housing. Members felt that on balance it would be best for the Council to remain in the North Yorkshire Home Choice scheme, but that a review of that position 6 months after City of York Council had left could be beneficial.</p> <p>The report was noted and it was recommended that a review of the Council's membership scheme be undertaken after City of York Council had left, and been absent from the scheme for 6 months.</p>

	Private Sector Housing Assistance Policy	<p>The Committee received the report which provided the Committee with performance information relating to the implementation of the Private Housing Assistance Policy.</p> <p>The Committee queried why some grants or loans took longer to approve and process; Officers explained that some more complicated arrangements such as disabled facilities or new boilers required more detail. It was also noted that the approval processes were undertaken by North Yorkshire County Council.</p> <p>Officers explained that the budgets available for such assistance were limited, which was why they were not promoted a great deal.</p> <p>The report was noted..</p>
	Tenant Participation Strategy 2019-2022	<p>The Committee received the report which provided the Committee with information relating to the Council's updated Tenant Participation Strategy 2019 – 2022.</p> <p>Members asked a number of questions on the strategy, on matters including the potential provision of estate walks and the following up of issues raised by tenants. The Committee also felt that tenant participation could be promoted more, especially in local libraries.</p> <p>The report was noted.</p>
	Work Programme 2019-20	<p>The Committee asked if a review of the Council's Affordable Housing Policy could be brought back for consideration sooner than April 2020.</p>

<p style="text-align: center;">14 January 2020</p>	<p>Work Programme 2019/20</p>	<p>Members were reminded that they could request that topics be added to the work programme if there was an issue they felt required consideration.</p> <p>In relation to the recommendations of the upcoming Low Carbon Working Group meetings, the Democratic Services Officer was asked to find out if the Working Group, which had the same membership as the Policy Review Committee, could report its findings directly to the Executive or Council or if these would have to come via the Policy Review Committee.</p> <p>It was suggested and agreed that a standing item be added to the Policy Review Committee agenda to receive updates on the work of the Low Carbon Working Group.</p>
	<p>Financial Budget 2020-21</p>	<p>The Committee received the report which gave Members the opportunity to comment on the Draft Revenue Budget and Capital Programme 2020-21 and Medium Term Financial Plan. The consideration of the budget proposals by the Policy Review Committee formed part of the formal consultation process agreed by the Executive on 5 December 2019, before the proposals were finalised for submission to full Council in February 2020.</p> <p>The Committee considered the report and asked a number of questions around savings targets, the support grant, changes to the Council recycling service, rent increases, the Programme for Growth, long term investment of funds in the District, CIL and S106 funds and repairs to play areas. Members also requested that a copy of the list of play areas covered by the capital programme bid be circulated after the meeting.</p> <p>Members also discussed the impact of low carbon initiatives in the future, such as the feasibility of investment in green energy; it was noted that this sort of investment would depend on business cases put forward.</p>

Some Members expressed concern regarding the proposed rise in Council Tax. Officers advised the protection of guaranteed income streams such as Council Tax as the financial assistance from central government going forward was uncertain. It was also noted that going forward, savings were becoming harder to make as the Council did not have many discretionary services it could offer up.

Members also asked about potential future investment in a solar farm, and which departments in the Council would be involved; Officers explained there would be involvement from across the Council. A detailed and comprehensive business case would need to be brought forward before any investment was considered.

In response to a question from the Committee, Officers confirmed that the financial cost of not increasing Council Tax by the proposed 5% would be in the region of £160k.

The Committee also queried the extensions to existing posts in the Programme for Growth (P4G), as set out in Appendix E of the report. Officers explained that the Economic Development Team were developing the projects for P4G and were also being funded through it. Members noted that it was a separate funding stream and that the P4G work wasn't capital projects; it was important to invest in the P4G work as it focused on growing the local economy, improving sustainability and investment, and encouraging the growth of the Council.

Some Members, including the Chair, felt strongly that instead of raising Council Tax, more comprehensive work should be undertaken to ensure that savings targets were met and delivered. The Labour Group and Yorkshire Party representatives on the Committee asked that it be made clear that they supported the proposed increase in Council Tax.

		<p>It was proposed and seconded that the Committee agreed with the 2020-21 draft budget proposals from the Executive, including the £5.00 increase in Council Tax for Band D property.</p> <p>A vote was taken with four in favour, 2 abstentions and 1 against.</p> <p>The Committee endorsed the Executive’s draft budget proposals for 2020-21, including the £5.00 increase in Council Tax which would take the average charge for a Band D property from £178.22 to £183.22, and asked that a copy of the list of play areas covered by the capital programme bid be circulated to them after the meeting.</p>
<p>10 March 2020</p>	<p>Work Programme 2019/20 and Work Programme Planning for 2020/21</p>	<p>The Committee raised several points and asked that Officers provide responses to them outside of the meeting:</p> <ul style="list-style-type: none"> i. Whether the Taxi Licensing Policy needed to come back to the Committee for consideration. ii. Why consideration of the Animal Licensing and Alcohol Licensing policies had been delayed until June 2020. iii. To make it clear to Officers that the review of the Affordable Housing Policy should be brought to the meeting of the Committee in April, as the last piece of the ‘deep dive’ work into housing at the Council that Members had undertaken. <p>Lastly, Members asked that additional date and time options be circulated to Members for the next meeting of the Low Carbon Working Group.</p> <p>The Committee noted the work programme for 2019-20, asked Officers to respond to the points above after the meeting, agreed that work planning</p>

		<p>for 2020-21 should be considered at the next meeting of the Committee in April 2020 and that additional date and time options should be circulated to Members for the next meeting of the Low Carbon Working Group.</p>
	<p>Low Carbon Working Group Update</p>	<p>Members noted that there had been two meetings of the Low Carbon Working Group, at which presentations and benchmarking data on the Council's carbon footprint had been provided; however, there was still some outstanding data to be supplied.</p> <p>Officers were looking for a steer from Members as to the priorities for the actions and projects resulting from their research.</p> <p>Members acknowledged that the initial six-month time period was a tight timescale to work to and present recommendations to the Executive. A suggested way forward would be to provide an initial report to the Executive setting out 'quick wins' and actions that could be taken as soon as possible. Members would also request that the Executive allow the Working Group to continue its work throughout the rest of the year in order to examine longer term projects and ideas.</p> <p>The Committee discussed the Northern Forest initiative and emphasised the importance of potential areas for planting in the district being identified as quickly as possible. Members felt very strongly that this should be moved forward at pace. It was noted that some parish councils had started to undertake similar work, and that some groups on the Council had a number of ideas that could be fed into policies such as the Local Plan.</p> <p>Members asked that the following points be fed back to the Director for Economic Regeneration and Place:</p> <p>i. That tree planting in the district to be taken forward as soon as possible.</p>

- ii. That the Council begin to engage with parish councils, local landowners, estates and other stakeholders as soon as possible.
- iii. That potential sites for tree planting be identified in time for recommendations to be made to the Executive.
- iv. That if possible, some planting take place during the current planting season/this year.
- v. That any outstanding benchmarking data be gathered by the next meeting of the Low Carbon Working Group.
- vi. To contact the County Council for schools to be involved in any tree planting initiatives.
- vii. That at the next meeting of the Low Carbon Working Group Officers present suggestions for 'quick wins' that they have identified.
- viii. That the Taxi Licensing Policy be amended to include a rule that taxis turn off their engines whilst waiting at ranks, and that a campaign against idling vehicles outside schools also be considered by Officers.

The Committee agreed at its next meeting in April they would want to be able to distil ideas into short and long term actions, working in conjunction with the 'Ideas Lab' that was agreed as part of the Council's budget in February 2020.

Lastly, Members asked Officers to check the resources available (estimated to be £300k) for the low carbon work agreed at Council in February 2020 as part of new project bids within the Programme for Growth (P4G).

It was agreed that the report to the Executive on the work of the Low Carbon Working Group identify 'quick wins' and actions that could be taken forward as soon as possible, and that the Executive should be asked to endorse the continuation of the work of the Low Carbon Working Group throughout the rest of the year, in order for longer term projects and ideas to be explored in full. Members also resolved that the points set out in the minutes be fed back to the Director for Economic Regeneration

		and Place, and Officers check the resources available for the low carbon project work as agreed at full Council in February 2020, as part of new project bids in the Programme for Growth (P4G).
7 April 2020 – This meeting was cancelled due to Covid-19 lockdown	N/A	

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Policy Review Committee Work Programme 2020-21

The following **provisional** dates are also in the Democratic Services calendar if required: **8 December 2020 and 16 March 2021**

Date of Meeting	Topic	Action Required
4 August 2020 - CANCELLED	Work Programme 2020-21	To review and amend the committee's work programme for 2020-21 as required.
	Low Carbon Working Group Update (Standing Item)	To receive a verbal update on the work of the Low Carbon Working Group.
	Statement of Licensing Policy 2020	To consider the Licensing Policy ahead of full Council in September 2020.
	Animal Licensing Policy	To consider the Animal Licensing Policy.
8 September 2020	Work Programme 2020-21	To review and amend the committee's work programme for 2020-21 as required.
	Low Carbon Working Group Update (Standing Item)	To consider the draft Low Carbon Action Plan. <i>The draft Low Carbon Action Plan was not ready for consideration by the Committee and as such was moved to the October meeting at the request of the Director of Economic Regeneration and Place.</i>

	Medium Term Financial Strategy and Revised Budget	To comment on the Medium-Term Financial Strategy and revised Budget.
	Annual Report of the Policy Review Committee 2019-20	To review and approve the Annual Report 2019-20 of the Policy Review Committee.
13 October 2020	Work Programme 2020-21	To review and amend the committee's work programme for 2020-21 as required.
	Affordable Housing in Selby District	To look at affordable housing in Selby District, as the final part of the 'deep dive' into housing matters by the Committee which began in 2019-20.
	Low Carbon Working Group Update (Standing Item)	To consider the draft Low Carbon Action Plan.
8 December 2020 (Provisional)	Universal Credit Update	To receive an update on the implementation and running of Universal Credit.
	Low Carbon Working Group Update (Standing Item)	To receive an update on the work of the Low Carbon Working Group.
12 January 2021	Work Programme 2020-21	To review and amend the committee's work programme for 2020-21 as required.
	Low Carbon Working Group Update (Standing Item)	To receive an update on the work of the Low Carbon Working Group.
	Financial Budget 2021-22	To review and comment on the Council's proposed 2021-22 Financial Budget.

6 April 2021	Work Programme Planning for 2021-22	To review and finalise the Committee's Work Programme for the 2021-22.
	Annual Report of the Policy Review Committee 2020-21	To review and approve the Annual Report 2020-21 of the Policy Review Committee.
	Low Carbon Working Group Update (Standing Item)	To receive an update on the work of the Low Carbon Working Group.
	Universal Credit Update	To receive an update on the implementation and running of Universal Credit.

Other potential items for 2020-21 and 2021-22

It is for the Committee decide when they feel it would be appropriate to consider these matters, i.e. at which meetings.

- **PLAN Selby** – will be re-added to work plan when new timetable for consideration is known.
- **Street Cleansing**
- **AirBnB Homes and their Impact** – The Committee agreed that this was not currently an issue for the Selby District but could be in the future – keep under review.
- **Car Parking Policy/Strategy** – Officers have advised that a report will be taken to the Executive in September 2020, setting out proposed changes to the parking charges and provision of cashless payments. Once proposals have been agreed it will take some time to implement the changes. If the Committee want to consider whether the changes have delivered the improvements as expected, Officers have suggested undertaking this work in April 2021.

Deep Dives/Working Groups – potential items

- **Housing Matters - Affordable Housing** – Ongoing – Officers reminded.
- **The Low Carbon Agenda** – Working Group established – work ongoing.

Further suggestions to be advised by Members.

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