

## GENERAL FUND SUMMARY 2019/20 - 2021/22

	2019/20 Original £	2020/21 Original £	2021/22 Original £	Comments
Leadership & Extended Leadership Team	1,000,750	1,019,970	1,039,470	Management Team
Operational Services	3,928,200	3,957,720	3,927,800	Environmental Health, Property Management, Benefits & Taxation, Contact Centre, Strategic Housing
Business Development & Improvement	1,552,060	1,427,920	1,430,670	ICT, Data & Systems, HR, Marketing & Transformation
Commissioning, Contracts & Procurement	4,097,060	4,247,970	4,403,930	Waste & Recycling Contracts, Grounds Maintenance & Leisure
Community, Partnerships & Customers	260,020	124,970	66,180	Includes miscellaneous grants & P4G Schemes
Economic Development & Regeneration	434,440	235,370	76,460	Includes P4G funded posts in Economic Development & Regeneration
Planning	416,530	414,750	117,540	Development Management & Planning Policy (Local Plan)
Finance Services	2,204,220	2,279,690	2,355,870	Finance, Audit & Internal Drainage Boards
Legal & Democratic	916,880	784,090	785,680	Legal, Licensing & Dem. Services - 19/20 includes District Election
<b>Additional Vacancy Factor</b>	<b>(211,620)</b>	<b>(212,760)</b>	<b>(216,420)</b>	Vacancy factor increased from 2% to 5%
<b>Service Budgets</b>	<b>14,598,540</b>	<b>14,279,690</b>	<b>13,987,180</b>	
CEC Charged to HRA	(2,635,470)	(2,688,179)	(2,741,943)	
Recharge to HRA for Capital Programme Delivery	(139,730)	(142,525)	(145,375)	
<b>Net Service Budget</b>	<b>11,823,340</b>	<b>11,448,986</b>	<b>11,099,862</b>	<b>Reducing mainly due to P4G contracts ending</b>
Investment Income	(300,000)	(300,000)	(300,000)	Savings plan includes proposal to increase cap to £350k
External Interest	75,200	75,200	75,200	
Parish CTS Grant	0	0	0	
Capital A/c Adjustment MRP Charge	193,040	193,040	193,040	
Capital A/c Adjustment RAS loans	(30,000)	(30,000)	0	
Capital A/c Adjustment Capital Chgs	(769,850)	(769,850)	(769,850)	
<b>Previously Approved Growth bids/Projects:</b>				
Asset Management Bids	319,002	75,998	825	
Repair Assistance Loans	30,000	30,000	0	
ICT Bids	245,000	149,000	15,000	
<b>New Bids - Revenue</b>				
Civicapay implementation	625	625	625	
Microphone system	0	6,000	6,000	
Implementation of My View	3,500	3,500	3,500	
Repair Diagnostic Tool	1,075	1,075	1,075	
Industrial Unit Improvement Programme	(20,000)	(20,000)		
Closed burial grounds maintenance budget	18,000	18,000	18,000	
Selby Town Abbey 950 addt maintenance programme	18,500			
<b>New Bids - Capital</b>				
Transforming Customer Services	110,000			
Civicapay implementation	36,100			
Microphone system	40,000			
Computer refresh (rolling programme)			49,500	
Microsoft licencing			85,000	
Industrial unit improvement programme	50,000	50,000	50,000	This is a 3 year fixed term bid - the specific programme of works is still to be defined.
South Milford retaining wall works	15,000			
Contingencies	260,000	260,000	260,000	Savings plan includes proposal to reduce base budget to £100k p.a. for the Operational Contingency with a further £150k Commissioning Contingency to be funded from the Contingency Reserve - reviewed annually and subject to sufficient in reserve.
<b>Net Budget before contribution to/(from) Reserves*</b>	<b>12,118,532</b>	<b>11,191,574</b>	<b>10,787,777</b>	
<b>Contribution To Reserves</b>				
Asset Management	200,000	200,000	200,000	
ICT	141,000	141,000	141,000	
PFI	295,156	302,759	309,672	
Pension Equalisation Reserve	100,000	100,000	100,000	Savings plan includes proposal to cease these contributions
District Election	34,000	34,000	38,000	
Special Projects/(Programme for Growth)	5,465,664	-	-	
Local Plan	50,000	50,000	50,000	
Business Rates Equalisation	3,383,385			Resources available after budget support requirements
<b>Contribution From Reserves</b>				
Asset Management	(497,002)	(128,998)	(53,825)	
ICT	(321,100)	(149,000)	(149,500)	
PFI	(426,788)	(435,323)	(444,030)	
District Election	(136,000)	-	-	
Local Plan	(97,500)	(167,500)	-	
Special Projects / Programme for Growth	(1,066,745)	(594,820)	(299,820)	Reducing in line with service budget P4G spend
Business Rates Equalisation	-	(745,349)	(293,504)	Drawdown required to support the revenue budget - subject to savings delivery
<b>NET REVENUE BUDGET</b>	<b>19,242,602</b>	<b>9,798,343</b>	<b>10,385,770</b>	
Grant RSG	-	-	-	RSG no longer included in finance settlement from 2019/20
NNDR	(2,426,683)	(2,363,000)	(2,410,000)	Per Provisional Settlement allowing for N&WY 75% BRR Pilot - 19/20 safety net. 20/21 and 21/22 at pre-pool baseline
New Homes Bonus	(1,954,761)	-	-	Per Provisional Settlement
Special and Specific Grants*	(105,117)	-	-	Levy Surplus per Provisional Settlement and estimate for Council Tax Support
Business Rates Collection Fund Deficit/(Surplus)	(7,980,000)	-	-	Per MTFS
Council Tax to be Levied	(5,658,041)	(5,828,343)	(6,003,770)	Assuming £5 increase in Band D charge and 1.81% tax base growth
Council Tax Collection Fund Deficit/(Surplus)	23,000	-	-	
<b>Shortfall / (surplus)</b>	<b>1,141,000</b>	<b>1,607,000</b>	<b>1,972,000</b>	
<b>Savings Plan</b>	<b>- 1,141,000 -</b>	<b>1,607,000 -</b>	<b>1,972,000</b>	<b>See Appendix C for detail</b>
<b>Shortfall/(Surplus) after savings</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	
<b>Tax Base</b>	<b>31,395.19</b>	<b>31,709.14</b>	<b>32,026.23</b>	
<b>Band C Tax</b>	<b>180.22</b>	<b>183.81</b>	<b>187.46</b>	

## HOUSING REVENUE ACCOUNT SUMMARY 2019/20 to 2021/22

	2019/20 Original £	2020/21 Original £	2021/22 Original £	Comments
Operational Services	3,008,700	3,014,950	3,042,430	All salary costs removed (except Cleaners), only inflation increases reflected.
Commissioning, Contracts & Procurement	108,720	112,070	115,530	Increase in grounds maintenance contract
New Revenue Bids -Not yet approved	10,000	12,500	20,000	New revenue bid- Fire Risk Assessment & Asbestos removal
<b>Service Budgets</b>	<b>3,127,420</b>	<b>3,139,520</b>	<b>3,177,960</b>	
CEC Recharges from GF	2,775,200	2,830,704	2,887,318	Reflects charges for salaries and overheads attributable to the HRA
<b>Net Service Budget</b>	<b>5,902,620</b>	<b>5,970,224</b>	<b>6,065,278</b>	
Capital A/c Adjustment Capital Chgs	(1,296,640)	(1,296,640)	(1,296,640)	Reversal of Depreciation Charges
Contingency	75,000	75,000	75,000	To support housing development costs / properties held for redevelopment
Debt Management Expenses	6,000	6,000	6,000	Support TM costs, part of NYCC contract
Investment Income	(135,000)	(135,000)	(135,000)	Based on MTFS assumptions
HRA Debt - Payment of Interest	2,712,860	2,379,060	2,331,230	Assumes borrowing up to debt cap at current PWLB Maturity rate.
Provision for Bad & Doubtful Debts	260,480	267,150	273,940	Assume increase in provision for tenants on benefits as a impact of Universal Credit
<b>Net Budget before contribution to/(from) Reserves</b>	<b>7,525,320</b>	<b>7,265,794</b>	<b>7,319,808</b>	
<b>Contribution To Reserves</b>				
Comp Development Cont	50,000	50,000	50,000	Contribution to ICT Reserve
HRA Debt - Voluntary MRP	1,260,000	1,260,000	1,260,000	Provision to repay self financing debt
<b>NET HRA REVENUE BUDGET</b>	<b>8,835,320</b>	<b>8,575,794</b>	<b>8,629,808</b>	
Dwelling Rents	(11,840,000)	(12,143,000)	(12,452,000)	1% Rent reduction for 4 years, 19/20 being the last - CPI + 1% Assumed going forward
<b>Shortfall / (surplus)</b>	<b>(3,004,680)</b>	<b>(3,567,206)</b>	<b>(3,822,192)</b>	To fund the HRA investment programme
<b>Planned Savings</b>	<b>(214,000)</b>	<b>(214,000)</b>	<b>(214,000)</b>	HRA Savings Target
<b>Net Surplus available for Major Repairs</b>	<b>(3,218,680)</b>	<b>(3,781,206)</b>	<b>(4,036,192)</b>	Transfer to / (from) MRR to meet demands of capital programme and new build

## GENERAL FUND NEW BIDS 2019/20 - 21/22

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term	Funded From
		19/20	20/21	21/22	19/20	20/21	21/22			
<b>Transforming Customer Services</b> - To make the necessary alterations to the Civic Centre reception area to ensure it is fit for purpose for face to face contact with the customer	Councils budget proposals and MTFS include a savings target to be achieved through relocating the CCC				110,000	0	0	Moving the CCC is a stand-a-lone project but it is inextricably linked with the Council's ambition to channel shift providing access to services 24/7 online, but it will also ensure customers are our focus removing the disconnect between the current Market Cross location and the civic centre. CCC staff will be able to more easily discuss customer issues with service areas and service areas will reconnect with their customers increasing the accountability of each business area to manage customer experience. Negotiations with Dransfield (the Landlord) have commenced to seek an alternative tenant for the property from July 2019. (the earliest date a move could take place) Based on indicative costing provided and based on exiting the lease, Payback on the capital investment required to alter the Civic Centre reception could be achieved within 2 years. <b>The full year saving on this will be £220k per annum from 20/21 which will contribute to the asset rationalisation and transformation savings identified within the savings plan</b>	One off	Asset Mgmt
<b>Net Cost of Bid</b>		0	0	0	110,000	0	0			
<b>Implementation of CivicaPay</b> -Initial software licence	ICT Strategy 2018-2020 sets a programme for delivery of a digital workforce Success would be demonstrated by the increase number of services available to customers to complete transactions online and the measured 'take up' of customer transactions.				11,100			- The ability to take payment online (epayments) is a central strand of the Council's Digital Strategy. It is cheaper for the Council and often more convenient for the customer - who now expect to be able to transact with service providers 24/7 - SDC currently use Northgate Paris Software to process epayments, currently running at almost 4000 transactions per month. the 2 main drivers for using an alternative provider are - 1 - Paris is not compliant with PCI-DSS regulations. There are considerable fines associated with non-compliance following data compromise (from ten to hundreds of thousands of pounds). - 2 Paris has been bought by Civica and is being phased out. it is expected to become unsupported within 18 months. - The proposal is to move from Paris to Civica's own epayments software - Civica Pay - CivicaPay is used in over 150 local authority sites, serving over 15m UK citizens, processing 16m payments annually, a service with 99.99% availability. By implementing the hosted e-payments and income management solution this will help SDC deliver greater automation, efficiency gains and cost savings whilst at the same time providing service improvements to the customer working towards the Digital Transformation agenda. Civica Pay is fully PCI DSS and PA DSS compliant. - Whilst Civica initially proposed to move current Paris customers to Civica Pay for no additional costs, it has become apparent that this is not the case. However, the costs are significantly better than procuring new software from scratch - several years ago SDC were quoted c. £80k for Civica Pay. - This bid is a like for like replacement whilst bringing in additional security & functionality. - Software maintenance is currently predicted to be only slightly higher than the current provision, mainly driven by increases in our projected number of transactions.	One off	ICT
-Conversion of existing PARIS solution to CivicaPay					25,000				One off	ICT
-50,000 transactions p/a		3,500	3,500	3,500					Perm	Revenue
-Hosting		6,000	6,000	6,000					Perm	Revenue
-Maintenance and Support		6,685	6,685	6,685					Perm	Revenue
-Savings		-15,560	-15,560	-15,560					Perm	Revenue
<b>Net Cost of Bid</b>		625	625	625	36,100	0	0			
Selby Town additional maintenance programme	The work supports the corporate and economic development priority to help the district's market towns reach their potential and supports delivery of two time restricted P4G initiatives - Selby 950 and potentially the Tour de Yorkshire in 2019.	18,500						Review and where needed paint railings in Selby Abbey grounds Review and where needed paint or replace 16 x benches in Micklegate, Church Hill, Portholme Road field, James Street Replace 5 x litter bins on the Market Place  - 2019 sees a principal focus on Selby town. The works will support the town to enhance its reputation, encourage footfall and increase dwell time. Positive responses can be monitored through public feedback, social media, snap surveys and resident and business surveys. - Any works can ensure street furniture remains aesthetically pleasing as well as safe to use/experience. - All works would be completed within 2019 - most preferably by end April 2019 to support the beginning of Selby950 activity and hosting the Tour de Yorkshire.	One off	P4G
<b>Net Cost of Bid</b>		18,500	0	0	0	0	0			
Replacing microphone system in the Council Chamber	Working with others and co-developing the way in which services are delivered		6,000	6,000			40,000	The current microphone system is very out dated and has now become not cost effective to repair the faults that occur due to the excessive costs of repair. This is further compounded by the fact that there is no maintenance contract. There are now only 37 working microphones which does not even equal the number of Members on the Council which is 31. If any more microphones stop working, it would have a major impact on Council meetings with particular concern over public involvement and the ability to understand the business which goes on in meetings. This presents a great risk on the Council's reputation with the public and with Members. A more robust and modern system is required that can also able the feature of electronic voting. This feature now comes as standard in many modern systems and is a feature at many other authorities. A new system also gives the Council an opportunity to explore other functionality such as audio recording of meetings which can assist the decision making process. - Currently, estimated process have been sought from companies and if the bid is approved, a more detailed specification will be compiled. - This bid meets the Council's priorities by working with others and co-delivering the way in which services are delivered. This work will help to continually improve value for money in the business.	Perm	Revenue
								One off	ICT	
<b>Net Cost of Bid</b>		0	6,000	6,000	40,000	0	0			

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term	Funded From
		19/20	20/21	21/22	19/20	20/21	21/22			
Implementation of MyView	- Empowering and involving people in decisions about their area and their services - Facilitating people to access and use alternative service delivery channels - By devolving the right amount of responsibility, to the right people, at the right time. - Use Self Service to heighten employees' engagement with HR and communication throughout the council	5,000	5,000	5,000				- 'Digital workforce' is one of the three key priorities of the Digital Strategy agreed by Executive in July. - MyView (or similar) would provide employees with self service functionality to process common HR transactions - such as the approval of leave, absence management and management of the expenses claim process. Hundreds of such transactions take place every month and currently these are all processes that are paper based and undertaken manually. - Automating these transactions would increase efficiency and help create the technology enabled culture that we seek for employees - which would help with our aim of also encouraging customers to take up digitally enabled services. - MyView is currently used by NYCC and it is expected that - whilst an exercise would be undertaken to assess the full VFM of MyView - NYCC would provide SDC with access to MyView under the Better Together collaboration. - Not only would it be expected that both parties would benefit from economies of scale and pace of implementation but the adoption of MyView by SDC would also help streamline the payroll process as SDC staff would essentially connect directly to NYCC HR system. NYCC have already indicated that this would significantly reduce our payroll costs based on the current provision and they may be scope for further savings, e.g. via use of electronic payslips. Until this is confirmed the bid reflects the worst case. - Links directly to the corporate priority of delivering great value - Use of self service to heighten employees engagement with HR and communication throughout the Council - The impact on other service areas are that HR would be affected as they will have completed a full reworking of their service delivery model based on the implementation of MyView - the lack of revenue to support this would not realise the return on investment for the project. - Not implementing HR self service will limit the scope for increased efficiency and prevent SDC from realising savings on the provision of payroll services from NYCC.	Perm	Revenue
	Savings on the current maintenance costs	-1,500	-1,500	-1,500					Perm	Revenue
	Initial Licensing & Implementation								One off	ICT
<b>Net Cost of Bid</b>		<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Equipment Refresh	- The Corporate Plan sets out that the Council will 'deliver great value' and modern, secure devices, suitable for officers and councillors to undertake their roles, are crucial to use systems effectively and ensuring services are efficient, delivering value for money. - The ICT Strategy 2018-2020, sets a programme for delivery of a digital workforce and this bid ensures the benefits continue to be realised in the future.						49,500	- The ICT Business Case for the shared service with NYCC identified that in order for them to be able to maintain the estate we would need to refresh our ICT equipment. A bid was placed and is secured for the update of our equipment for 18/19, 19/20, 20/21. - This bid is to secure funding for an annual refresh for 2021/22. - The funding will be used to update approx. one third of the organisations devices (a mix of tablets, laptops and desktops) which will have been purchased in 2018/19. This will continue to drive the future benefits of the Digital Workforce project by ensuring officers and councillors continue to work from devices suitable to undertake their roles.	Perm	ICT
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,500</b>			
Replacement of repair diagnostic tool Purchase of customer repair diagnostic tool and surveying tool	Essential to maintain the existing level of service Section Improvement Plan Initiative	6,075	6,075	6,075				An up to date diagnostic tool allows for repairs to link to our schedule of rates and ensures accuracy in diagnosing repairs / costs and the correct resource to carry out the work - resulting in more repairs completed right first time. Two additional options are available: 1. To allow customers to use a version of the diagnostic tool through the tenant portal which would increase options for self serve and save time for the back office team in diagnosing repairs 2. Provision of a surveying tool for trades teams to complete asset surveys electronically and allow updates to transfer automatically to the back office system therefore reducing administrative time  The software potentially would reduce reliance upon the contact centre for customers to report repairs as this would enable self service. The software would link directly to the new schedule of rates so that job costing is more accurate and the right trade is applied to the job Applying the right trade first time results in improved customer service Failure to replace the diagnostic software would impact on the time for back office staff to correctly diagnose repairs - this tool simplifies the procedure meaning that non-technical staff can raise works orders. failure to implement the customer facing diagnostics would reduce available functionality through the new tenant portal	one off	ICT
								perm	Revenue	
								perm	Revenue	
<b>Net Cost of Bid</b>		<b>1,075</b>	<b>1,075</b>	<b>1,075</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Industrial unit improvement programme	Making the district a great place to do Business				50,000	50,000	50,000	This is a replacement bid. The stock condition survey completed in 2014/15 vastly underestimated the levels of works required to ensure the units continue to offer a viable option for small businesses. Costs are estimates only. Works required include:  - Internal refurbishment of communal areas (Prospect and Vivars Centre). - Refurbishment of individual unit facilities as they become void to provide an attractive proposition for potential tenants. - Replacement of corroding roof sheeting and failing skylights.	Fixed Term	Asset Mgmt
	Previous bid in 2018/19 GF21 £25000	-20,000	-20,000							Asset Mgmt
<b>Net Cost of Bid</b>		<b>-20,000</b>	<b>-20,000</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>			
Works to South Milford Retaining Wall					15,000			To undertake significant remedial works required to a retaining wall at South Milford.	One Off	Asset Mgmt
On-Going Maintenance Programme		18,000	18,000	18,000				Provide an annual investment budget of £1.5k per Closed Burial site to carry out remedial works and repairs.	Perm	Revenue
<b>Net Cost of Bid</b>		<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>15,000</b>	<b>0</b>	<b>0</b>			
<b>Total Value of new GF Bids</b>		<b>21,700</b>	<b>9,200</b>	<b>29,200</b>	<b>251,100</b>	<b>50,000</b>	<b>99,500</b>			

Funding	19/20	20/21	21/22	19/20	20/21	21/22
ICT Reserve				76,100	0	49,500
Asset Management Reserve				175,000	50,000	50,000
P4G	18,500					
Contingency	0					
Revenue	3,200	9,200	29,200			
<b>Total</b>	<b>21,700</b>	<b>9,200</b>	<b>29,200</b>	<b>251,100</b>	<b>50,000</b>	<b>99,500</b>

## HRA NEW BIDS 2019/20 - 21/22

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term	Funding
		19/20	20/21	21/22	19/20	20/21	21/22			
To procure the services of an appropriately qualified and competent Fire Risk Assessment specialist to complete individual assessments of circa 230 communal areas across SDC stock, providing legislatively compliant assessments and action plans for each property	SDC are required under the Regulatory Reform (Fire Safety) Order 2005 to complete and maintain Fire Risk Assessments for all communal areas located within our properties and to ensure we have a best practice approach to fire safety				75,000			- In the wake of Grenfell we have reviewed our approach to fire risk prevention for our flats and communal areas. - Although NYCC have undertaken fire risk assessments on some of our properties (offices, commercial units, community centres, Ousegate Lodge etc.) through our health and safety contract, it is evident that assessments relating to the communal areas in our domestic stock has not been updated and maintained. - Since it could be argued the Council does not currently comply with the requirements of the Regulatory Reform (Fire Safety) Order 2005, appropriate resource should be secured as soon as possible.	One off	Major Repairs Reserve
Capital improvement works resulting from FRA action plans (estimated as based on findings)					25,000	50,000				
Ongoing revenue budget implications to maintain stock to correct standard once achieved	Compliance with the Regulatory Reform (Fire Safety) Order 2005 is a statutory responsibility, with penalties for non-compliance including unlimited fines and imprisonment.		2,500	10,000				- The bid for capital funding will result in an ongoing maintenance responsibility for the Council in order to maintain the required standards moving forwards. This is difficult to quantify, but is estimated to be circa £10,000 per annum initially. - The Council will also need to ensure at least one member of staff undertakes appropriate training to enable review of the FRA's every 12 months. - Procurement colleagues have identified a fully compliant framework (which SDC can access at no additional cost) for undertaking the assessment part of the programme.	Perm	HRA Revenue
<b>Net Cost of Bid</b>		<b>0</b>	<b>2,500</b>	<b>10,000</b>	<b>100,000</b>	<b>50,000</b>	<b>0</b>			
To undertake a complete assessment of all SDC properties to provide a legislatively compliant record of asbestos containing materials.	Compliance with the Control of Asbestos Regulations 2012 is a statutory responsibility, with penalties for non-compliance including unlimited fines and imprisonment. The programme will deliver a complete assessment of our stock and ensure SDC is able to manage asbestos containing materials within our property portfolio in a legislatively compliant manner.				120,000	120,000	120,000	- The Council has an obligation under legislation to monitor the condition of asbestos containing materials within its property portfolio. - This will necessitate re-inspection of properties on an annual basis by a competent individual. - To ensure the Council complies with the requirements of the Control of Asbestos Regulations 2012, appropriate resource should be secured as soon as possible. - The risk of not undertaking this work is that we may fail in our statutory duty as a landlord, potentially exposing customers, visitors, employees and contractors to the risk of exposure to asbestos fibres.	Perm	Major Repairs Reserve
To provide funding to facilitate removal of asbestos containing materials where their condition or location is considered inappropriate for management in situ.		10,000	10,000	10,000						
<b>Net Cost of Bid</b>		<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>			
Door replacement programme.	Effectively maintain the condition of the SDC housing stock				197,600	197,600	197,600	This is a replacement bid based on replacing the doors to 5% of our properties per year. Costs are based on currently procured rates (circa £650/door).	Perm	Major Repairs Reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-160,000</b>	<b>-160,000</b>	<b>-160,000</b>	<b>Previous Cyclical Repairs bid £160K perm.</b>		
Window Replacement programme	Effectively maintain the condition of the SDC housing stock				453,300	453,300	453,300	This is a replacement bid based on replacing windows to 5% of our properties per year. Costs are based on currently procured rates (circa £2,200/property).	Perm	Major Repairs Reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-120,000</b>	<b>-120,000</b>	<b>-120,000</b>	<b>Previous bid in 17/18 £130K 18/19 £120K perm.</b>		
Kitchen Replacements	Effectively maintain the condition of the SDC housing stock				180,000	180,000	180,000	This is a replacement bid based on replacing kitchens in 2% of our properties per year. Costs are based on most recently procured rates +2.5% for inflation (circa £3,000/property).	Perm	Major Repairs Reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-130,000</b>	<b>-130,000</b>	<b>-130,000</b>	<b>Previous bid in 17/18 £140K 18/19 £130K perm.</b>		
Bathroom Replacements	Effectively maintain the condition of the SDC housing stock				134,400	134,400	134,400	This is a replacement bid based on replacing bathrooms in 2% of our properties per year. Cost are based on most recently procured rates +2.5% for inflation (circa £2,152.50/property)	Perm	Major Repairs Reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-30,000</b>	<b>-30,000</b>	<b>-30,000</b>	<b>Previous bid in 17/18 £30K 18/19 £30K perm.</b>		
CO detection installation system	Effectively maintain the condition of the SDC housing stock				226,600	0	0	Installation of mains powered CO detection (assumes 75% of properties require new installation) to deliver best practice level of detection across property portfolio.	One off	Major Repairs Reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>226,600</b>	<b>0</b>	<b>0</b>			
CO detection replacement system	Effectively maintain the condition of the SDC housing stock				0	37,800	37,800	Installation of replacement mains powered CO detection (assumes 25% of properties with existing installation require replacement) to deliver best practice level of detection across property portfolio.	One off	Major Repairs Reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,800</b>	<b>37,800</b>			
Communal area refurbishment programme					230,000	230,000	230,000	Links to sustainable tenancies. Estimated costs for refurbishing the communal entrances and staircases of our domestic blocks across the district. The programme will tie in with potential works identified through the FRA process. Estimated costs are based on completing 10% of our blocks per annum (circa £10,000/block).	Perm	Major Repairs Reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>230,000</b>	<b>230,000</b>	<b>230,000</b>			
Footpath Repairs					172,500	172,500	172,500	Refurbishment of Council owned footpaths across the district. Inspections in recent years have identified circa 4,000 metres of path which is in need of replacement. Bid based on replacing circa 1,500m/annum @ approximately £112.20/metre)	Perm	Major Repairs Reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>172,500</b>	<b>172,500</b>	<b>172,500</b>			
Energy efficiency programme - pilot programme of replacing solid fuel or electric only heating with air source heat pump systems.					150,000	0	0	Links to sustainable tenancies. Estimated costs for pilot programme of switching 12 to 15 properties from solid fuel or electric only heating to energy efficient air source heat pump systems. Programme would look to upgrade other energy efficiency measures at the same time to maximise benefits e.g. doors, windows, cavity wall insulation etc.) Estimated costs circa £10,000/property).	One off	Major Repairs Reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>			
Sewage pumping station replacement programme					120,000	120,000	120,000	Many of our sewage pumping stations are reaching the end of their lifecycles and are in need of replacement. The programme is aimed at replacing 2 stations per annum based on estimated costs received from our existing contractor of £60,000 per station. This bid covers SDC funding all works pending a report to assess if we fully fund or recharge private owners connected	Perm	Major Repairs Reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>			
<b>Total Value of new HRA Bids</b>		<b>10,000</b>	<b>12,500</b>	<b>20,000</b>	<b>1,644,400</b>	<b>1,255,600</b>	<b>1,205,600</b>			

Funding	19/20	20/21	21/22	19/20	20/21	21/22
Revenue	10,000	12,500	20,000			
Capital Receipts						
HRA Major Repairs Reserve				1,644,400	1,255,600	1,205,600
	<b>10,000</b>	<b>12,500</b>	<b>20,000</b>	<b>1,644,400</b>	<b>1,255,600</b>	<b>1,205,600</b>

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term	Funding
		19/20	20/21	21/22	19/20	20/21	21/22			

## Savings Plan

Strategic Category	Lead	General Fund - Potential Saving	2018/19 Forecast £000's	2019/20 Target £000's	2020/21 Target £000's	2021/22 Target £000's	Update/Comments
Growing resources	Leadership Team	Income generation	0	12	120	185	Proposals to be considered for 2019/20 including a 1.5% increase above standard rates of inflation on some existing discretionary income where considered appropriate. Further opportunities to be identified for 2020/21 onwards.
Growing resources	Julie Slatter	Asset rationalisation - Ex Profiles Gym	14	28	28	28	Ex Profiles Gym let to a charity for a term to early 2020 then rolling annually thereafter.
Growing resources	Julie Slatter	Asset rationalisation - Market Cross	0	48.5	97	97	Achieving this saving is dependent upon the contact centre move from Market Cross. This will require redevelopment of the Civic Centre to accommodate and finding a tenant to replace us. This remains under discussion but works are unlikely to be completed in the current financial year and this savings plan assumes the move happening half way through 2019/20. Police co-location is now expected in February 2019, this saving reflects the new rent level following negotiations.
Growing resources	Dave Caulfield	New SDHT Loans	1.3	100	100	100	Loans currently made to the Selby District Housing Trust will generate £18.3k of interest returns in 2018/19. From 19/20 loans include Riccall, Ulleskelf, and Ousegate. The revised and expanded Housing Development Programme agreed by Executive in January 2018 identifies a significant role for the SDHT in delivery which will provide further loan opportunities for SDC. Targets will be updated as new loans are approved.
Growing resources	Dave Caulfield	Commercial property acquisition	0	50	100	250	The current programme for growth has £3.5m earmarked for commercial property acquisition which will generate a direct return on investment. At this level, a return of circa 7% would be required on these acquisitions to achieve the full £250k target. Current market conditions suggest that this level of return is unlikely in the short to medium term. Two former bank buildings have been purchased and plans for their redevelopment are in progress - together these are targeted to achieve £100k of net income per annum. In order to achieve the £250k target it is likely that additional investment funds would be needed but this will be kept under review as the programme moves through delivery. Indicatively with a return of 4%-5%, a further £1.5m - £3m invested would be needed to achieve the £250k return in 20/21. Progress will be monitored as projects are delivered - subject to availability and should it be considered beneficial to increase the funds available for investment, a business case would be brought for consideration.

Strategic Category	Lead	General Fund - Potential Saving	2018/19 Forecast £000's	2019/20 Target £000's	2020/21 Target £000's	2021/22 Target £000's	Update/Comments
Growing resources	Dave Caulfield	Business Rates Growth	0	0	100	200	The Economic Development team will deliver the Council's Economic Development Strategy and proactively foster new inward investment and indigenous business growth. This is however high risk due to uncertainties regarding the BRR system reset from 20/21. 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. The pipeline of business growth forecast through the Economic Development Framework suggests significant opportunities ahead but the level of funding that will ultimately delivered to the Council is subject to the future Local Government financing system. Post the system reset and next spending review, a clearer forecast of the potential for this income will be established.
Growing resources	Karen Iveson	Property Fund Investment	0	200	200	200	Investment of £5m in 2 property funds at an estimated net return of 4% p.a. - actual returns subject to fund performance. Funds placed at the end of October 2018. 2018/19 returns offset by entry fees.
Growing resources	Karen Iveson	Increase cap on investment income - NEW	0	50	50	50	£300k cap included in MTFs - potential to reassess and increase if outlook for interest rates remains high but reducing balances will counteract so this brings some risk. Balances and expected rates for 2019/20 suggest that this is low risk for that year. Thereafter this will be kept under review and confirmed as cashflow forecasts are updated and interest rates are known.
<b>Total Growing Resources</b>			<b>15.3</b>	<b>488.5</b>	<b>795</b>	<b>1110</b>	
Transforming	Leadership Team	Process improvements /on-line transactions	42.5	200	250	300	Channel shift project on track with PID and funding approved and additional savings identified for delivery in next two years. Quick wins already being delivered in phase 1 with implementation of Revs & Bens online forms - latest information shows half of all new benefit claims being made online. The new housing/asset management system will be fully implemented by early 19/20 with online self-serve functionality for tenants. Potential savings are currently being collated but the savings remain at risk until these are confirmed. Savings expected from changes in DR arrangements, new Licensing System, roll out of tablet devices and modern.gov software for councillors and IDOX environmental health system. Project brief for 'Digital Workforce Project' to support a more flexible and mobile workforce currently being developed. The savings represent approximately 12 FTE most of which should be achievable through natural turnover. Should there be transition costs the Spend to Save Reserve remains available to cover such costs.
Transforming	Dave Caulfield	Planning service review	60	100	100	100	This saving, which was targeted to achieve £200k by 2018/19, has been reviewed following the Government's increase of planning fees and with it the requirement to reinvest in the service. Some internal efficiencies have been achieved in 2018/19 and further are planned for 2019/20.

Strategic Category	Lead	General Fund - Potential Saving	2018/19 Forecast £000's	2019/20 Target £000's	2020/21 Target £000's	2021/22 Target £000's	Update/Comments
Transforming	Dave Caulfield	Planning service review			100	100	This saving is part of the planning service review above - longer term savings require benefits to be realised from the Enterprise system.
<b>Total Transforming</b>			<b>102.5</b>	<b>300</b>	<b>450</b>	<b>500</b>	
Commissioning	Julie Slatter	Environmental contract		40	40	40	The Environmental service contract could deliver savings but this would be dependent on approval for changes to the provision of clinical waste. A report on options will be brought forward for consideration by the Executive.
Commissioning	Julie Slatter	Procurement partnership		12	12	12	Selby is exiting the North Yorkshire Procurement Partnership from April 2019, which will achieve £12k saving in the general fund. Approved by the Executive 4/10/2018.
Collaboration	Julie Slatter	Work carried out for third parties	30	30	30	30	Work for another District Council has been agreed and at present is expected to continue.
Commissioning	Julie Slatter	Contract renewals		10	20	20	A saving is expected from five contract renewals due in 19/20.
<b>Total Collaboration &amp; Commissioning</b>			<b>30</b>	<b>92</b>	<b>102</b>	<b>102</b>	
Technical/housekeeping	Karen Iveson	Remove contributions to pension reserve - NEW	0	100	100	100	This mitigates above inflationary rises in future pension contributions - risk to be managed within base budget from 2019/20
Technical/housekeeping	Karen Iveson	Reduce contingencies - NEW	0	160	160	160	£260k is included in the revenue budget to cover unforeseen items - £110k for operational items and £150k for additional commissions from the Executive. This option would reduce the operational contingency to £100k (the minimum advisable for operational purposes) and draw down funding from the Contingency reserve for additional Executive Commissions as part of the annual budget process. The Contingency reserve would be topped up through windfalls/in-year surpluses.
<b>Total Technical/Housekeeping</b>			<b>0</b>	<b>260</b>	<b>260</b>	<b>260</b>	
<b>To be delivered not budgeted</b>			<b>148</b>	<b>1,141</b>	<b>1,607</b>	<b>1,972</b>	

HRA - Potential Saving	2018/19 Forecast £000's	2019/20 Target £000's	2020/21 Target £000's	2021/22 Target £000's	Update/Comments
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Strategic Category	Lead	General Fund - Potential Saving	2018/19 Forecast £000's	2019/20 Target £000's	2020/21 Target £000's	2021/22 Target £000's	Update/Comments
		Process improvements /on-line transactions	0	194	194	194	The new housing/asset management system will be fully implemented by early 19/20 with online self-serve functionality for tenants and streamlined back office processes. Potential savings are currently being collated but the savings remain at risk until these are confirmed. Project brief for 'Digital Workforce Project' to support a more flexible and mobile workforce currently being developed.
		Commissioning & collaboration	0	8	8	8	Further saving still to be identified.
		NYCC Procurement Partnership		12	12	12	Selby is exiting the North Yorkshire Procurement Partnership from April 2019, which will achieve £12k saving in the general fund. Approved by the Executive 4/10/2018.
		<b>To be delivered not budgeted</b>	-	<b>214</b>	<b>214</b>	<b>214</b>	

**2019/20 – 2021/22 GENERAL FUND CAPITAL PROGRAMME**

	Estimated Programme 2019/20 £	Estimated Programme 2020/21 £	Estimated Programme 2021/22 £
<b><u>PROJECTS</u></b>			
Asset Management Plan Leisure Centres & Park	19,002	75,998	825
Enhancement of Car Parks	300,000		
<b><u>New Bids</u></b>			
Transforming Customer Services	110,000		
Industrial Unit Improvement Programme	50,000	50,000	50,000
Works to South Milford Retaining Wall	15,000		
Housing Development (Loans to SDHT)	7,694,300		
<b><u>Grants</u></b>			
Disabled Facilities Grants	346,958	346,958	346,958
Repair Assistance Loans	30,000	30,000	
<b><u>ICT Hardware &amp; Systems Within ICT Strategy</u></b>			
Virtual Servers, Software & Storage	25,000		
Northgate Benefits & Taxation system development	15,000	15,000	15,000
Disaster Recovery Improvements	20,000		
Microsoft Licensing	85,000	85,000	85,000
Laptop Refresh	40,000	33,000	49,500
<b><u>New bids</u></b>			
Civica Pay	36,100		
Microphone System	40,000		
<b>Implementation &amp; Infrastructure Costs</b>	<b>261,100</b>	<b>133,000</b>	<b>149,500</b>
Mobile Working Solution / Digital Workforce	60,000	16,000	
<b>TOTAL</b>	<b>8,886,360</b>	<b>651,956</b>	<b>547,283</b>
<b><u>SUMMARY OF FUNDING</u></b>			
Capital Receipts	30,000	30,000	
Grants & Contributions	346,958	346,958	346,958
Reserves	815,102	274,998	200,325
S106 Commuted Sums	220,000		
Borrowing	7,474,300		
<b>TOTAL</b>	<b>8,886,360</b>	<b>651,956</b>	<b>547,283</b>

**2019/20 – 2021/22 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME**

	Estimated Programme 2019/20 £	Estimated Programme 2020/21 £	Estimated Programme 2021/22 £
<b><u>PROJECTS</u></b>			
<b><u>PROJECTS</u></b>			
<b><u>Current Projects</u></b>			
Electrical Rewires	240,000	240,000	240,000
Central Heating - Gas	470,000	470,000	470,000
Central Heating - Solid Fuel	75,000	75,000	75,000
Roof Replacements	400,000		
Damp Surveys & Works	220,000	220,000	220,000
Door & Window Replacements	120,000	120,000	120,000
Kitchen Replacements	130,000	130,000	130,000
Pre Paint & Cyclical Repairs	160,000	160,000	160,000
Void Property Repairs	145,000	145,000	145,000
Fencing & Gates	40,000	40,000	40,000
Bathroom Replacements	30,000	30,000	30,000
Pointing Works	300,000	300,000	300,000
<b><u>New Projects</u></b>			
Community Centre Refurbishment	30,000		
Sheltered Homes Adaption	165,000	150,000	
Empty Homes Programme	700,000	700,000	
Estate Enhancements	100,000		
St Wilfrids Court Refurbishment	100,000		
New Build Projects	2,280,000		
<b><u>New Bids</u></b>			
Fire Risk Assessments	100,000	50,000	
Asbestos Assessments	120,000	120,000	120,000
Door Replacements	37,600	37,600	37,600
Window Replacements	333,300	333,300	333,300
Kitchen Replacements	50,000	50,000	50,000
Bathroom Replacements	104,400	104,400	104,400
Co Detection Installation Programme	226,600		
Co Detection Replacement Programme		37,800	37,800
Communal Area Refurbishment Programme	230,000	230,000	230,000
Footpath Repairs	172,500	172,500	172,500
Energy Efficiency Programme	150,000		
Sewage Pumping Station Replacement Programme	120,000	120,000	120,000
<b>TOTAL</b>	<b>7,349,400</b>	<b>4,035,600</b>	<b>3,135,600</b>
<b><u>SUMMARY OF FUNDING</u></b>			
Revenue Contributions	4,369,400	3,335,600	3,135,600
Borrowing	1,900,000		
Capital Receipts	340,000	280,000	
HCA Grant Funding	210,000	210,000	
S.106 Commuted Sums - affordable housing subsidy	530,000	210,000	
<b>TOTAL</b>	<b>7,349,400</b>	<b>4,035,600</b>	<b>3,135,600</b>

## Programme for Growth Project Updates

Project	Lead Officer	Budget £	Position @ 30 November 2018			Update
			Spend to date £	Forecast £	Full Term Forecast Variance £	
Healthy Living Concepts Fund	Angela Crossland	82,176	385	82,176	0	Developing scope for health initiatives to tackle local health priorities in line with health action plan. Projects likely to include active travel and family engagement activities in line with IHL. Further year of available spend on agreed budget- multi-year project.
Visitor Economy (Tourism & Culture)	Angela Crossland	542,193	22,331	542,193	0	Recruitment to Culture, Visitor and Creative Economy Manager post and Tourism Development Officer post completed. Awaiting starts end September. Workstream Interdependent with Selby 950 planning. Multi-year project
Celebrating Selby 950	Angela Crossland	200,000	0	200,000	0	£150k allocated for potential TdY stage. Awaiting decision. Selby 950 steering group in place with key contributing partners. Schedule of events in development. Project on target.
Retail Experience - Tadcaster Linear Park	Angela Crossland	160,003	9,150	160,003	0	Awaiting fee proposal from Amey PLC to complete schedule of works. Also expecting to draw down grant from YorVenture (£27k). Current forecast for project is above the budget allocation although work is underway to mitigate this.
Growing Enterprise	Iain Brown	111,761	-4,135	76,761	-35,000	Match funding contributions paid to EU Leeds City Region business support programmes - AD:Venture & Digital Enterprise. Phase 2 of the programme is scheduled to be discussed end July'18 with LCR (current programme runs to June '19). year 2 contract of LCR Growth Programme has been signed which contributes 25% of the salary for the Business Growth Adviser role (£8,500pa)
Marketing Selby's USP	Mike James	78,108	27,801	78,108	0	First priority has been to create the series of 'case studies' that tell the story of the district. These are based on the issues businesses themselves have said are reasons for their success in the district, as well as data gathered as part of the development of the new Economic Development Framework. We have 20 case studies in the initial batch, in which we focus on an existing business in the district and link this back to a specific business or quality of life issue on our list of 'key messages'. Feedback from business is that this will work best if the material sits within an independent place brand, rather than this just being linked back to the brand of the Council: this is about branding the place, rather than branding a single organisation. Creating a brand concept has, therefore, become part of the overall project. We're working on the concept of branding the area as being 'at the heart of Yorkshire', as this helps to tell the story of our connectivity (a key business attribute) as well as helping to create an emotional connection: if we're to influence perceptions then we need to develop this type of emotional connection. 500 copies of the Heart of Yorkshire book produced and proceeds from the sale to be reimbursed to the project.
Retail Experience - STEP	Angela Crossland	108,340	30,167	108,340	0	Commission in place to develop public realm work. Due for completion Summer 2018. Scoping town centre coordination role. Projected completion of spend this financial year.

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Full Term Forecast Variance £	Update
Towns Masterplanning (Regeneration)	Angela Crossland	150,000	0	120,000	-30,000	Brief in draft for approval to next stage. Brief to include 2 phases of approach. Phase 1 - stakeholder and literature review of work/data to date. Phase 2 deliverables plan.
Strategic Sites Masterplanning	Iain Brown	246,613	0	200,613	-46,000	Funded due diligence work on Olympia Park, Portholme Road, Edgerton Lodge, Selby Station Masterplan and Kellingley Colliery. Likely future projects will include strategic infrastructure response to Sherburn Employment sites, improvements to the area around the railway station in Selby and the Crosshills site.
Access to Employment	Iain Brown	100,000	0	40,000	-60,000	Liaison with local businesses has emphasised the increasing severity of labour market challenges at Sherburn-in-Elmet. This will likely be exacerbated by the impending development of S2. Collaboration managed by ED between Arriva, WYCA, and Sherburn based businesses is close to a transport solution to improve scheduled transport solutions. The option for SDC to underwrite short term risk is being considered if necessary to achieve a collective agreement between all stakeholders.
Green Energy	Iain Brown	50,000	0	0	-50,000	The work is currently on hold until a major study has been completed by the YNYER LEP to determine the regions long term energy strategy.
Church Fenton Studios	Iain Brown	300,000	0	0	-300,000	Collaboration in a stakeholder sector study project currently being developed. No other specific activity in support of the CF development will be committed until the outcome of the consultants report is known. Total project costs forecast to be £70K shared between partners.
Business Space & Accommodation Review	Iain Brown	17,152	0	0	-17,152	Licence fee due Q3 (£4k) we will review cost/benefits ahead of next years subscription. Further professional reporting may be required to support future investment in Commercial acquisitions.
Empty Homes	June Rothwell Simon Parkinson	115,475	13,538	115,475	0	Delivery of the Empty Homes Action Plan has resulted in 18 properties being brought back into use during 2017/18. All owners of empty properties have been identified and owners have been contacted. Work is progressing, with the 'top twenty' empty properties we provide advice, assistance through the recently approved private sector assistance scheme and to purchase either voluntarily or through CPO properties. A bid has been submitted to the HCA for grant contribution to assist with the purchase of 10 properties
Selby District Housing Trust	Iain Brown	38,300	680	38,300	0	This fund previously paid for half of the Housing Development Manager post, which has now been deleted from the new corporate structure. A revised resource request from the P4G was included within the Council's newly adopted Housing Development Programme. Discussions required with SDHT to support SDHT's role in the more ambitious HDP approved by Executive in January 2018.
Stepping Up' Housing Delivery	Iain Brown	49,862	10,365	24,862	-25,000	The Project will support the implementation of the Housing Development Programme approved by the Executive in January 2018, by working as a facilitator with the private sector to unlock sites for mixed tenure housing development.

Project	Lead Officer	Budget £	Spend to date £	Forecast £	Full Term Forecast Variance £	Update
Olympia Park	Iain Brown	435,000	70,115	435,000	0	The Council has submitted a significant (circa £9m) funding application to the Homes & Communities Agency through their 'Housing Infrastructure Fund'. A decision on this is expected in July 2018 -this will clarify the potential use of this funding in 2018-19 but there is already committed expenditure in relation to the engagement of external legal and property advisers, the employment of a project manager to drive the site forward and contributions towards survey work
Making our Assets work	Iain Brown	230,000	6,475	180,000	-50,000	The budget is targeted at funding due diligence work to bring the Council's assets to the market. These include small garage sites, Portholme Road, Edgerton Lodge, Barlby Road depot and Bondgate. The Executive has recently authorised the former Barlby Road Depot site to be marketed for employment use.
Commercial property acquisition fund	Gill Marshall / Iain Brown	3,500,000	453,408	3,500,000	0	Offers for both the NatWest Bank at Tadcaster and Selby have been accepted. The purchase of Tadcaster was completed 10/08/18. The opportunity to acquire two industrial units is being developed and will be considered subject to the business case delivering an appropriate return and meeting all criteria.
High Street shop fronts	Angela Crossland	100,000	0	100,000	0	Scope in place and workshop arranged with Heritage England to explore Heritage Action Zone and impact on design. Initiative also interdependent with towns brief. Fund allocated to spend within next 2 financial years and as such £50k is to be carried forward to support year 2.
New lane - Public Realm	Iain Brown	230,000	0	200,000	-30,000	This project has been delayed. The budget forecasts have been reduced for 2018/19 to reflect this until timelines are determined.
<b>Allocated</b>		<b>6,844,983</b>	<b>640,280</b>	<b>6,201,831</b>	<b>-643,152</b>	

<b>P4G Budget Position</b>	<b>£'000</b>
P4G Investment Fund Fund - Per MTFS	10,934
Less Spend to Date	-666
	<b>10,268</b>
Existing P4G & Carried Forward Projects	6,845
HDP Feasibility & SDHT Support Post	251
<b>Balance Before Salaries</b>	<b>3,172</b>
P4G Salaries 17/18	635
P4G Salaries 18/19 (Forecast)	988
Remaining Salaries	1,377
<b>P4G Contingency</b>	<b>172</b>

## Reserve Balances 2018 - 2021

Description	Estimated Balance 31 March 18 £	Use £	Transfers £	Contribs £	Estimated Balance 31 March 19 £	Use £	Contribs £	Estimated Balance 31 March 20 £	Use £	Contribs £	Estimated Balance 31 March 21 £	Use £	Contribs £	Estimated Balance 31 March 22 £	Comments
<b>Revenue Reserves</b>															
<b>General Fund</b>															
<b>Reserves to fund future commitments:</b>															
PFI Scheme	3,643,442	- 418,430		292,169	3,517,181	- 426,788	295,156	3,385,549	- 435,323	302,759	3,252,985	- 444,030	309,672	3,118,627	
ICT	573,571	- 1,068,272	500,000	191,000	196,299	- 321,100	191,000	66,199	- 149,000	191,000	108,199	- 149,500	191,000	149,699	
Asset Management	1,004,960	- 1,057,848	250,000	200,000	397,112	- 497,002	200,000	100,110	- 128,998	200,000	171,112	- 53,825	200,000	317,287	Future commitments require top up of £250k
Election	113,934			34,000	147,934	- 136,000	34,000	45,934		34,000	79,934		38,000	117,934	
	5,335,908	- 2,544,550	750,000	717,169	4,258,527	- 1,380,890	720,156	3,597,793	- 713,321	727,759	3,612,231	- 647,355	738,672	3,703,548	
<b>Reserves to fund growth and improvement:</b>															
Special Projects/Unallocated	-	- 5,000,000		5,000,000	-		4,192,250	4,192,250			4,192,250			4,192,250	Assumes £5m of renewable energy income is allocated to Property Funds in 2018/19 and remainder to BRER to support savings plan. Subject to confirmation of receipts in 2019/20 the remainder of renewable energy receipts (after £3.2m is held in BRER to support the revenue budget and £25k is allocated to P4G), is available for allocation.
Special Projects / Programme for Growth	7,307,569	- 7,499,598		880,000	687,971	- 1,066,745	1,273,414	894,640	- 594,820		299,820	- 299,820		-	P4G resources/spend 2018/19 to 2019/20 = £9.461m
S106 Affordable Housing Commuted Sums	3,490,610	- 1,098,940		1,218,744	3,610,414	- 750,000	2,437,488	5,297,902	- 210,000	1,223,266	6,311,168			6,311,168	Funds ring-fenced and spend subject to progress on housing developments
Discretionary Rate Relief Fund	268,492	- 100,000			168,492			168,492			168,492			168,492	
NYCC Collaboration	50,000				50,000			50,000			50,000			50,000	
Spend To Save (Business Development)	498,452	- 313,924	150,000		334,528			334,528			334,528			334,528	
	11,615,123	- 9,012,462	150,000	2,098,744	4,851,405	- 1,816,745	7,903,152	6,745,562	- 804,820	1,223,266	7,164,008	- 299,820	-	6,864,188	
<b>Reserves to mitigate financial risk:</b>															
Pensions Equalisation Reserve	741,643		750,000	100,000	91,643		100,000	191,643		100,000	291,643		100,000	391,643	
Business Rates Equalisation	1,604,415	- 845,751		2,804,000	3,562,664		3,383,385	6,946,049	- 745,349		6,200,700	- 293,504		5,907,196	Resources held to support revenue budget to 2021/22 - drawdown is subject to savings delivery
Local Plan	550,231	- 479,360	250,000	50,000	370,871	- 97,500	50,000	323,371	- 167,500	50,000	205,871		50,000	255,871	
Contingency	497,600		250,000		247,600			247,600			247,600			247,600	
General Fund	1,653,222		150,000		1,503,222			1,503,222			1,503,222			1,503,222	Minimum working balance £1.5m
	5,047,111	- 1,325,111	900,000	2,954,000	5,776,000	- 97,500	3,533,385	9,211,885	- 912,849	150,000	8,449,036	- 293,504	150,000	8,305,532	
<b>Total GF Revenue reserves</b>	<b>21,998,142</b>	<b>- 12,882,123</b>	<b>-</b>	<b>5,769,913</b>	<b>14,885,932</b>	<b>- 3,295,135</b>	<b>12,156,693</b>	<b>19,555,240</b>	<b>- 2,430,990</b>	<b>2,101,025</b>	<b>19,225,275</b>	<b>- 1,240,679</b>	<b>888,672</b>	<b>18,873,268</b>	
<b>HRA</b>															
HRA Unallocated Balance	2,266,697				2,266,697			2,266,697			2,266,697			2,266,697	
C/fwd Budgets (HRA)	1,651,796	- 1,651,796			-			-			-			-	
Major Repairs Reserve - Capital Programme	4,330,024	- 3,922,796		3,070,443	3,477,671	- 4,369,400	3,004,680	2,112,951	- 3,335,600	3,567,206	2,344,557	- 3,135,600	3,822,192	3,031,149	
<b>Sub Total</b>	<b>8,248,517</b>	<b>- 5,574,592</b>	<b>-</b>	<b>3,070,443</b>	<b>5,744,368</b>	<b>- 4,369,400</b>	<b>3,004,680</b>	<b>4,379,648</b>	<b>- 3,335,600</b>	<b>3,567,206</b>	<b>4,611,254</b>	<b>- 3,135,600</b>	<b>3,822,192</b>	<b>5,297,846</b>	
<b>Total Revenue Reserves</b>	<b>30,246,659</b>	<b>- 18,456,715</b>	<b>-</b>	<b>8,840,356</b>	<b>20,630,300</b>	<b>- 7,664,535</b>	<b>15,161,373</b>	<b>23,934,888</b>	<b>- 5,766,590</b>	<b>5,668,231</b>	<b>23,836,529</b>	<b>- 4,376,279</b>	<b>4,710,864</b>	<b>24,171,114</b>	
<b>Capital Reserves</b>															
General Fund Receipts (after P4G removed)	1,220,043				1,220,043			1,220,043			1,220,043			1,220,043	
HRA Receipts	3,205,327	- 625,000		500,000	3,080,327	- 370,000	500,000	3,210,327	- 310,000	500,000	3,400,327		500,000	3,900,327	
Other Capital Receipts	493,000	- 325,000			168,000			168,000			168,000			168,000	
Capital Receipts (HRA Reserved)	23,205	- 253,205		230,000	0	- 250,000	250,000	0			0			0	
<b>Total GF Capital Receipts</b>	<b>4,941,575</b>	<b>- 1,203,205</b>	<b>-</b>	<b>730,000</b>	<b>4,468,370</b>	<b>- 620,000</b>	<b>750,000</b>	<b>4,598,370</b>	<b>- 310,000</b>	<b>500,000</b>	<b>4,788,370</b>	<b>-</b>	<b>500,000</b>	<b>5,288,370</b>	