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To:	Executive
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Status:	Key Decision
Ward(s) Affected:	All
Author:	Karen Iveson, Chief Finance Officer
Lead Executive	Councillor Cliff Lunn – Lead Executive
Member:	Member for Finance & Resources
Lead Officer:	Karen Iveson, Chief Finance Officer

Title: Medium-Term Financial Strategy

Summary:

This report presents 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. It considers the budget pressures and issues facing the Council over the next 3 years and beyond in light of the on-going financial impacts of Covid-19 and local government re-organisation in North Yorkshire.

2020/21 was a year of major uncertainty as the effects of the Covid-19 pandemic unfolded and the Government's plans for potential re-organisation in North Yorkshire were announced. The Government's proposals for a reviewed Local Government funding system were delayed, and once again 2021/22 was a one-year settlement. Against this backdrop of uncertainty, the key drivers for the financial strategy remain unchanged although the level of risk has undoubtedly increased. The strategy identifies a range of emerging issues, including the government's waste strategy.

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

Based on the assumptions within the mid-case MTFS, the savings requirement is estimated to rise to £2.8m within the next 3 years although this is very much dependent upon future local government finance settlements. The worst case shows the gap rising to nearly £4m over the next 3 years.

Given on-going Covid and local government re-organisation (LGR), capacity is focussed on direct delivery of services and projects and it is proposed that savings are deferred a further year to 2024/25 with reserves being used to bridge the gap in the meantime – it is proposed that £11.9m is held in the Business Rates Equalisation Reserve for this purpose with £8m available for alternative use.

A modest level of savings is assumed over the next 3 years but in the longer-term income generation will be key, with charging for green waste and alternative use for the Summit to be brought forward for consideration in due course. Local Government re-organisation also presents the opportunity for further service transformation and efficiency.

As part of this refresh the General Fund and HRA capital programmes have been reviewed to ensure they are deliverable and some reprioritisations are proposed, including withdrawal of the General Fund housing development programme and extension of the HRA to ensure maximisation of s106 spend.

The Programme for Growth has also been reviewed with the allocation of funds to carbon reduction work reduced to cover those elements that can be delivered within the next 2 years with £950k available for alternative use. In addition, a further £8m is proposed for release from the Business Rates Equalisation Reserve to the Programme for Growth from 2021/22. A number of proposals for these funds are put forward for consideration, including an additional allocation to the Selby Station Gateway Project (subject of a separate report).

Despite the uncertainty, the MTFS reaffirms the Council's commitment to the people of Selby District to support our district to be a great place to live, to enjoy life and to grow, delivered by a Council whose focus is to continue to achieve the best value for money for our residents. This MTFS aims to provide financial sustainability, resilience and capacity for the Council in pursuing its objectives – ensuring our commitments are delivered and enabling a smooth transition to any new authority.

Recommendations:

That subject to consultation with Policy Review Committee it be recommended that Council

(a) Receives this Executive recommendation as notice signed by five Councillors pursuant to Council Procedure Rule 18 to enable consideration of the matters at (b) notwithstanding that it would rescind a decision made by Council within the past six months; and

(b) that Council

- i) approves the Medium-Term Financial Strategy;**
- ii) approves the revisions to the General Fund and HRA capital programmes;**
- iii) approves the release of £8m from the Business Rates Equalisation Reserve for the Programme for Growth;**

- iv) **approves the supported capital and Programme for Growth bids within the funds available;**
- v) **delegates approval of Business Cases to the Chief Executive in consultation with the lead portfolio holder for housing to expedite delivery of the housing delivery programme.**

Reasons for recommendation

To reflect the latest financial issues and to set the framework for the 2022/23 budget and Medium-Term Financial Plan to 2024/25.

1. Introduction and background

- 1.1 This report presents an update to the MTFS taking into account changes to the key assumptions within the strategy. The draft MTFS 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. It considers the budget pressures and issues facing the Council over the next 3 years and beyond in light of the financial impacts of Covid-19 and local government re-organisation in North Yorkshire.
- 1.3 Comments on the revised Budget and MTFS 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.
- 1.4 This MTFS provides the framework for the forthcoming budget round and the medium-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.
- 1.5 2020/21 was a year of major uncertainty as the effects of the Covid-19 pandemic unfolded and the Government's plans for potential re-organisation in North Yorkshire were announced. The Government's proposals for a reviewed Local Government funding system (including New Homes Bonus) have been delayed, on the back of Brexit and Covid-19. 2021/22 was a one-year settlement with the Fair Funding Review and reform of the Business Rates Retention system being pushed out to 2022/23 (or later). Against this backdrop of uncertainty, the drivers for the financial strategy remain unchanged although the level of risk has undoubtedly increased.
- 1.6 This financial strategy aims to provide financial sustainability, resilience and capacity for the Council in pursuing its objectives – ensuring our commitments to the people of Selby District are delivered and enabling a smooth transition to any new authority.

2. The Report

- 2.1 This report presents an update to the General Fund Medium Term Financial Strategy (MTFS) approved by Council in September 2020 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 in light of the financial impacts of Covid-19 and local government re-organisation in North Yorkshire.
- 2.2 This MTFS provides the framework for the forthcoming budget round and the medium-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.
- 2.3 2020/21 was a year of major uncertainty as the effects of the Covid-19 pandemic unfolded and the Government's plans for potential re-organisation in North Yorkshire were announced. The Government's proposals for a reviewed Local Government funding system have been delayed, on the back of Brexit and Covid-19. 2021/22 was a one-year settlement with the Fair Funding Review and 75% Business Rates Retention implementation was pushed out to 2022/23 (or later). Plans for changes to New Homes Bonus are also under consideration but the impacts are not yet known – the strategy assumes these receipts are phased out over the next 12 months. Against this backdrop of uncertainty, the key drivers for the financial strategy remain unchanged although the level of risk has undoubtedly increased.
- 2.4 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.
- 2.5 The MTFS mid-case scenario assumes a Council Tax rise of 1.99% for 2022/23.
- 2.6 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.
- 2.7 A number of emerging risks/cost pressures have been identified, including for example: cost pressures in leisure services, central government's waste strategy, and planning income – the risks/cost pressures could total £900k p.a. recurring.
- 2.8 Given the deferral of savings and other potential risks £11.9m is proposed to be held back in the Business Rates Equalisation Reserve (BRER) to provide sufficient funds to balance the revenue budget in the shorter term. This would leave £8m available for alternative use. The BRER provides funding to support the revenue budget pending savings delivery. It must be stressed however that using reserves to support the revenue budget in this way is not

sustainable and failure to ultimately 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.

- 2.9 Based on the mid-case assumptions updated within the MTFs, the estimated General Fund savings requirement is £2.8m by 2024/25 (worst-case circa £4m taking into account the emerging risks/cost pressures). A modest level of savings is assumed over the next 3 years but in the longer-term income generation will be important to bridging the underlying gap between income and expenditure. Charging for green waste and generating income from potential alternative use of the Summit could, together, achieve around £1m p.a. - two options that will need to be brought forward for consideration in due course. Local Government re-organisation also presents the opportunity for further service transformation and efficiency.
- 2.10 The HRA is experiencing its own challenges as a result of Covid-19 and previous rent reductions. Some 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.
- 2.11 Demand for stock improvement work is currently in excess of the resources available through the Major Repairs Reserve and therefore funds earmarked for debt repayment will need to be diverted to the capital programme. The necessary balance between investment in the stock and repayment of debt is highlighted in the 30 year business plan. The longer term sustainability of the HRA is reliant upon the replacement of homes sold through right-to-buy and the rental income they deliver.
- 2.12 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. For on-going programmes indicative sums have been included for year 3 of the plan but these will be subject to the usual budget process in the autumn.
- 2.13 The impact of Covid-19 has contributed to considerable delays in the programmes in 2020/21 with a number of projects slipping into 2021/22 and further rephasing required.
- 2.14 As part of this refresh the General Fund and HRA capital programmes and the programme for growth have been reviewed to ensure they are deliverable and some reprioritisations are proposed. A reassessment of the Homes England supported Empty Homes Programme indicates expected spend of £600k against the current £1.094m approved budget. This will enable funds to be diverted to the new build/acquisitions programme.

- 2.15 Given the expected announcement on LGR and limited capacity, it is proposed that affordable homes delivery is focussed entirely on the HRA which means removing the planned capital expenditure on Selby and District Housing Trust Loans. The impact of this change on the sustainability of the Trust will be discussed and options will be taken forward with the Trust Board, with a report back to Council in due course.
- 2.16 Prioritising HRA delivery and spending of s106 commuted sums will require extending the HRA programme from £3.4m currently planned over the next 2 years, to circa £9.4m in accordance with the bid set out at **Appendix 2. In order to expedite delivery of the housing delivery programme, it is proposed that business cases will be signed off by the Chief Executive in consultation with the lead portfolio holder for housing.**
- 2.17 In addition the MTFs includes a capital bid for major improvement works to the Council's industrial units – with potential spending of £941k phased over 3 years.
- 2.18 A review of existing Programme for Growth commitments suggests that it is unlikely that the funds earmarked for low carbon projects will be completed within the next 2 – 3 years and therefore it is proposed that this budget be focussed on those elements that are deliverable in the shorter term and reduced to £250k, releasing £950k for alternative use.
- 2.19 In addition, a further £8m is proposed for release from the Business rates Equalisation Reserve to the Programme for Growth from 2021/22. A number of proposals for these funds are put forward for consideration, including an additional allocation to the Selby Station Gateway Project (subject of a separate report). A summary of the proposals is set out at **Appendix 2.**, they are:

Proposed project	£000
Selby Station Gateway Project – plaza, additional land assembly and CPO costs (subject of a separate report)	5,650
Community Legacy Fund (subject of a separate report);	1,000 – 2,000
Burn - to bring the site forward for development;	500
Sherburn projects - to deliver a number of legacy projects	650
Places and movements study - to provide match funding to support a 'Levelling Up Fund' bid for future infrastructure projects.	2,000

- 2.20 The proposals total a max of £10.8m - £1.85m more than the funding available and therefore a steer on allocations and subsequent recommendations to Council is sought. **As with all Programme for Growth projects, spend will be subject to detailed business cases approved by the Executive.**

3. Alternative Options Considered

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

4. Implications

4.1 Legal Implications

Selby District Council Procedure Rule 18 states that “ A motion or amendment to rescind a decision made at a meeting of the Council within the past six months cannot be moved unless the notice of motion is signed by at least five councillors.”

As what is being proposed has the effect of rescinding a decision made within the last six months either this rule must be complied with, or Council could vote to suspend Rule 18 for the duration of the meeting. The proposed recommendation in this report suggests the former, and references the Executive as being the five signatories to the notice of motion.

4.2 Financial Implications

- 4.2.1 The financial issues are highlighted within the body of the report.
- 4.2.2 The estimated deficit rises to £2.8m by 2023/24 (up to £4m including indicative emerging risks/costs). Work is progressing towards the target but this has been delayed by Covid-19 and further by the prospect of Local Government re-organisation. The MTFS confirms the capacity within 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.

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 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 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 a medium to long term planning horizon. Based on the assumptions within the strategy, resources are available to deliver the stated priorities.

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 direct result of this report – individual savings and investment ideas will be subject to assessment as they are brought forward for consideration/implementation.

5. Conclusion

- 5.1 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 as the impacts of Covid continue into 2021/22.
- 5.2 There is risk within funding regime for local government and the Business Rates Retention scheme as we approach the system reset although this will now be delayed until at least 2022/23. 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.
- 5.3 Based on the assumptions in this strategy, the mid-case savings requirement is anticipated to rise to £2.8m by 2023/24 (although further emerging risks could increase this). Whilst savings have been deferred to 2024/25, outline plans total £1.6m but further work to establish deliverability will be required in due course). The worst case models a shortfall of circa £4m by 2023/24 including the risks identified.
- 5.4 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.
- 5.5 Over the next 10 years there is limited capacity within the HRA Business Plan to support additional capital expenditure so 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. The proposed revisions to the HRA capital programme seek to maximise delivery of new affordable homes using available s106 affordable housing commuted sums and capital receipts from “right to buy” sale of council homes.

- 5.6 Whilst Local Government re-organisation is expected, this MTFS assumes the Council is a going concern and as such, meeting the on-going savings challenge will continue to feature in the Council’s strategic and operational plans. Our collaboration with 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. However, over the next 2 years capacity will be focussed on delivering the Council’s investment priorities and preparations for re-organisation.
- 5.7 The MTFS proposes some reprioritisation of capital and Programme for Growth spending plans and proposes release of £8m from reserves for the Programme for Growth. A number of projects which support delivery of the Council Plan are put forward for consideration.
- 5.8 Despite the challenges we face, the Council is in a strong financial position, helped by 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.

6. Background Documents

Approved MTFS Update September 2020

Approved Budget February 2021

7. Appendices

Appendix 1 – Medium Term Financial Strategy Update July 2021

Appendix 2 – Capital and Programme for Growth Bids

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Selby District Council

Medium Term Financial Strategy Update July 2021

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 2020 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 in light of the financial impacts of Covid-19 and local government re-organisation in North Yorkshire.
- 1.2 This MTFS provides the framework for the forthcoming budget round and the medium-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 2020/21 was a year of major uncertainty as the effects of the Covid-19 pandemic unfolded and the Government's plans for potential re-organisation in North Yorkshire were announced. The Government's proposals for a reviewed Local Government funding system have been delayed, on the back of Brexit and Covid-19. 2021/22 was a one-year settlement with the Fair Funding Review and 75% Business Rates Retention implementation was pushed out to 2022/23 (or later). Against this backdrop of uncertainty, the key drivers for the financial strategy remain unchanged although the level of risk has undoubtedly increased.
- 1.4 In 2019 we refreshed our Corporate Plan and with it restated the Council's priorities through to 2029/30. 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 financial sustainability, resilience and capacity for the Council in pursuing its objectives – ensuring our commitments to the people of Selby District are delivered and enabling a smooth transition to any new authority.
- 1.5 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.
- 1.6 Despite the challenges we face, the Council is in a strong financial position, helped by the significant business rates windfalls from

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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 future financial capacity.

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), the bank rate is projected to remain at 0.1% through to 2023 although a rise may be necessary before then if inflation continues to increase.
- 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	2024/25
Assumed average balance	£75m	£64m	£61m	£49m	£40m
Average rate %	0.48%	0.25%	0.25%	0.25%	0.5%
GF Interest £000's	263	110	133	123	200
HRA Interest £000's	101	38	34	30	31
Total Interest from cash balances £000's	364	148	167	153	231
Add:					
Property Funds £'000's	170	170	170	170	170
SDHT Loans £'000's	120	120	120	120	120
Total Investment Returns	654	438	457	443	521

*2020/21 Quarter 4 Treasury Management Report

- 2.3 Given the on-going economic uncertainty, as a result of Covid-19, there is a risk of further reductions and forecasts will be kept under review. In the event that rates rise, any surplus receipts above the cap will be

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transferred to the Contingency Reserve. Rates will be kept under review and forecasts updated as necessary.

Inflation

- 2.4 CPI inflation rose by 1.5%% (in the 12 months to April 2021). 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. 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 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 meant that it was rolled on a year. Subsequent announcements following Covid-19 led to a 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	20/21 £000's*	21/22 £000's*	22/23 £000's	23/24 £000's	24/25 £000's
RSG	0	0	0	0	0
BRBF	2,459	2,459	2,508	2,558	2,609
SFA	2,459	2,459	2,508	2,558	2,609
RSDG	108	142	0	0	0
Multiplier Cap Compensation	0	128	0	0	0
Total	2,567	2,729	2,508	2,558	2,609

2022/23 (+2% inflation thereafter). From 22/23 figures are subject to Fair Funding Review and Business Rates Reset

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- 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.
- 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 are maintained in this reserve. Balances above this level are 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 (£9.172m p.a. in 2021/22). At this stage it is assumed that this funding will cease when the system is reset, which is currently expected from 2022/23.
- 2.13 Our forecast for 2022/23 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 baseline plus a small; amount of growth is assumed:

Business Rates Income	Actual 2020/21 £000's	Forecast 2021/22 £000's	Estimate 2022/23 £000's	Estimate 2023/24 £000's	Estimate 2024/25 £000's
Safety-Net	2,274	2,274			
Transfer from BRER	185	185			
= Baseline	2,459	2,459	2,508	2,558	2,609
Assumed growth	0	0	100	200	300
Multiplier Cap Compensation	99	128	0	0	0
Renewable Energy/Surplus	9,019	9,172	0	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. As Selby is already below the

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safety net, any further losses are borne by the Government. Following the system reset, a small amount of growth is assumed which aligns to the savings plan. Any subsequent additional growth will be factored into our plans once a clear trend can be established and decisions on 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. We await the outcome of the consultation in 2021 but have assumed that this scheme will be replaced in its entirety alongside the reformed system of Local Government funding from 2022/23. New Homes Bonus forecasts are therefore:

New Homes Bonus	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Year 6					
Year 7	405				
Year 8	415	415	0	0	0
Year 9	767	767	767	0	0
Year 10*	947	489	0	0	0
Total	2,534	1,671	767	0	0

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.

Special and Specific Grants

- 2.17 The Council is in receipt of a number of additional grants for 2021/22 which may continue into the future:

Grants	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Rural Services Delivery Grant*	108	142	0	0	0
Lower Tier Services Grant	0	577	0	0	0
Other Grants	113	152	24	24	0
Covid - emergency funding (allocated to GF)	1,068	388	0	0	0
Total Grants	1,289	221	24	24	0

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- 2.18 Future funding is dependent upon the outcome of the new Business Rates Retention system – at which point it is assumed that these grants will be rolled into Business Rates funding.
- 2.19 Covid-19 funding of £1.168m was received in 2020/21 with £818k allocated to the GF and £350k to the HRA. A further £487k is expected in sales, fees and charges compensation. The full year impacts of Covid-19 were £2.873m for 2020/21. The resulting gap was 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 32,064.65 has been set for 2021/22. Every 0.5% variance in level would add/subtract approximately 160 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 2020/21 with an increase in residents requiring Council Tax Support and delays to development in the district. The mid-case scenario assumes 0.5% growth for 2022/23, with growth returning to 1% from 2023/24 onwards.

	2020/21	2021/22	2022/23	2023/24	2024/25
Revised Tax Base growth		0.24%	0.5%	1.0%	1.0%
New Mid-case Tax Base	31,989	32,065	32,225	32,547	32,873

- 2.23 It is stressed that the impacts of Covid-19 on employment and businesses continues, and there is inherent risk that the tax base could fall if Council Tax Support continues to rise.
- 2.24 In addition, collection rates have been impacted 2020/21. This combined with the reduced tax base resulted in an overall collection fund shortfall of £207k in 2020/21, which will be charged as a Collection Fund deficit across three years from 2021/22 at £69k per annum. Higher payment failure is only assumed in 2020/21.
- 2.25 It is assumed that the current principles will continue to allow district councils to increase their Band D charge by up to £5 or 2% (whichever

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is the higher) without triggering a referendum. A £5 increase would equate to 2.7% for 2022/23.

- 2.26 A 1.99% rise (in line with inflation assumptions) has been modelled for 2022/23 onwards:

	2020/21	2021/22	2022/23	2023/24	2024/25
Tax Base	31,989	32,065	32,225	32,547	32,873
Band D Charge £	183.22	183.22	186.87	190.59	194.38
Increase %	2.81	0	1.99	1.99	1.99
Council Tax Income £000's	5,861	5,875	6,022	6,203	6,390
Collection Fund Surplus/(Deficit)	74	*8k	(69k)	(69k)	0

**21/22 includes distribution of £77k 19/20 surplus and (£69k) share of 20/21 deficit*

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

- a £5 increase in 2022/23 would increase income by a further £44k

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

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 2022/23) and loss of income from the Summit contract which was terminated in 2020/21, pre-Covid demand returns with effect from 1 April 2022. Early indications suggest that there are on-going Covid losses in 2021/22 – these will be kept under review and should the Sales, Fees and Charges Compensation scheme continue, claims will be made and/or contingencies are available to help bridge shortfalls.

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

Service Income	2020/21 Actual	2021/22 Approved Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
	£000's	£000's	£000's	£000's	£000's
General Fund					
Waste Collection & Recycling	1,432	1,425	1,451	1,477	1,507
Planning	659	1,057	1,201	1,202	1,202
Car Park Income*	94	355	355	355	355
Selby Leisure Centre / Summit	0	23	26	62	18
Commercial Property Rental	293	361	368	376	383
Lifeline Private Clients	224	286	292	298	304
Court Fees / Summons Costs	87	155	158	161	164
Land Charges Search Fees	146	124	126	129	131
Miscellaneous Fees & Charges	178	121	121	122	124
Licences	126	137	138	140	143
Total Service Income	3,239	4,044	4,236	4,322	4,331

**Subject to review*

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	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
	£000's	£000's	£000's	£000's	£000's
Private Sector / Disabled Facilities Home Improvement Works	503	444	444	444	444
Housing Benefits Admin & Counter Fraud Grant	149	159	159	159	159
Homeless Persons	162	176	0	0	0
Discretionary Housing Payments Grant	126	118	118	118	118
Other Small Grants	45	0	0	0	0
New burdens : business grants	130	167	0	0	0
Total	1,115	1,064	721	721	721

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 Given the on-going risk associated with Covid-19, associated service backlogs, and local government reorganisation, contingencies were temporarily increased on the back of one-off central government funding. In 2021/22 budgets are:
- General Fund Operational Contingency- £2.3m
 - General Fund Commissioning Contingency - £100k
- 2.34 £326k of Operational Contingency is committed to repay outstanding debt following termination of the Summit contract. A further circa £900k of the Operational Contingency will be required for the estimated Covid Subsidy agreed with IHL for 2021/22. This subsidy is subject to actual losses and is being monitored closely, with a review planned for September 2021.
- 2.35 Latest forecasts indicate an increase in recurring expenditure of £377k as a result of agreed changes to the Council's waste and leisure contracts against the £500k provision included in the base budget from 2021/22. The remaining £123k may be required for future Covid related subsidies on the leisure contract.
- 2.36 In addition on-going service risks continue to emerge:
- Future leisure related costs
 - central government's waste strategy
 - planning income
 - planning appeal costs
 - Selby and District Housing Trust loan interest
 - Other service cost and income pressures in licensing, land charges and democratic services

Further detail on these risks is set out at paragraph 3.9 below. It is not possible to quantify the above risks with any certainty but a further £900k has been included in the worst-case scenario from 2022/23.

Housing Revenue Account Assumptions

- 2.37 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. In 2021/22 we are experiencing price rises in responsive repair works as a result of

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market pressures. A £75k contingency is available within the HRA and costs will be monitored closely during the year.

Dwelling Rents

- 2.38 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 remains at 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

- 2.39 In 2020/21 9 sales have been completed and in the first quarter of 2021/22, 3 sales have been completed under right to buy – slightly below normal levels. For 2021/22 20 sales are assumed. Such sales are sensitive to economic change and therefore these will be kept under close review.
- 2.40 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 continuing 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	2020/21	2021/22	2022/23	2023/24	2024/25
Number of dwellings (mid-year average)	3,021	3,017	3,017	3,017	3,017
Average Rent - Rent Restructuring £	84.98	86.37	88.09	90.29	93.00
Net Rent Income £000's	12,010	12,302	12,548	12,862	13,247

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Other Income

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

Service Income	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
HRA Garage Rents	102	107	109	111	114

Debt Charges Assumptions

- 2.42 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).
- 2.43 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.
- 2.44 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.
- 2.45 A small amount of MRP charge remained within the General Fund relating to the cost of the 'fit-out' of the Summit which was covered by the trading concession fee received from 'Inspiring Healthy Lifestyles' – this arrangement aimed to ensure that the facility remained sustainable by maintaining financial capacity to replace the interior at the end of the 10-year contract, should this be required. As highlighted in paragraph 2.34 £326k of contingency has been applied to repay the outstanding debt on the facility and the resulting saving in MRP has been reflected in the budget.
- 2.46 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. This voluntary set aside is currently £1.58m p.a. (rising to £2.68m in 2022/23) and interest payable is £2.07m p.a.. As balances on the Major Repairs Reserve run down over the medium term, release of sums set aside to repay debt will be required. The amount of borrowing allowable within the HRA is no longer subject to a 'debt cap' and therefore borrowing is available to

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support future capital investment subject to this being prudent and affordable. Further detailed modelling will be undertaken as part of the next Business Plan refresh planned later this year.

- 2.47 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

- 2.48 In accordance with the current strategy it is assumed that General balances are **not** used to support the revenue budget.
- 2.49 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

- 2.50 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

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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 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. At this stage it is proposed that annual contributions be maintained at £200k p.a. subject to annual review of future spending needs as part of the budget process.
- Special Projects Reserve – Excess business rates income beyond that required for the Business Rates Equalisation Reserve (BRER) is used to top up this reserve which is currently applied to fund the Council's 'Programme for Growth'. **However, it must be stressed that the use of any such resources to fund growth is wholly dependent upon achieving the revenue savings targets set.** Based on the current budget for 2021/22 there are no available resources in this reserve although a review of the BRER is being undertaken as part of this MTFS refresh.
- 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. At 31 March 2021 £7.996m is available in this reserve, with up to £5.158m committed through the current approved capital programme. Other s106 sums and CIL are held pending allocation to infrastructure and related uses - £135k and £2.337m respectively.
- 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

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created and will be funded by this reserve – this will enable applications for relief to be considered and awarded promptly. The balance will be kept under review and topped up from in-year savings if required.

- Business Development/Collaboration – 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) as well as any potential transitional costs. 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 phased increases up to £185k by 2022/23. 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.

After budgeted contributions and drawdowns in 2021/22, by March 2022 £19.9m will be held in this reserve. Latest mid-case projections show drawdown requirements of £6.4m over the next 3 years. This, along with balances of £1.6m to cover planned savings plus a further £2.7m to cover emerging risks, would leave £9.2m available for reprioritisation. Given the potential for further costs associated with future uses of the Summit it would be prudent to

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retain a reasonable balance on this reserve and therefore **it is proposed that £8m is released for allocation to the Programme for Growth.**

- 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 Contingency 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 also funds the Commissioning Contingency budget. 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. The planned investment in housing stock means that there are insufficient funds in the MRR to cover the costs – by 2022/23 the reserve will be fully depleted and resources previously set aside to repay HRA debt will need to be released to cover the costs of the housing improvement programme. This challenge is recognised in the 30 year Business Plan. In addition rising prices in construction and related services following Covid restrictions and Brexit mean that these pressures will increase over the coming months and future spending plans will need to be reviewed.

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.

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- 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.

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

3 Revenue Budget Outlook 2022/23 to 2024/25

Covid-19

- 3.1 Covid-19 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 and restrictions that were introduced throughout the year. The Q4 outturn report highlighted that as lockdown and Covid restrictions have continued into 2021/22 the impacts on the Council's finances have also continued.
- 3.2 Early forecasts for 2021/22 indicate on-going impacts and delays to planned savings as restrictions continue. £609k of ongoing budget pressures are estimated in the first quarter of the year in the general fund against pre-covid budget levels including additional costs to support leisure services, reduced planning income and continuing low investment returns. There are resources held in contingency to help manage these losses and should opportunities for further Government support arise then forecasts will be updated. The HRA indicates potential £98k reduction on the same basis with lower rents and investment returns driving the shortfall. The position will be kept under review and recommendations will be brought forward as required as part of quarterly reporting during 2021/22
- 3.4 Beyond 2021/22 apart from investment interest and planning income, no residual revenue budget impacts are currently assumed although the leisure service may take longer to recover and some delays to capital programmes and slippage in programme for growth projects are likely to carry into 2022/23.

Revenue Costs

- 3.5 Covid-19 aside, it is assumed that on average costs will increase in line with inflation, with demand led recurring cost pressures 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 2021/22 the Council's payroll budget is approximately £8.4m. £7.2m of this is base budget salary (£7.1m in the General Fund and £0.08m in the HRA),

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whilst £1.3m is funded from grants or reserves (including circa £1.2m to 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 2021/22 is 1.5%, has been rejected by the Unions. Every 0.5% above the 2% provision will cost an additional £36k on the base budget.

- 3.7 Generally, there is downward pressure on staffing budgets meaning underspends and associated capacity issues. However, Covid has led to some service backlogs and as a small authority we often find it difficult to compete particularly in professional services such as planning, which means some level of agency staff is expected. Resources to deal with service backlogs is contained within the budget for 2021/22.
- 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. Resources are held in the Business Development/Collaboration and Contingency Reserves to cover potential exit costs.

Income

- 3.9 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 result of the lockdowns and restriction measures that were introduced. In 2021/22 pre-Covid income levels are expected to return in most services although planning and investment income is expected to take longer to recover.
- 3.10 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.
- 3.11 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 2021/22. For the purposes of the mid-case scenario an inflationary increase in funding is assumed.
- 3.12 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.

Emerging Risks and Issues

- 3.13 There are a number of emerging priorities and risks that are currently being monitored and strategic choices which may require funding:
- Local Government reorganisation and devolution – the Council’s Programme for Growth and capital programme commitments will provide a legacy but a refocus and reprioritisation may be required;
 - Leisure – Increase in cost of management overheads of our leisure service provider passed on to the Council. In addition, following agreement on the termination of the Summit contract a longer-term alternative use for the facility will need to be found, which given expected future financial challenges, does not further increase the base budget going forward. In the shorter term the facility is being used as a Covid-19 vaccination centre with some minor elements retained by our leisure provider;
 - Waste Strategy – the Government has consulted on a number of changes (types of recycling, consistency of collection and free garden waste collection nationally) which could have far reaching implication for the waste and recycling service. Changes could begin as early as 2023 but the financial impacts and any potential additional Government funding are not yet clear;
 - Planning income – underlying shift towards increased smaller applications with lower fees;
 - Planning appeal costs;
 - The future relationship with Selby and District Housing Trust and impact on loan interest;
 - Other service cost and income pressures in licensing, land charges and democratic services;
 - Brexit – as legislation and policies are reviewed following the UK’s withdrawal from the European Union there could be impacts on the public sector and wider economy;
 - Re-procurement of street scene contract – work on procurement this major contract will require additional capacity and external support.
- 3.14 One-off issues can be funded through reserves but those which have recurring cost impacts will add pressure to the base budget.
- 3.15 The worst-case scenario builds in notional additional recurring costs of £900k from 2022/23.

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Net Budget Forecast (Mid-Case)

3.16 The forecasted resources and revenue budgets to 2024/25, are:

General Fund	Revised Budget 2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Council Tax-	-5,861	-5,875	-6,022	-6,203	-6,390
CTax Collection Fund Surpluses/ Deficit (-/+)	-74	-8	69	69	0
Business Rates Collection Fund Surpluses	-9,019	-9,172	-100	-200	-300
Business Rates	-2,274	-2,274	-2,508	-2,558	-2,609
BR Multiplier Cap Compensation	0	-128			
Rural Services Delivery Grant	-108	-142			
New Homes Bonus	-2,534	-1,671	-767		
Other Non-Service Grants	-1,181	-1,117	-24	-24	
Total Resources	-21,051	-20,387	-9,352	-8,916	-9,299
Net Budget before trfs to/from Reserves	15,077	19,076	16,263	12,734	11,629
Net transfer to/from Reserves	105	3,353	-4,969	-1,343	53
Revised Forecast Surplus/Deficit (-/+)	-43	2,042	1,942	2,475	2,383
Note: Planned Savings included within services	155	123	323	323	323

Housing Revenue Account	Revised Budget 2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Dwellings Rents	-12,157	-12,302	-12,548	-12,862	-13,247
Garage Rents	-106	-107	-109	-111	-114
Total Resources	-12,263	-12,409	-12,657	-12,973	-13,361
Net Service Costs	6,931	7,245	7,365	7,498	7,665
MRP	1,492	1,575	2,682	2,769	2,858
Covid cost pressures	279				
Covid income pressures	219				
Forecast Surplus/Deficit (-/+ transferred to MRR to fund the capital programme)	-3,342	-3,589	-2,610	-2,706	-2,838
Note: Planned Savings included within services	195	195	195	195	195

3.17 For 2021/22 and 2022/23 the General Fund shows a budget deficit of circa £2m with modest savings of £323k assumed but not yet delivered. By 2023/24 the deficit reaches £2.5m. Ultimately the deficit is dependent upon the Local Government Finance Settlement and any further emerging risks. The 'worst-case' scenario shows that by 2023/24 the recurring deficit on the revenue budget could be around

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£4m, and without savings, available reserves would be fully depleted within the next 3 years.

- 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 as resources currently held in the Major Repairs Reserve will not be sufficient and therefore cash flows will have to be carefully managed. By 2022/23 the Major Repairs Reserve will be fully depleted, and funds voluntarily set aside to repay debt will have to be released to fund on-going works to the housing stock.
- 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 supporting the revenue budget in lieu of deferred savings and investment. We will continue to strive for more efficient and effective services and maximise income where possible and appropriate, 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 The previous MTFs and the Budget report approved in February 2021 highlight the major uncertainty arising as a result of Covid-19 and the potential for Local Government re-organisation. Against this backdrop, financial risk is increasing and savings continue to feature strongly in the Council's strategic and operational plans. 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 This MTFs identifies recurring savings of £2m - £2.8m p.a. will be needed by 2024/25, but this remains very much dependent upon the longer-term funding regime for local government and emerging budget risk.
- 4.3 The Council's approach to savings will continue to cover three key strands:
- **Transforming** our business through the use of technology and flexible working to meet citizen and customer needs;
 - **Growing** our resources through investment in economic and housing growth to drive growth in Council Tax and Business Rates and through charging for services and trading externally – potential future income from the Summit and garden waste is included in the outline plan;
 - **Commissioning** from and with partners to achieve shared

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efficiencies and reduce the demand for public sector services.

4.4 However as recognised in the approved Budget, organisational capacity is undoubtedly stretched as we continue to respond to the pandemic and growing backlogs in some service areas mean that capacity to deliver the savings required, is severely diminished. This coupled with the need to accelerate delivery of our approved investment programmes means that savings have been profiled beyond the next Comprehensive Spending Review when the future local government finance settlement is known. This does not mean that savings will not be captured as and when opportunities arise but the phasing of new savings is now pushed out to 2024/25, with reserves being used to bridge the gap in the short term.

4.5 The tables below summarise the current plans and show the estimated funding gap based on the mid-case of this refreshed MTFS:

GF Savings Summary	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Low risk/completed	0	0	0	0
Medium risk/in progress	23	23	123	123
High risk/not started	0	100	200	1,484
New target – to be delivered through LGR	0	0	0	1,193
Cumulative Savings	23	123	323	2,800
Annual Savings	23	100	200	2,477

HRA Savings Summary	2021/22 £000's	2022/23 £000's	2023/24 £000's	2023/24 £000's
Low risk/completed	0	0	0	0
Medium risk/in progress	195	195	195	195
High risk/not started	0	0	0	0
New target – to be identified	0	0	0	0
Cumulative Savings	195	195	195	195
Annual Savings	195	0	0	0

4.6 The plan will continue to be monitored closely and further savings will be captured as opportunities arise, and of course should any of the emerging risks crystallise (see paragraph 3.13) then the target will be updated. An outline savings plan is presented at **Appendix C**.

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

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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.

- 5.2 The impact of Covid-19 has contributed to considerable delays in the programmes in 2020/21 with a number of projects slipping into 2021/22 and further rephasing required.
- 5.3 As part of the MTFS refresh a review of the programmes has been undertaken and some reprioritisation is proposed. A reassessment of the Homes England supported Empty Homes Programme indicates expected spend of £600k against the current £1.094m approved budget. This will enable funds to be diverted to the new build/acquisitions programme.
- 5.4 In addition, given the expected announcement on LGR and limited capacity, it is proposed that affordable homes delivery is focussed entirely on the HRA which means removing the planned capital expenditure on Selby and District Housing Trust Loans. The majority of this spend was to be financed through borrowing with a modest amount of s106 funding earmarked.
- 5.5 It is proposed that s106 funds be transferred to the HRA programme. The on-going sustainability of the Trust will be discussed and options will be taken forward with the Trust Board, with a report back to Council in due course. These changes have been incorporated into the revised programme at **Appendix D**.
- 5.6 In order to maximise spend against the s106 affordable housing commuted sums it is proposed that the current new build budget is extended by £5.990m - from £3.401m to £9.391m and financed £7.513m s106 and £1.878m capital receipts. A bid for this extended programme is submitted alongside this MTFS.
- 5.7 For the purpose of this strategy it is assumed that new affordable homes acquisitions (purchased or built) will be subject to business cases and at least self-financing through the rental income achieved.
- 5.8 In addition to housing projects, major works are required to the Council's industrial units - £941k is estimated and it is proposed that funds be earmarked for this work pending a more detailed assessment.

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.
- 6.2 The resources available to fund the programme are 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. **The worst-case scenario shows a further £8m available for allocation to the programme in 2021/22 and it is recommended that this is released for spending from 2021/22.**
- 6.3 The table below shows the value of spend to date on the programme and assuming the additional £8m allocation, the value still to be delivered:

Programme for Growth	Spent to 2020/21 £000's	Spend from 2021/22 £000's	New Funds released £000's	Total £000's
Total Allocated to projects	3,365	9,994	8,000	21,359
Internal capacity	3,136	2,724		5,860
Assumed remaining project delivery fund (subject to available resources)		253		253
Funding from Special Projects Reserve	6,501	12,971	8,000	27,472

- 6.4 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).
- 6.5 A review of existing commitments suggests that it is unlikely that the funds earmarked for low carbon projects will be completed within the next 2 – 3 years and therefore it is proposed that this budget be focussed on those elements that are deliverable in the shorter term and reduced to £250k, releasing £950k for alternative use. The current programme is set out at **Appendix E with the latest phasing of spend.**
- 6.6 In light of the additional resources available for release to the programme, plus reprioritisation of £950k above, a number of new projects are put forward for consideration alongside this MTFs with projects being subject to business case approval by the Executive. In summary these are:

Appendix 1

- Selby Station Gateway Project – an additional £5.65m for the plaza, additional land assembly and CPO costs (subject of a separate report);
- Community Legacy Fund £1m - £2m (subject of a separate report);
- Burn - £500k to bring the site forward for development;
- Sherburn projects- an additional £650k to deliver a number of legacy projects;
- Places and movements study £2m to provide match funding to support a 'Levelling Up Fund' bid for future infrastructure projects.

6.7 Estimated sums include project and related professional/staffing capacity to take projects forward through delivery. **These projects total a maximum of £10.8m - £1.85m in excess of the £8.95m available for new projects. The Executive are asked to provide a steer on the projects/sums to recommend to full Council.**

7 Conclusions

- 7.1 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 as the impacts of Covid continue into 2021/22. There is risk within funding regime for local government and 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 further delays could lead to further renewable energy receipts 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 £2.8m by 2023/24 (although further emerging risks could increase this). Whilst savings have been deferred to 2024/25, outline plans total £1.6m but further work to establish deliverability will be required in due course.). The worst case models a shortfall of £3.9m by 2023/24 including the risks identified.
- 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.

Appendix 1

- 7.6 Over the next 10 years there is limited capacity within the HRA Business Plan to support additional capital expenditure so 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. The proposed revisions to the HRA capital programme seek to maximise delivery of new affordable homes using available s106 affordable housing commuted sums and capital receipts from “right to buy” sale of council homes.
- 7.7 Whilst Local Government re-organisation is expected, this MTFS assumes the Council is a going concern and as such, meeting the on-going savings challenge will continue to feature in the Council’s strategic and operational plans. Our collaboration with 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. However, over the next 2 years capacity will be focussed on delivering the Council’s investment priorities and preparations for re-organisation.
- 7.8 Achieving financial self-sufficiency remains the long-term goal and 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 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. This MTFS aims to provide financial sustainability, resilience and capacity for the Council in pursuing its objectives – ensuring our commitments are delivered and enabling a smooth transition to any new authority.
- 7.10 Finally this MTFS reaffirms the Council’s commitment to the people of Selby District to support our district to be a great place to live, to enjoy life and to grow, delivered by a Council whose focus is to continue to achieve the best value for money for our residents.

Appendix 1

Appendices to MTFS

Appendix A – 10 year financial models General Fund and HRA

Appendix B - Reserves

Appendix C - Savings

Appendix D – Revised capital programmes (excluding new bids)

Appendix E – Revised Programme for Growth (excluding new bids)

SELBY DISTRICT COUNCIL - 10 YEAR FINANCIAL PLAN Best Case

GENERAL FUND	Medium Term Financial Plan			Long Term Forecast							Comments
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
KEY ASSUMPTIONS											
Growth/Inflation		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Interest Rates	0.10%	0.10%	0.20%	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	0.24%	0.75%	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%	
Council Tax Increase	£0	£5	£5	£5	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	Assumes £5 increases for coming 3 years
COUNCIL TAX											
Tax Base (Number of Band D Equivalents)	32,065	32,305	32,628	32,954	33,284	33,617	33,953	34,293	34,635	34,982	Tax base reduction 21/22 as a result of Covid-19
Council Tax @ Band D (£)	183.22	188.22	193.22	198.22	202.17	206.19	210.29	214.48	218.75	223.10	
Council Tax Income (£000's)	5,875	6,081	6,305	6,532	6,729	6,932	7,140	7,355	7,576	7,805	
Precept (£000's)	5,875	6,081	6,305	6,532	6,729	6,932	7,140	7,355	7,576	7,805	
REVENUE FINANCING	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Local Income											
Council Tax	- 5,875	- 6,081	- 6,305	- 6,532	- 6,729	- 6,932	- 7,140	- 7,355	- 7,576	- 7,805	
Council Tax Collection Fund Surplus/Deficit (+/-)	- 8	69	69								Deficit in 22/23 re Covid-19 losses in 20/21 Assumes renewable energy receipts cease after BR baseline reset
Business Rates Collection Fund Surplus/Deficit (- 9,172	- 200	- 300	- 300	- 300	- 300	- 300	- 300	- 300	- 300	
Gov't Funding/Grants											
Settlement Funding - Business Rates Safety Net	- 2,274	- 2,508	- 2,558	- 2,609	- 2,662	- 2,715	- 2,769	- 2,824	- 2,881	- 2,939	Safety net 21/22. Baseline from reset in 22/23
Settlement Funding - BR Multiplier Cap Compen:	- 128										
Settlement Funding - Rural Services Delivery Gr:	- 142										
New Homes Bonus	- 1,671	- 767	-								Assumes 1 year roll over Assumes phasing out per 20/21 settlement
Covid Emergency and New Burdens Funding	- 388										
Lower Tier Services Grant	- 577										
Other Specific Grants	- 152	- 24	- 24								
TOTAL EXTERNAL RESOURCES	- 20,387	- 9,511	- 9,118	- 9,442	- 9,691	- 9,946	- 10,209	- 10,480	- 10,757	- 11,043	

GENERAL FUND	Medium Term Financial Plan			Long Term Forecast							Comments
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
REVENUE BUDGET	£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	12,749	12,520	11,467	11,541	11,772	12,007	12,412	12,492	12,742	12,997	District election costs in 2023/24 and 2027/28 From 26/27 £350k Cap + £170k PF + £120k
Investment Interest (Received and Paid)	- 325	- 348	- 338	- 415	- 465	- 565	- 565	- 565	- 565	- 565	SDHT Loans - £75k interest paid
Capital Adjustments	- 1,364	- 275	- 97	- 97	- 97	- 97	- 97	- 97	- 97	- 97	23/24 adjusted for cap bids from cap receipts
Capital Programme funded from reserves and re	2,452	657	107	378	382	386	390	395	399	404	Notional average costs from 2024/25
P4G Revenue projects	2,868	850	894								
P4G Capital projects	2,864	2,729	478								
Contingencies	2,400	222	222	222	222	222	222	222	222	222	
Net Budget Before Contributions to/(from) Re	21,644	16,355	12,734	11,629	11,814	11,954	12,363	12,447	12,702	12,961	2021/22 - 2023/24 agrees to Budget approved Feb 2021
Contributions to Reserves:											
Asset Management	200	200	200	200	200	200	200	200	200	200	
ICT	213	250	250	250	250	250	250	250	250	250	
District Election	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	9,172										
Local Plan	50	50	50	50	50	50	50	50	50	50	
Contingency reserve											
Contributions from Reserves:											
Asset Management	- 753	- 238	- 18	- 204	- 208	- 212	- 216	- 221	- 225	- 230	Notional average costs from 2024/25
Business Development/Spend to Save	- 68	- 68									
ICT	- 583	- 324	- 174	- 174	- 174	- 174	- 174	- 174	- 174	- 174	Notional average costs from 2024/25
PFI	- 169	- 179	- 189	- 192	- 194	- 200	- 207	- 215	- 225	- 237	
District Election			- 153				- 165				District election
Contingency	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	Operational Contingency Funding
Local Plan	- 428	- 122	- 60								
Programme for Growth	- 6,884	- 4,753	- 1,372								
Affordable Housing Commuted Sums											
Business Rates Equalisation/Internal safety net top-up											22/23 £266k drawdown from BRER included in MTFP but removed here and included in bottom line deficit funded from BRER
Net Contributions to/from reserves (+/-)	785	- 5,061	- 1,343	53	47	37	- 139	13	- 1	- 18	
Forecast Net Revenue Budget	22,429	11,294	11,391	11,682	11,861	11,990	12,224	12,461	12,700	12,943	
Difference between resources and forecast budget to be funded by BRER (a + b)	2,042	1,783	2,273	2,240	2,170	2,044	2,014	1,981	1,943	1,900	

SELBY DISTRICT COUNCIL - 10 YEAR FINANCIAL PLAN Mid Case

Appendix A

GENERAL FUND

	← Medium Term Financial Plan			← Long Term Forecast →							Comments
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
KEY ASSUMPTIONS											
Growth/Inflation		2.00%	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	0.24%	0.50%	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%	
Council Tax Increase	£0	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)	32.065	32.225	32.547	32.873	33.201	33.533	33.869	34.207	34.550	34.895	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	
Council Tax Income (£000's)	5,875	6,022	6,203	6,390	6,582	6,780	6,984	7,195	7,411	7,634	
Precept (£000's)	5,875	6,022	6,203	6,390	6,582	6,780	6,984	7,195	7,411	7,634	

REVENUE FINANCING

	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Local Income											
Council Tax	- 5,875	- 6,022	- 6,203	- 6,390	- 6,582	- 6,780	- 6,984	- 7,195	- 7,411	- 7,634	
Council Tax Collection Fund Surplus/Deficit (+/-)	- 8	69	69								Deficit in 22/23 re Covid-19 losses in 20/21
Business Rates Collection Fund Surplus/Deficit (-)	- 9,172	- 100	- 200	- 300	- 300	- 300	- 300	- 300	- 300	- 300	Assumes renewable energy receipts cease after BR baseline reset
Gov't Funding/Grants											
Settlement Funding - Business Rates Safety Net	- 2,274	- 2,508	- 2,558	- 2,609	- 2,662	- 2,715	- 2,769	- 2,824	- 2,881	- 2,939	Safety net 21/22. Baseline from reset in 22/23
Settlement Funding - BR Multiplier Cap Compens	- 128										
Settlement Funding - Rural Services Delivery Gra	- 142										
New Homes Bonus	- 1,671	- 767	-								Assumes 1 year roll over
Covid Emergency and New Burdens Funding	- 388										Assumes phasing out per 20/21 settlement
Lower Tier Services Grant	- 577										
Other Specific Grants	- 152	- 24	- 24								
TOTAL EXTERNAL RESOURCES	- 20,387	- 9,352	- 8,916	- 9,299	- 9,544	- 9,795	- 10,053	- 10,319	- 10,592	- 10,873	

GENERAL FUND	Medium Term Financial Plan			Long Term Forecast							Appendix A Comments
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
REVENUE BUDGET	£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)	12,749	12,520	11,467	11,541	11,772	12,007	12,412	12,492	12,742	12,997	District election costs in 2023/24 and 2027/28 From 26/27 £350k Cap + £170k PF + £120k
Investment Interest (Received and Paid)	- 325	- 348	- 338	- 415	- 465	- 565	- 565	- 565	- 565	- 565	SDHT Loans - £75k interest paid
Capital Adjustments	- 1,364	- 275	- 97	- 97	- 97	- 97	- 97	- 97	- 97	- 97	23/24 adjusted for cap bids from cap receipts
Capital Programme funded from reserves and rec	2,452	657	107	378	382	386	390	395	399	404	Notional average costs from 2024/25
P4G Revenue projects	2,868	850	894								
P4G Capital projects	2,864	2,729	478								
Contingencies	2,400	222	222	222	222	222	222	222	222	222	
Net Budget Before Contributions to/(from) Re	21,644	16,355	12,734	11,629	11,814	11,954	12,363	12,447	12,702	12,961	2021/22 - 2023/24 agrees to Budget approved Feb 2021
Contributions to Reserves:											
Asset Management	200	200	200	200	200	200	200	200	200	200	
ICT	213	250	250	250	250	250	250	250	250	250	
District Election	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	9,172										
Local Plan	50	50	50	50	50	50	50	50	50	50	
Contingency reserve											
Contributions from Reserves:											
Asset Management	- 753	- 238	- 18	- 204	- 208	- 212	- 216	- 221	- 225	- 230	Notional average costs from 2024/25
Business Development/Spend to Save	- 68	- 68									
ICT	- 583	- 324	- 174	- 174	- 174	- 174	- 174	- 174	- 174	- 174	Notional average costs from 2024/25
PFI	- 169	- 179	- 189	- 192	- 194	- 200	- 207	- 215	- 225	- 237	
District Election			- 153				- 165				District election
Contingency	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	Operational Contingency Funding
Local Plan	- 428	- 122	- 60								
Programme for Growth	- 6,884	- 4,753	- 1,372								
Affordable Housing Commuted Sums											
Business Rates Equalisation/Internal safety net top-up											22/23 £266k drawdown from BRER included in MTFP but removed here and included in bottom line deficit funded from BRER
Net Contributions to/from reserves (+/-)	785	- 5,061	- 1,343	53	47	37	- 139	13	- 1	- 18	
Forecast Net Revenue Budget	22,429	11,294	11,391	11,682	11,861	11,990	12,224	12,461	12,700	12,943	
Difference between resources and forecast budget to be funded by BRER (a + b)	2,042	1,942	2,475	2,383	2,317	2,195	2,170	2,141	2,108	2,070	

SELBY DISTRICT COUNCIL - 10 YEAR FINANCIAL PLAN Worst Case

GENERAL FUND	Medium Term Financial Plan			Long Term Forecast							Comments
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
KEY ASSUMPTIONS											
Growth/Inflation		3.50%	3.00%	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	0.24%	0.50%	0.75%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	
Government Settlement Funding change		0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Council Tax Increase	£0	0.00%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	Assumes a freeze in 22/23
COUNCIL TAX											
Tax Base (Number of Band D Equivalents)	32,065	32,225	32,467	32,791	33,119	33,450	33,785	34,123	34,464	34,809	Tax base reduction 21/22 as a result of Covid-19
Council Tax @ Band D (£)	183.22	183.22	186.87	190.59	194.38	198.25	202.19	206.22	210.32	214.51	
Council Tax Income (£000's)	5,875	5,904	6,067	6,250	6,438	6,632	6,831	7,037	7,249	7,467	
Precept (£000's)	5,875	5,904	6,067	6,250	6,438	6,632	6,831	7,037	7,249	7,467	
REVENUE FINANCING	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Local Income											
Council Tax	- 5,875	- 5,904	- 6,067	- 6,250	- 6,438	- 6,632	- 6,831	- 7,037	- 7,249	- 7,467	
Council Tax Collection Fund Surplus/Deficit (+/-)	- 8	69	69								Deficit in 22/23 re Covid-19 losses in 20/21
Business Rates Collection Fund Surplus/Deficit (- 9,172	-	-	-	-	-	-	-	-	-	Assumes renewable energy receipts cease after - BR baseline reset and no growth thereafter
Gov't Funding/Grants											
Settlement Funding - Business Rates Safety Net	- 2,274	- 2,459	- 2,508	- 2,558	- 2,610	- 2,662	- 2,715	- 2,769	- 2,825	- 2,881	Safety net 21/22. Baseline from reset in 22/23
Settlement Funding - BR Multiplier Cap Compen:	- 128										
Settlement Funding - Rural Services Delivery Gr:	- 142										
New Homes Bonus	- 1,671	- 767	-								Assumes 1 year roll over Assumes phasing out per 20/21 settlement
Covid Emergency and New Burdens Funding	- 388										
Lower Tier Services Grant	- 577										
Other Specific Grants	- 152	- 24	- 24								
TOTAL EXTERNAL RESOURCES	- 20,387	- 9,085	- 8,530	- 8,808	- 9,047	- 9,293	- 9,546	- 9,806	- 10,073	- 10,348	

GENERAL FUND	Medium Term Financial Plan			Long Term Forecast							Comments
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
REVENUE BUDGET	£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	12,749	12,708	11,754	11,833	12,070	12,311	12,722	12,809	13,065	13,326	District election costs in 2023/24 and 2027/28 From 26/27 £350k Cap + £170k PF + £120k
Investment Interest (Received and Paid)	- 325	- 348	- 338	- 415	- 465	- 565	- 565	- 565	- 565	- 565	SDHT Loans - £75k interest paid
Capital Adjustments	- 1,364	- 275	- 97	- 97	- 97	- 97	- 97	- 97	- 97	- 97	23/24 adjusted for cap bids from cap receipts
Capital Programme funded from reserves and re	2,452	657	107	378	382	386	390	395	399	404	Notional average costs from 2024/25
P4G Revenue projects	2,868	850	894								
P4G Capital projects	2,864	2,729	478								
Contingencies	2,400	222	222	222	222	222	222	222	222	222	
Emerging budget risk		900	927	946	964	984	1,003	1,023	1,044	1,065	
Net Budget Before Contributions to/(from) Re	21,644	17,443	13,948	12,867	13,077	13,242	13,677	13,787	14,068	14,355	2021/22 - 2023/24 agrees to Budget approved Feb 2021
Contributions to Reserves:											
Asset Management	200	200	200	200	200	200	200	200	200	200	
ICT	213	250	250	250	250	250	250	250	250	250	
District Election	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	9,172										
Local Plan	50	50	50	50	50	50	50	50	50	50	
Contingency reserve											
Contributions from Reserves:											
Asset Management	- 753	- 238	- 18	- 204	- 208	- 212	- 216	- 221	- 225	- 230	Notional average costs from 2024/25
Business Development/Spend to Save	- 68	- 68									
ICT	- 583	- 324	- 174	- 174	- 174	- 174	- 174	- 174	- 174	- 174	Notional average costs from 2024/25
PFI	- 169	- 179	- 189	- 192	- 194	- 200	- 207	- 215	- 225	- 237	
District Election			- 153				- 165				District election
Contingency	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	Operational Contingency Funding
Local Plan	- 428	- 122	- 60								
Programme for Growth	- 6,884	- 4,753	- 1,372								
Affordable Housing Commuted Sums											
Business Rates Equalisation/Internal safety net top-up											22/23 £266k drawdown from BRER included in MTFP but removed here and included in bottom line deficit funded from BRER
Net Contributions to/from reserves (+/-)	785	- 5,061	- 1,343	53	47	37	- 139	13	- 1	- 18	
Forecast Net Revenue Budget	22,429	12,382	12,605	12,920	13,124	13,278	13,537	13,801	14,067	14,337	
Difference between resources and forecast budget to be funded by BRER (a + b)	2,042	3,296	4,074	4,112	4,076	3,985	3,991	3,995	3,994	3,990	

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

Mid Case Scenario

	← Medium Term Financial Plan →									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
KEY ASSUMPTIONS										
Inflation	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Estimated Sales	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20
Estimated New Build / Purchases	20	20	20	20	20	20	20	20	20	20
Rent Increase CPI + 1%	1.50%	2.00%	2.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Number of Dwellings (Mid Year Average)	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017
Average Rent - Rent Restructuring	86.37	88.09	90.29	93.00	95.79	98.66	101.62	104.67	107.81	111.05
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	-12,553,099	-12,804,161	-13,124,265	-13,467,700	-13,871,731	-14,287,883	-14,716,519	-15,158,015	-15,612,755	-16,081,138
Void loss	-251,062	-256,083	-262,485	-269,354	-277,435	-285,758	-294,330	-303,160	-312,255	-321,623
Provision for Bad & Doubtful Debts	-270,645	-276,058	-282,959	-290,364	-299,075	-308,047	-317,288	-326,807	-336,611	-346,709
Net Rent Income	-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	1.60	2.00	2.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00
REVENUE FINANCING										
Dwellings Rents	-12,302,040	-12,548,077	-12,861,779	-13,246,549	-13,643,945	-14,053,263	-14,474,861	-14,909,107	-15,356,380	-15,817,072
Garage Rents	-107,150	-109,297	-111,483	-113,712	-115,986	-118,306	-120,672	-123,086	-125,547	-128,058
Total Resources (£)	-12,409,190	-12,657,374	-12,973,262	-13,360,261	-13,759,931	-14,171,569	-14,595,534	-15,032,193	-15,481,928	-15,945,130
REVENUE BUDGET										
Operational Services	1,913,720	2,001,677	2,018,013	2,058,373	2,099,540	2,141,531	2,184,362	2,228,049	2,272,610	2,318,062
Commissioning Contracts & Procurement	114,410	117,540	119,891	122,289	124,734	127,229	129,774	132,369	135,017	137,717
Contingency	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	270,650	276,058	282,959	290,364	299,075	308,047	317,288	326,807	336,611	346,709
CEC Recharge from General Fund	2,787,610	2,748,090	2,790,490	2,846,300	2,903,226	2,961,290	3,020,516	3,080,926	3,142,545	3,205,396
Savings Target										
Debt Management Costs	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
Investment Interest - Notional Sum	-38,000	-34,000	-30,000	-30,600	-31,289	-32,071	-32,872	-33,694	-34,537	-35,400
Repayment of HRA Reform Loan (Interest)	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
Net Service Costs	7,021,295	7,083,889	7,157,530	7,264,588	7,374,868	7,487,362	7,602,191	7,719,406	7,839,055	7,961,192
Net Service Surplus / Deficit before contribution to MRR & CAA	-5,387,895	-5,573,485	-5,815,732	-6,095,673	-6,385,063	-6,684,207	-6,993,342	-7,312,787	-7,642,873	-7,983,939
Voluntary MRP for Self-Financing Debt	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	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	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	-3,589,108	-2,609,988	-2,706,314	-2,837,415	-2,974,989	-3,119,280	-3,270,465	-3,428,802	-3,594,556	-3,768,004
Major Repairs Reserve										
Opening Balance	-8,927,228	-3,988,534	-1,428,680	1,127,777	3,680,834	7,171,647	9,905,812	12,613,512	15,442,976	18,550,411
Transfers / Carry Forwards										
Revenue Contributions	-3,589,108	-2,609,988	-2,706,314	-2,837,415	-2,974,989	-3,119,280	-3,270,465	-3,428,802	-3,594,556	-3,768,004
Assumed Capital Programme	8,527,802	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	-3,988,534	-1,428,680	1,127,777	3,680,834	7,171,647	9,905,812	12,613,512	15,442,976	18,550,411	23,817,382
CFR/Cashflow										
Opening Balance	-4,339,960	-5,915,270	-8,597,487	-11,366,665	-14,224,543	-17,172,897	-20,213,534	-23,348,301	-26,579,080	-29,907,792
Less unfinanced capital expenditure (internal borrowing)										
Add Voluntary MRP	-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 B : Reserve Balances 2021 - 2025

Description	Estimated Balance 31 March 21	Use	Transfers	Contribs	Estimated Balance 31 March 22	Use	Contribs	Estimated Balance 31 March 23	Use	Contribs	Estimated Balance 31 March 24	Use	Contribs	Estimated Balance 31 March 25	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Revenue Reserves															
General Fund															
Reserves to fund future commitments:															
PFI Scheme	3,241,261	-169,421			3,071,840	-178,960		2,892,880	-188,706		2,704,174	-192,158		2,512,016	Reserve expected to be fully spent by 2035/36.
ICT	338,710	-582,539		263,000	19,171	-324,000	300,000	-4,829	-174,000	300,000	121,171	-174,000	300,000	247,171	Aligns with Digital Strategy
Asset Management	1,214,518	-752,646		200,000	661,872	-238,405	200,000	623,467	-17,746	200,000	805,721	-204,000	200,000	801,721	Subject to refreshed Asset Management Strategy
GF Carried Fwd Budgets	634,983	-634,983			0			0			0			0	
Covid-19 Grants	1,881,616	-1,881,616			0			0			0			0	Income received for Covid Business Grant Schemes not yet spent
Election	97,486			38,000	135,486		38,000	173,486	-153,000	38,000	58,486		38,000	96,486	
Total Reserves to fund future commitments	7,408,574	-4,021,205	0	501,000	3,888,369	-741,365	538,000	3,685,004	-533,452	538,000	3,689,552	-570,158	538,000	3,657,393	
Reserves to fund growth and improvement:															
Special Projects/Unallocated	8,506,860	0	-8,506,860		0	0		0			0			0	In 2021/22 £8.007m transferred to BRER to support the revenue budget/savings plan, £500k to contingency.
Programme for Growth	12,974,497	-5,042,919	8,000,000		15,931,578	-6,009,911		9,921,667	-971,667		8,950,000			8,950,000	Balance subject to release of £8m BRER
Discretionary Rate Relief Fund	240,003				240,003			240,003			240,003			240,003	
NYCC Collaboration	50,000				50,000			50,000			50,000			50,000	
Spend To Save (Business Development)	369,980	-67,600			302,380	-68,160		234,220			234,220			234,220	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	22,141,341	-5,110,519	-506,860	0	16,523,962	-6,078,071	0	10,445,891	-971,667	0	9,474,224	0	0	9,474,224	
Reserves to mitigate financial risk:															
Pensions Equalisation Reserve	0			96,810	96,810		185,060	281,870		185,060	466,930		185,060	651,990	Phased provision following 2019 valuation
Business Rates Equalisation	4,768,672	-2,042,000	6,860	9,172,000	11,905,532	-1,942,000		9,963,532	-2,475,000		7,488,532	-2,383,000		5,105,532	Funds held to support revenue budget - drawdown is subject to savings delivery
Local Plan	466,451	-427,950		50,000	88,501	-122,000	50,000	16,501	-60,000	50,000	6,501		50,000	56,501	Funding for new local plan
Contingency	729,491	-100,000	500,000		1,129,491	-100,000		1,029,491	-100,000		929,491	-100,000		829,491	
General Fund	1,503,222				1,503,222			1,503,222			1,503,222			1,503,222	Minimum working balance £1.5m
Total Reserves to mitigate financial risk	7,467,836	-2,569,950	506,860	9,318,810	14,723,556	-2,164,000	235,060	12,794,616	-2,635,000	235,060	10,394,676	-2,483,000	235,060	8,146,736	
Total GF Revenue reserves	37,017,752	-11,701,674	-	9,819,810	35,135,888	-8,983,436	773,060	26,925,512	-4,140,119	773,060	23,558,453	-3,053,158	773,060	21,278,354	
HRA															
HRA Unallocated Balance	1,500,000				1,500,000			1,500,000			1,500,000			1,500,000	Minimum working balance £1.5m.
C/fwd Budgets (HRA)	95,887	-95,887			-			-			-			-	
Major Repairs Reserve - Capital Programme	8,927,228	-8,527,802		3,589,110	3,988,536	-5,169,841	2,609,990	1,428,685	-5,262,770	3,834,085	0	-5,390,472	5,390,472	0	Anticipated in Bus Plan to go overdrawn at 23/24 funded through release of cash set aside for debt repayment.
Total HRA Reserves	10,523,115	-8,623,689	-	3,589,110	5,488,536	-5,169,841	2,609,990	2,928,685	-5,262,770	3,834,085	1,500,000	-5,390,472	5,390,472	1,500,000	
Total Revenue Reserves	47,540,867	-20,325,363	-	13,408,920	40,624,424	-14,153,277	3,383,050	29,854,197	-9,402,889	4,607,145	25,058,453	-8,443,630	6,163,532	22,778,353	
Capital Reserves															
Total Useable Capital Receipts	6,278,013	-604,690		500,000	6,173,323	-520,000	500,000	6,153,323	-	500,000	6,653,323	-	500,000	7,153,323	
Capital Receipts (HRA Reserved)	45,901	-45,901			0			0			0			0	
Total GF Capital Receipts	6,323,914	-650,591	-	500,000	6,173,323	-520,000	500,000	6,153,323	-	500,000	6,653,323	-	500,000	7,153,323	
Restricted Reserves															
S106 Affordable Housing Commuted Sums	7,996,390	-1,843,818			6,152,572	-1,360,000		4,792,572			4,792,572			4,792,572	Funds ring-fenced and spend subject to progress on housing developments
Other s106 contributions	135,019				135,019			135,019			135,019			135,019	
Community Infrastructure Levy	2,337,206				2,337,206			2,337,206			2,337,206			2,337,206	
Total Restricted Reserves	10,468,615	-1,843,818	0	0	8,624,797	-1,360,000	0	7,264,797	0	0	7,264,797	0	0	7,264,797	

Appendix C : Planned Savings

Strategic Category	Lead	General Fund - Potential Saving	2021/22 Planned Savings £000's	2022/23 Planned Savings £000's	2023/24 Planned Savings £000's	2024/25 Planned Savings £000's	Commentary	Current Risk
Growing resources	Suzan Harrington	Asset rationalisation	0	0	100	100	This saving relates to the lease for the Contact Centre at Market Cross Selby. The saving will be realised when the lease expires in November 2022 and has therefore been reprofiled to 2023/24.	Medium
Growing resources	Dave Caulfield	Business Rates Growth	0	100	200	300	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 further year and proposed targets have been reprofiled accordingly.	High
Growing resources	Suzan Harrington	Summit alternative use	0	0	0	282	Assumes alternative use that brings in equivalent net funding. Profiled to 2024/25 due to current market conditions	High
Growing resources	Suzan Harrington	Green waste collection	0	0	0	740	Consider charging for garden waste collections - Government's waste strategy may ultimately over-rule this but this saving assumes implementation of full cost recovery of relevant/allowable costs	High
Total Growing Resources			0	100	300	1422		
Transforming	Suzan Harrington / Alison Hartley	Process improvements /on-line transactions	0	0	0	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. Saving reprofiled a further year to 2024/25.	High
Transforming	Suzan Harrington	Introduce CT Penalty Scheme - NEW	5	5	5	5	Council Tax Penalty Scheme was not being enforced due to covid-19 but has now been reintroduced from 21/22.	Medium
Total Transforming			5	5	5	167		
Commissioning	Suzan Harrington	Contract renegotiations	18	18	18	18	Various procurement related savings	Medium
Total Collaboration & Commissioning			18	18	18	18		
Total			23	123	323	1,607	Potential for balance to be delivered through LGR	

Target (MTFS 'Mid Case') £000	23	123	323	2,800
Low Risk £000	0	0	0	0
Medium Risk £000	23	23	123	123
High Risk £000	0	100	200	1484
Balance to be delivered through LGR £000	-	-	-	1,193
Total	23	123	323	2,800

Strategic Category	Lead	HRA - Potential Saving	2021/22 Planned Savings £000's	2022/23 Planned Savings £000's	2023/24 Planned Savings £000's	2023/24 Planned Savings £000's	Update/Comments	Current Risk
Transforming	Suzan Harrington	Process improvements /on-line transactions	195	195	195	195	The new housing/asset management system is in the process of being implemented and went live in 2020/21.	High
Total			195	195	195	195		

Appendix D : 2020/21 Selby District Council Capital Programme - To 31 March 2021

General Fund	Q4 Reported Phasing			Amendments Proposed in the MTFS			MTFS Proposed Programme			Comments
	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	
Transforming Customer Services	106,575						106,575	0	0	Covid-19 and other delays have prevented the start of work on the reception alterations delaying the contact centre move. It is hoped that procurement of the contractor will be progressed with work being completed at the end of August 2021 with the contact centre operating from the Civic as soon as possible Covid allowing. The project is expected to be on budget. In addition the Call centre on the first floor of the extension is now operational working within Covid guidelines
Website Development	10,000						10,000	0	0	This project is to enhance the platform to allow for future development of the website. Discussions with NYCC will commence in Q1 2021/22 to discuss the scope of the project.
Industrial Units - Road Adoption							0	0	0	The current condition of the road does not justify the significant investment required to bring the road up to adoptable standard. It is proposed to delay this project until such time as the condition of the road makes this work appropriate and necessary.
GIS System	31,380						31,380	0	0	The project has been scoped for this budget. Decision to be made is dependant on the decision for an Appointment System for the new Customer Contact Centre under Covid secure Government guidelines.
Benefits & Taxation System upgrade	21,380	15,000	15,000				21,380	15,000	15,000	This budget is linked to software upgrades supporting Channel Shift as part of the Digital Strategy
IDOX Planning System	15,000	15,000	15,000				15,000	15,000	15,000	To support the IDOX suite of software applications for upgrades and patches as part of the IDOX Roadmap. This ensured that we remained PSN compliant throughout 2020/21
ICT - Annual Software Licence							0	0	0	Annual Microsoft Licence - Budget moved to revenue
ICT - Servers	30,000						30,000	0	0	Servers are being upgraded to align to Microsoft licencing requirements.
ICT - Software	4,694						4,694	0	0	Budget committed to the Digital Workforce Project and the implementation of Microsoft 365 Tools. The project is underway for the implementation of Microsoft 365 tools. The project has been delayed due to Covid-19. At the end of the financial year the project was almost complete with the carry forward being used in Q1 21/22 for implementing external sharing of sharepoint and MS Teams to improve how we collaborate with partners.
Adobe Licence Replacement	15,000						15,000	0	0	Licences replacement programme due 2021/22.
Finance System Replacement	0	150,000					0	150,000	0	Replacement for the finance system has been reforecast into 2022/23.
Committee Management System	3,000						3,000	0	0	ModernGov software upgrade delayed to 2021/22 as part of legislative changes
Upgrade to Assure from M3	8,500						8,500	0	0	This budget is to migrate from M3 to Assure software, this project commenced in Q3 2020/21 to be completed in Q2 2021/22
Cash receipting System	32,500						32,500	0	0	Income Management Software replacement project. The budget for this project will be used for the capital purchase of the system, training and consultancy on the new software due to GO LIVE in Q3 2021/22.
Northgate Revs & Bens	3,600						3,600	0	0	Budget required for system upgrades following legislative changes in relation to e-billing in line with the Digital Strategy

Appendix D : 2020/21 Selby District Council Capital Programme - To 31 March 2021

General Fund	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Comments
Asset Management Plan - Leisure & Parks	47,891	9,005	17,746				47,891	9,005	17,746	All landlord maintenance works were completed prior to the end of the year and an accrual was completed as purchase orders had been raised but the invoices had not been received. No further works required therefore the 2020/21 balance will not be carried forward.
Committee Room Microphone system	65,000						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 and expected to be completed in 2021/22.
Portholme Road Collapsed Culvert							0	0	0	Final invoices have been received against this project, costs have come in slightly below expected spend.
Car Park Ticket Machines	22,473						22,473	0	0	Implementation of the revised car park tariffs was delayed whilst technical issues relating to acceptance of card transactions was resolved. Final upgrading and commissioning of the car park machines will now occur in Q1 2021/22.
Industrial Units Maintenance	25,000	229,400					25,000	229,400	0	An initial report detailing the 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. 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. Progress has been delayed in respect of provision of demand information due significant resource pressures resulting from further Covid19 restrictions and additional support requirements for local businesses. The forecast has been revised to £25k 21/22 for unforeseen costs with the balance in 22/23.
Car Park Improvement Programme	520,168						520,168	0	0	Work to progress improvement to Back Micklegate and Micklegate car parks was delayed in order to maximise funding options through external funding bids such as the Heritage Action Zone funding; however delays have also been encountered due to discussions with Landowners. Plans to focus delivery on Portholme Crescent whilst these issues are addressed have been scaled back to enable the space to be utilised as a walk-in testing centre for Covid19. Work to install the first of two Electrical Vehicle Charging Points (EVCP) has been completed at South Parade car park. Installation of the second charger at Back Micklegate is currently on hold pending confirmation from the Environment Agency of their timetable for removal of additional pumping equipment brought in during the most recent flooding events. The multiple lockdowns experienced during the year as a result of Covid-19 severely impacted staff availability to progress project works such as this. As we gradually move towards pre-Covid norms we will be looking to reinstate project delivery.
ICT - Channel Shift 2 Website & Intranet	16,720						16,720	0	0	Citizens Access Portal (Revenues) is anticipated to go Live in Q2 2021/22 with Citizens Access Portal (Benefits) in Q3 2021/22. The remaining budget will be used for e-forms development through 2021/22
ICT - Channel Shift 3 Website & Intranet	18,000						18,000	0	0	Channel shift Phase 3 - Housing management CX Portal project which has been delayed will commence throughout 2021/22 once Channel Shift 2 has been completed and the Civica CX Phase 2 project has commenced. This project is linked to the Income Management System replacement project.
ICT - Disaster Recovery Improvements - Software / Hardware	17,790						17,790	0	0	This budget is for improvements aligned to Microsoft requirements & Disaster Recovery Improvements in 2021/22. A number of Oracle server upgrades will be required throughout the year to ensure that they remain compatible following software upgrades.
ICT - End User Devices - Software / Hardware	54,760	49,500	49,500				54,760	49,500	49,500	Budget is required for replacement hardware in relation to the digital workforce strand of the digital strategy.
ICT - Digital Workforce - Telephones - Mobile Working	11,770	9,500	9,500				11,770	9,500	9,500	Budget is for replacement Mobile hardware in relation to the digital workforce strand of the digital strategy.

Appendix D : 2020/21 Selby District Council Capital Programme - To 31 March 2021

General Fund	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Comments
South Milford Retaining Wall	15,000						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. The budget has been carried forward into 21/22 pending approval for the works to be carried out.
Waste Collection Fleet							0	0	0	All vehicles have now been received and the final cost is slightly below expected spend.
Wheellie Bins							0	0	0	As part of the rollout of the new recycling service alternative bin size options have been given to our residents who experience difficulties with the original bins provided. The costs of these bins have been funded through revenue as part of the realignment of the overall Streetscene contract. Bins are no longer provided through the contract and the Council is responsible for the purchase of new bins as both replacements and for new housing development which will be rechargable.
Council Play Area Maintenance	197,730	100,000					197,730	100,000	0	All safety surface repairs have been completed and we are due to award the contract for the Grange Road project during May 2021 following a procurement exercise. Works to the second play area from Year 1 will be going out to tender shortly. A budget carry forward has been completed.
Replacement of Vehicle Fleet	3,510						3,510	0	0	The Council's replacement commercial vehicle fleet has now arrived and is fully operational.
Purchase of Land	937,500			-937,500			0	0	0	No longer required so removed from the budget in future years as focus now on house acquisitions rather than building of properties and focus on the HRA rather than the Trust.
New Build Projects (Loans to SDHT)	2,800,000	9,132,038		-2,800,000	-9,132,038		0	0	0	Future programme not removed as all future properties will be built or acquired for the HRA as per proposal as part of the MTFS in July 2021. Sites have been identified for potential acquisition. However, the Covid lockdown has delayed negotiations. There small sites identified for development and are progressing through Planning, when approved, tenders can be completed to attain absolute costs. Tenders have been delayed due to resources being redirected as a result of Covid, the tenders are not likely to be issued until Q1 2021/22. Discussions are taking place with SDHT as part of the development of the new Affordable Housing Strategy.
Private Sector - Home Improvement Loans	27,720						27,720	0	0	Take up of RAS Loans has been slow during 2020/21, due in part to the on-going Covid-19 situation but also due to alternative options for heating loans being available this year through the Better Home Yorkshire funding stream. In total 9 RAS loans were completed in the year, compared to 11 completed in 2019/2021. Historically, RAS loans are repaid to the council upon sale of the property allowing them to be recycled into new loans. This allows more vulnerable households to receive the help they need. In 2020/21 we received 3 repaid loans totalling £14,152 which meant that around 3 additional households will be able to receive essential assistance. We would expect to receive at least a similar number of repayments in 2021/22.
Empty Property Grants	84,886	80,000					84,886	80,000	0	Empty Homes Grants remain popular and are an excellent way of sourcing private rented accommodation for vulnerable households at risk of homelessness. We have completed 5 Empty Homes Grants during 2020/21, leading to 8 new units of private rented accommodation being made available to the Housing options service. It is anticipated that similar interest in grants will be maintained during 2021/22 which should ensure that our available private rented portfolio continues to grow.
Disabled Facilities Grants (DFG)	813,357	402,360	402,360				813,357	402,360	402,360	The initial lockdown caused the biggest issues with contractors off site for 12 weeks. There has also been some issues with the supply chain as some equipment is specialised and has been delayed due to lockdown and leaving the EU. In total we estimate contractors we off site for 16 weeks. That said, as you can see from the numbers below, overall the performance is good, 50 DFGs were completed spending a total of £298,190 of the available budget £680,317 and the service maintained its 2020/21 performance of 70 days average time to complete from approval.
Total General Fund	5,960,904	10,191,803	509,106	-3,737,500	-9,132,038	0	2,223,404	1,059,765	509,106	

Appendix D : 2020/21 Selby District Council Capital Programme - To 31 March 2021

Housing Revenue Account	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Comments
Housing & Asset Management System	103,665						103,665	0	0	The remaining capital of £104k is expected to be paid following the Phase 2 project start-up in Q1 2021/22.
St Wilfrid's Court	93,733						93,733	0	0	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 the continuing situation around Covid 19. Due to the nature of the scheme and to protect the safety of the residents it is felt essential to limit the works being undertaken whilst the Covid situation remains uncertain. In line with the Government's roadmap we aim to complete the scoping works by late June 2021 with tenders issued in July 2021. This will ensure site visits required by prospective tenderers can be completed with minimal risks to residents.
Environmental Improvement Plan	108,152						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 been delayed by the coronavirus outbreak.
Housing Development Project	1,701,273	1,700,000					1,701,273	1,700,000	0	Programme for the development of HRA properties on phase 2 small sites, Starts on these sites has been delayed due to Covid and is anticipated in 2021/22. Work including, feasibility studies, asbestos surveys and garage clearance has been completed. Planning permission for development of three schemes has now been secured and is anticipated to be issued for tender in Q2 2021/22 with a view to build commencement in Q3 2021/22. The forecast has been adjusted to reflect the build over 2 financial years.
Ousegate Hostel							0	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. Formal certification of the fire safety works has now been received.
Community Centre Refurbishment	64,377						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 required. Progress on delivery of the programme remains paused whilst we deal with other priorities and as a result of diverted staff resources as a result of Covid. In light of the above, delivery of the programme remains paused whilst staff resources are focused on delivering other key priorities and adapting to the changing Covid 19 guidance.
Empty Homes Programme - Improvements to Property	200,000	894,138		400,000	-894,138		600,000	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. 7 properties have been purchase to date and the programme has been revised to 10 properties to align with Homes England fundin, which will reduced the overall estimated programme cost to £1.5m, with £600k to spend in 21/22 on the remaining 3 properties.
Assets Vehicle Fleet							0	0	0	The Council's replacement commercial vehicle fleet has now arrived and is fully operational.

Appendix D : 2020/21 Selby District Council Capital Programme - To 31 March 2021

Housing Revenue Account	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Comments
Energy Efficient Programme	856,084	510,225	520,430				856,084	510,225	520,430	The multiple lockdowns experienced during the year as a result of Covid-19 severely impacted the ability of our major works contractors to complete the programme identified. The situation was further exacerbated by customer refusals due to concerns around virus transmission, shielding, self-isolation etc., and material shortages.
Health and Safety Improvement Programme	1,010,562	554,675	565,770				1,010,562	554,675	565,770	The multiple lockdowns experienced during the year as a result of Covid-19 severely impacted the ability of our major works contractors to complete the programme identified. The situation was further exacerbated by customer refusals due to concerns around virus transmission, shielding, self-isolation etc., and material shortages.
Property Refurbishment Programme	5,013,864	3,677,796	3,740,890				5,013,864	3,677,796	3,740,890	The multiple lockdowns experienced during the year as a result of Covid-19 severely impacted the ability of our major works contractors to complete the programme identified. The situation was further exacerbated by customer refusals due to concerns around virus transmission, shielding, self-isolation etc., and material shortages.
Property Investment Programme	1,381,030	427,133	435,680				1,381,030	427,133	435,680	The multiple lockdowns experienced during the year as a result of Covid-19 severely impacted the ability of our major works contractors to complete the programme identified. The situation was further exacerbated by customer refusals due to concerns around virus transmission, shielding, self-isolation etc., and material shortages.
Total HRA	10,532,740	7,763,967	5,262,770	400,000	-894,138	0	10,932,740	6,869,829	5,262,770	
Total Capital Programme	16,493,644	17,955,770	5,771,876	-3,737,500	-10,026,176	0	13,156,144	7,929,594	5,771,876	

FUNDED BY :-

General Fund	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24
Capital Receipts	1,247,836	180,000	0	-937,500	0	0	310,336	180,000	0
Grants & Contributions	813,357	402,360	402,360	0	0	0	813,357	402,360	402,360
External Borrowing	1,990,000	8,447,935	0	-1,990,000	-8,447,935	0	0	0	0
Asset Management Reserves	740,617	238,405	17,746	0	0	0	740,617	238,405	17,746
IT Reserve	359,094	239,000	89,000	0	0	0	359,094	239,000	89,000
S106 Commuted Sums	810,000	684,103		-810,000	-684,103		0	0	
Borrowing									
TOTAL	5,960,904	10,191,803	509,106	-3,737,500	-9,132,038	0	2,223,404	1,059,765	509,106
HRA									
Capital Receipts	0	0	0	340,255	340,000	0	340,255	340,000	0
Grants & Contributions							0	0	0
External Borrowing	340,255	340,000	0	-340,255	-340,000	0	-0	0	0
Major Repairs Reserves	8,527,802	5,169,829	5,262,770	0	0	0	8,527,802	5,169,829	5,262,770
IT Reserve	103,665	0	0	0	0	0	103,665	0	0
HCA Grant Funding	60,000	268,241	0	57,200	-268,241	0	117,200	0	0
S.106 Commuted Sums - affordable housing subsidy	1,501,018	1,985,897	0	342,800	-625,897	0	1,843,818	0	0
TOTAL	10,532,740	7,763,967	5,262,770	400,000	-894,138	0	10,932,740	5,509,829	5,262,770

Appendix E : Programme for Growth 2021/22 Financial Year Project Updates

Project	Multi-Year Project Budget	Position @ 31 March 2021		Forecast future spend	Update	Phasing of future spend Q4		
		In Year Spend 20/21				Forecast 21/22	Forecast 22/23	Forecast 23/24
Healthy Living Concepts Fund	53,281	0		53,281	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 to develop project and funding bids as they arise (Barlow Common delayed due to Covid). Remaining £13k will support public health initiatives identified as part of covid recovery plans.	53,281	0	
Visitor Economy (Tourism & Culture)	1,222,952	141,191		1,081,761	Delivery of the Visitor Economy Strategy and the Cultural Development Framework for the District. This is a multi-year programme which includes the cultural programme for the HSHAZ, visitor place-making and marketing, product development and sector support. Much of the investment is to be used as match funding against investment from external funding partners. New delivery Framework in place for the next spend period. Recruitment of Events Officer is now complete.	611,761	340,000	130,000
Celebrating Selby 950	7,831	7,831		0	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.	0	0	
Low Carbon resources	135,000	0		135,000	Low carbon/Environmental Projects Officer to oversee Low Carbon work. The Officer has now been recruited in April 2021 and is progressing with the Carbon reduction Plan.	45,000	45,000	45,000
Marketing Selby's USP	157,753	4,841		152,912	Development of place branding case studies slowed in the second half of 2020/21 as we prioritised response to the pandemic and recruited a replacement Communications & Marketing Manager. The delivery of this project will be re-energised in 2021/22 following the successful recruitment to this post. The additional budget approved in 2020/21 includes the Communications & Marketing Officer role for a further 3 years.	50,971	50,971	50,970
Retail Experience - STEP	66,749	2,968		63,781	Town centre revitalisation and strategy work is underway. Work to deliver on priorities in line with the town centre strategy and revitalisation action plans. Work being prioritised on digital development in line with recent LEP support and post Covid19 planning.	63,781	0	
Legal Support	139,000	0		139,000	Legal Support for agreements and advice associated with the P4G programme / projects	47,000	46,000	46,000
Towns Masterplanning (Regeneration)	702,257	75,726		626,531	Work was 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 application. Chris Wade's work is programmed now to finish in June 2021. 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. A contribution from this fund has been used to support the Places and Movement Study, in partnership with NYCC Highways and YNY LEP. 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. Funding of £50k will be used to support the MHCLG Reopening High Street Safely Fund (RHSSF). Recent indication from MHCLG that a further £80k grant available for 21/22 from MHCLG, under extended RHSSF programme. Re-branded for 21/22 as Welcome Back Fund.	626,531	0	

Project	Multi-Year Project Budget	In Year Spend 20/21	Forecast future spend	Update	Forecast 21/22	Forecast 22/23	Forecast 23/24
Strategic Sites Masterplanning	244,832	(25,853)	270,685	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. A further £150k budget has been allocated to this programme. Future costs will include consultancy costs for development to Full Business Case stage, surveys, design, legal and valuation fees. A large proportion of this Council's Selby TCF revenue costs should be reimbursed back to this budget by WYCA. The current year credit relates to the reallocation of £65k of prior year costs to the TCF project cost budget code to match where the grant income is allocated	245,685	25,000	0
Access to Employment	19,282	0	19,282	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	
Growing Enterprise	270,542	(884)	271,426	Budget to support one of the 10 priorities in Economic Development Framework (EDF) 2 year delivery programme as approved at the January 2019 Executive. New post COVID initiatives will be funded through the coming year (2021/22)-to include a widening of the skills support programme and work specifically with Start-up businesses initiated during and after COVID restrictions are lifted. The additional P4G budget awarded over the next 3 years will be used to support businesses displaced by the TCF land assembly to relocate within the district. The year to date spend is showing a credit due to a cancelled and refunded Business Conference event invoice due to the Covid Pandemic, it is hoped that the event can be rearranged in due course.	166,426	70,000	35,000
Selby TCF Revenue	0	(56,542)	56,542	Full year 2020/21 spend (credit) relates to the grant recovery for 2019/20 and 2020/21 recovered from WYCA. The credit is due to the 2019/20 income being received in the current year.	56,542		
HeHigh Streets Heritage Action Zone (HAZ)	20,000	444	19,556	The Project Fund is a match 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 started in post August 2020. At the end of financial year £444 had been spent against the Block Party project, a series of minecraft workshops engaging young children to build their own town in minecraft.	10,556	5,000	4,000
Empty Homes	3,846	95	3,751	This budget supports the work of the private sector housing team and the empty homes officer to bring empty homes back into use. Overall the project is very successful and the Empty Homes Officer has directly helped bring 99 empty homes back into use during 2020/21. the majority of this success is achieved through offering advice and assistance to owners. At times, we need to utilise our enforcement powers to secure empty homes and to eradicate issues that are a statutory nuisance or prejudicial to health to neighbours. This budget specifically contributes to this area of enforcement work.	3,751	0	
Selby District Housing Trust	34,850	0	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.	20,000	14,850	

Project	Multi-Year Project Budget	In Year Spend 20/21	Forecast future spend	Update	Forecast 21/22	Forecast 22/23	Forecast 23/24
Stepping Up' Housing Delivery	7,052	2,114	4,938	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. As Government restrictions continue to ease we will be looking to recommence works to deliver the Council's Housing Development Programme. An Affordable Housing Strategy has been agreed by the Executive and is being progressed.	4,938	0	
Olympia Park	14,733	10,000	4,733	The outstanding Olympia park fess have now been settled in full and there are no further outstanding costs. The remaining balance within this budget will be transferred to another P4G budget cost centre in due course.	4,733	0	
Making our Assets work	100,000	47,449	52,551	The budget is targeted at funding due diligence work to bring the Council's own land assets to the market and see them developed. These include small garage sites, Portholme Rd, Egerton Lodge, Barlby Rd depot, Bondgate and Burn airfield. A further £100k has been allocated to this budget to continue the ongoing work, this will be used to fund the feasibility, surveys and technical work to enable the Council's own land assets to be brought forward for development to deliver housing and other beneficial uses.	32,551	20,000	0
Housing development Feasibility Work	303,546	14,178	289,368	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. It is expected that Burn will progress to planning in Q1 2021/22. These sites will progress to tender stage in Q2 2021/22. A proportion of the costs have been incurred as abortive fees against sites which will not be progressing.	139,368	100,000	50,000
Asset Strategy	80,000	0	80,000	Work to review/agree the brief has been completed. It is anticipated tenders for completion of the work will be issued in Q2 2021/22 subject to the outcome of the Local Government Review. Works have been delayed due to Covid-19. The Property Service staff review has commenced, which will provide capacity to progress this work. A brief for the Strategy has been prepared and is being updated, the target date for this is 30 Sept 2021. The disposal part of the Portholme Road site to Aldi has completed providing a £30 capital receipt.	80,000	0	
Finance Support	139,000	0	139,000	Business Case development & Financial monitoring / reporting	46,000	46,000	47,000
High Street shop fronts	100,000	0	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 started in post August 2020	32,000	40,000	28,000
New lane - Public Realm	200,000	0	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 commenced in post August 2020. Experimental road closures in place as part of Reopening High Streets project (ERDF Funded)	50,000	100,000	50,000
Selby TCF Capital	3,039,424	467,854	2,571,570	2020/21 costs relate to the purchase of James William House in relation to the TCF project. This budget will be used to acquire strategic development sites consistent with the Councils regeneration and commercial development opportunities and to match fund acquisitions as part of the TCF bid submission. The current live project and spend to date relates to 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 including contingency for the purchases of property.	0	2,571,570	0

Project	Multi-Year Project Budget	In Year Spend 20/21	Forecast future spend	Update	Forecast 21/22	Forecast 22/23	Forecast 23/24
Low Carbon projects (Phase 1) CAPITAL	1,200,000	0	250,000	Phase 1 project delivery fund to support approved projects flowing from the Low Carbon Working Group - projects subject to business case approval by the Executive. Low Carbon Officer recruited and in place beginning 2021-22. The project spend will be determined in accordance with low carbon action plan. Early indications including tree planting initiative and development of community led ideas (Just Transition project). Project value reduced to £250k to focus on deliverable elements. £950k released for alternative use	125,000	125,000	0
Town Regen Selby	1,000,000	0	1,000,000	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 2) Delivery budget - for implementation of projects.	350,000	650,000	0
Town Centre Tadcaster	500,000	0	500,000	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 2) Delivery budget - for implementation of projects.	250,000	250,000	0
Town Centre Sherburn	500,000	0	500,000	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 2) Delivery budget - for implementation of projects.	250,000	250,000	0
New programme resources	261,000	0	261,000	Additional staffing resources: Planning Projects Officer, Regenerations Town Centre Co-ordinator. The start date for these appointments is anticipated to be February 2021, the forecast has been adjusted into 2023/24	87,000	87,000	87,000
Funding for the 15% parish council contribution for the new Bawtry roundabout - £35062	35,062	35,062	0	Funding for the 15% parish council contribution for the new Bawtry roundabout, this was paid in Q4.			
Staffing costs	3,459,475	735,568	2,723,907	This covers 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.	1,151,690	1,173,520	398,697
Contingency	419,072	0	419,072	£162k proposed for allocation to Tadcaster Community Sports project (subject to report to full Council) - would leave contingency of £253k	419,072		
	14,436,539	1,462,042	12,024,497		5,042,919	6,009,911	971,667

GENERAL FUND NEW GROWTH BIDS 2021/22 - 23/24

Description	Capital				Comments	Term
	21/22	22/23	23/24	Total		
	£k	£k	£k	£k		
Industrial Units Investment	358	283	300	941	Major updating of industrial units including energy efficiency, panel erosion and refurbishments.	One-off
Total Value of new GF Bids	358	283	300	941		

Funding	20/21	21/22	22/23	Total
Settlement Grant Funding				
Reserves				
Revenue				
Borrowing				
Capital receipts	358	283	300	941
DFG grant funding				
S106 Funding				
HCA Funding				
Total				

HRA NEW GROWTH BIDS 2021/22 - 23/24

Description	Capital				Comments	Term
	21/22	22/23	23/24	Total		
	£k	£k	£k	£k		
Acquisition and Development - Housing	299	5,691	0	5,990	To extend the New Build/Acquisitions programme to maximise spend of s106 affordable housing commuted sums. Spend subject to 'self-financing business case'	One off
Total Value of new GF Bids	299	5,691	0	5,990		

Funding	20/21	21/22	22/23	Total
Capital receipts	60	1,138		
Major Repairs Reserve				
Revenue				
Borrowing				
S106 Funding	239	4,553		
HCA Funding				
Total	299	5,691	0	0

GENERAL FUND NEW P4G BIDS 2021/22 - 23/24

Description	Capital			Total	Comments	Term
	21/22	22/23	23/24			
	£k	£k	£k			
TCF project - additional funds	1,075	575	4,000	5,650	Selby station gateway land assembly and station plaza construction costs.	One-off
Burn	500			500	Promotion of development site in line with Local Plan including associated studies etc.	One-off
Places Movement Study		2,000		2,000	10% match funding to support a Levelling Up Fund bid to deliver on actions highlighted in the Places and Movement Strategy and previous work done on town centre and visitor economy projects. Spend would be subject to a successful funding bid.	One-off
Sherburn P4G Legacy	65	585	0	650	Sherburn legacy projects - Eversley park improvements, conversion of flat green bowling pitch, tennis courts refurbishment and car park opportunity.	One-off
Community Legacy Fund	2,000				Subject to separate report - proposal to invest £1m - £2m to deliver a community grant fund	One-off
Total Value of new GF Bids	3,640	3,160	4,000	10,800		

Funding	20/21	21/22	22/23	Total
Reserves				8,950
Total	0	0	0	8,950

Funding available