

## GENERAL FUND SUMMARY 2018/19 - 2020/21

## APPENDIX A

	2018/19 Original £	2019/20 Original £	2020/21 Original £	Comments
Leadership & Extended Leadership Team	962,280	971,420	980,670	
Operational Services	3,538,120	3,396,270	3,458,450	
Business Development & Improvement	1,751,150	1,494,000	1,491,480	
Commissioning, Contracts & Procurement	3,730,587	3,957,047	4,122,747	
Community, Partnerships & Customers	247,260	89,130	54,140	
Strategic Planning, Policy & Economic Development	839,850	1,075,370	504,420	
Finance Services	2,117,037	2,240,745	2,370,921	Contingency for impact of additional pay award over 1% already budgeted £41k 18/19, £108k 19/20 and £183k 20/21. £59k insurance saving taken - assumed GF Proportion of £97k saving
Legal & Democratic	737,910	672,190	670,240	
<b>Service Budgets</b>	<b>13,924,194</b>	<b>13,896,172</b>	<b>13,653,068</b>	
CEC Charged to HRA	(2,581,751)	(2,633,387)	(2,686,054)	
Recharge to HRA for Capital Programme Delivery	(138,347)	(139,730)	(141,128)	
<b>Net Service Budget</b>	<b>11,204,096</b>	<b>11,123,055</b>	<b>10,825,886</b>	
<b>Net Service Budget after planned savings</b>	<b>11,204,096</b>	<b>11,123,055</b>	<b>10,825,886</b>	
Investment Income	(165,300)	(230,500)	(300,000)	
External Interest	75,200	75,200	75,200	
Parish CTS Grant	70,000	0	0	Assumes Parish Grant ceases from 19/20
Capital A/c Adjustment MRP Charge	193,040	193,040	193,040	
Capital A/c Adjustment RAS loans	(30,000)	(30,000)	(30,000)	
Capital A/c Adjustment Capital Chgs	(758,680)	(758,680)	(758,680)	Reversal of amounts included in service budgets
<b>Approved Growth bids/Projects:</b>				
Asset Management Bids	330,210	338,430	333,520	
District Election		136,000		
ICT Bids	122,500	75,000	31,000	
<b>New Bids - Revenue</b>				
Don't be a waster	7,000	2,000	2,000	
PLAN Selby	55,000	97,500	167,500	
Major Projects Officer	0	0	0	
HBO - Debt Officer	(40,550)	(31,263)	0	
ICT Revenue	5,000	5,000	5,000	
Channel Shift P1-3 (Revenue consequence of capital)	57,000	57,000	57,000	
Industrial Units	25,000	20,000	20,000	
Natural Land Asset Programme	13,000	3,000	3,000	
<b>Capital</b>				
Portholme Culvert	207,000	0	0	
Repair Assistance Loans	30,000	30,000	30,000	
ICT Capital	160,000	145,000	118,000	
Channel Shift P1-3 (Capital)	86,000	0	0	
Contingencies	150,000	300,000	300,000	
<b>Net Budget before contribution to/(from) Reserves*</b>	<b>11,795,516</b>	<b>11,549,782</b>	<b>11,072,466</b>	
<b>Contribution To Reserves</b>				
Asset Management	200,000	200,000	200,000	
ICT	141,000	141,000	141,000	
PFI	292,169	295,081	302,646	
Pension Equalisation Reserve	100,000	100,000	100,000	
District Election	34,000	34,000	34,000	
Special Projects (Programme for Growth)	880,000	1,480,000	1,492,000	£880k NHB and remainder notional Business Rates Collection Fund Surplus (see below)
Local Plan	50,000	50,000	50,000	
<b>Contribution From Reserves</b>				
Asset Management	(575,210)	(361,430)	(356,520)	
ICT	(474,006)	(220,000)	(149,000)	
PFI	(418,430)	(427,000)	(435,323)	
Discretionary Rate Relief Fund	(100,000)			
Business Development	(84,214)			
District Election		(136,000)		
Local Plan	(55,000)	(97,500)	(167,500)	
Special Projects / Programme for Growth	(1,113,720)	(1,000,000)	(386,280)	
Business Rates Equalisation	(177,751)			Safety net top-up to baseline funding level
<b>NET REVENUE BUDGET</b>	<b>10,494,354</b>	<b>11,607,933</b>	<b>11,897,489</b>	
Grant RSG	(265,213)	-	-	
NNDR	(2,192,250)	(2,354,000)	(2,401,080)	Assumes safety net in 2018/19
New Homes Bonus	(1,529,000)	(1,592,000)	(1,648,000)	Adjusted for baseline changes - subject to confirmation
Special and Specific Grants*	(167,386)	(192,000)		
<b>Amount to be met from Council Tax</b>	<b>6,340,505</b>	<b>7,469,933</b>	<b>7,848,409</b>	
<b>Council Tax Requirement</b>				
Council Tax to be Levied	(5,403,224)	(5,612,982)	(5,781,927)	
Council Tax Collection Fund Deficit/(Surplus)	95,464			
Business Rates Collection Fund Deficit/(Surplus)		(600,000)	(612,000)	Excludes renewable energy receipts per MTFS. 19/20 and 20/21 are notional figures only and subject to actual receipts. In accordance with the MTFS the indicative budget assumes any surpluses are transferred to Special Projects Reserve
<b>Shortfall / (surplus)</b>	<b>1,032,745</b>	<b>1,256,951</b>	<b>1,454,482</b>	
<b>Savings Target</b>	<b>(358,469)</b>	<b>(987,806)</b>	<b>(1,007,286)</b>	
<b>Business Rates Equalisation</b>	<b>(668,000)</b>	<b>(81,000)</b>	<b>0</b>	Per approved MTFS
<b>Net (Surplus) / Deficit in MTFF</b>	<b>6,277</b>	<b>188,145</b>	<b>447,196</b>	
C Tax Base	30,837	31,145	31,457	Tax base increase by 0.88% for 18/19 and 1% thereafter
Council Tax Rate	175.22	180.22	183.81	

## HOUSING REVENUE ACCOUNT SUMMARY 2018/19 to 2020/21

	2018/19 Original £	2019/20 Original £	2020/21 Original £	Comments
Operational Services	2,953,090	2,951,440	2,949,740	All salary costs removed, only inflation increases reflected.
Commissioning, Contracts & Procurement	105,900	109,290	112,360	Increase in grounds maintenance contract
New Revenue Bids -Not yet approved		(46,000)	(93,000)	Influenced by capital programme bids, reduction in demand for adaptations by improving sheltered stock and increased rent through delivery of empty homes as affordable rent homes bid.
<b>Service Budgets</b>	<b>3,058,990</b>	<b>3,014,730</b>	<b>2,969,100</b>	
CEC Recharges from GF	2,720,098	2,773,114	2,827,182	Reflects charges for salaries and overheads attributable to the HRA
<b>Net Service Budget</b>	<b>5,779,088</b>	<b>5,787,844</b>	<b>5,796,282</b>	
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	(74,700)	(99,500)	(139,600)	Based on MTFS assumptions
HRA Debt - Payment of Interest	2,787,103	2,821,627	2,544,578	Assumes borrowing up to debt cap at current PWLB Maturity rate.
Provision for Bad & Doubtful Debts	262,680	260,480	264,814	Assume increase in provision for tenants on benefits as a impact of Universal Credit
<b>Net Budget before contribution to/(from) Reserves</b>	<b>8,835,171</b>	<b>8,851,451</b>	<b>8,547,074</b>	
<b>Contribution To Reserves</b>				
Comp Development Cont	50,000	50,000	50,000	Contribution to ICT Reserve
<b>Major Repairs Reserve</b>				
Revenue Contribution to Capital Programme	916,360	1,153,360	553,360	Revenue contribution required to fund previously approved Capital Programme, reduction from 19/20 due to one off & fixed term bids for roofing, St Wilfrids & Estate improvements.
Revenue Contribution to Capital Programme - New Bids	(7,000)	210,000	165,000	Additional revenue contribution to fund new Capital Bids not yet approved
HRA Debt - Voluntary MRP	1,260,000	1,260,000	1,260,000	Provision to repay self financing debt
<b>NET REVENUE BUDGET</b>	<b>11,054,531</b>	<b>11,524,811</b>	<b>10,575,434</b>	
Dwelling Rents	(11,940,000)	(11,840,000)	(12,037,000)	1% Rent reduction for 4 years commencing 2016/17, unknown as yet what will happen for 2020/21 but 2% increase assumed for the budget.
<b>Shortfall / (surplus) before planned savings</b>	<b>(885,469)</b>	<b>(315,189)</b>	<b>(1,461,566)</b>	To MRR to maintain stock & support future development.
<b>Planned Savings</b>	<b>0</b>	<b>(75,000)</b>	<b>(75,000)</b>	HRA Savings Target
<b>Contribution To/ (From) HRA Reserves (MRR)</b>	<b>885,469</b>	<b>390,189</b>	<b>1,536,566</b>	Transfer to MRR to meet demands of capital programme and new build

## Appendix B

### 2018/19 – 2020/21 GENERAL FUND CAPITAL PROGRAMME

	Estimated Programme 2018/19 £	Estimated Programme 2019/20 £	Estimated Programme 2020/21 £
<b><u>PROJECTS</u></b>			
Asset Management Plan Leisure Centres & Park	22,700	20,080	27,800
Asset Management Plan - Leisure Village	7,510	18,350	5,720
Enhancement of Car Parks	300,000	300,000	300,000
Collapsed Culvert - Portholme Road	207,000		
Housing Development (Loans to SDHT)	3,143,000		
<b><u>Grants</u></b>			
Disabled Facilities Grants	346,958	346,958	346,958
Repair Assistance Loans	30,000	30,000	30,000
<b><u>ICT Hardware &amp; Systems Within ICT Strategy</u></b>			
<b>Implementation &amp; Infrastructure Costs</b>	<b>317,500</b>	<b>185,000</b>	<b>133,000</b>
Desktop Replacement Programme	36,000		
CRM & Website			
Mobile Working Solution	40,000	60,000	16,000
<b>TOTAL</b>	<b>4,450,668</b>	<b>960,388</b>	<b>859,478</b>
<b><u>SUMMARY OF FUNDING</u></b>			
Capital Receipts	30,000	30,000	30,000
Grants & Contributions	346,958	346,958	346,958
Reserves	930,710	583,430	482,520
S106 Commuted Sums	140,000		
Borrowing	3,003,000	0	0
<b>TOTAL</b>	<b>4,450,668</b>	<b>960,388</b>	<b>859,478</b>

## Appendix B (ii)

### 2018/19 – 2020/21 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

	Estimated Programme 2018/19 £	Estimated Programme 2019/20 £	Estimated Programme 2020/21 £
<b><u>PROJECTS</u></b>			
<b><u>Current Projects</u></b>			
Electrical Rewires	240,000	240,000	240,000
Central Heating - Gas	295,000	470,000	470,000
Central Heating - Solid Fuel	0	75,000	75,000
Roof Replacements	220,000	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	80,000	80,000	80,000
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>			
Garage Sites	10,000		
Community Centre Refurbishment	48,000	30,000	
Sheltered Homes Adaption	180,000	165,000	150,000
Empty Homes Programme	600,000	700,000	700,000
Estate Enhancements	133,000	100,000	
St Wilfrids Court Refurbishment		100,000	
Aids & Adaptations Programme	125,000		
New Build Projects	1,200,000	1,440,000	
<b>TOTAL</b>	<b>4,131,000</b>	<b>4,800,000</b>	<b>2,715,000</b>
<b><u>SUMMARY OF FUNDING</u></b>			
Revenue Contributions	909,360	1,343,360	718,360
Major Repairs Reserve	1,296,640	1,296,640	1,296,640
Borrowing	1,000,000	1,220,000	
Capital Receipts	565,000	310,000	280,000
HCA Grant Funding	180,000	210,000	210,000
S.106 Commuted Sums - affordable housing subsidy	180,000	420,000	210,000
<b>TOTAL</b>	<b>4,131,000</b>	<b>4,800,000</b>	<b>2,715,000</b>

## GENERAL FUND NEW BIDS 2018/19 - 20/21

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term	Funded From
		18/19	19/20	20/21	18/19	19/20	20/21			
To extend the Don't be a Waster campaign for a further 12 months	To enjoy life by reducing antisocial behaviours linked to littering and other environmental crimes. To make a difference with local volunteers delivering services that are important to their communities	7,000	2,000	2,000				Membership of Keep Britain Tidy £2K p/a - £5k first year campaign costs. £2k is for annual membership of Keep Britain Tidy which will allow us access to national campaign materials, expert advice and regional events. The additional £5k will be used to develop some of the schemes trialled this year. This includes rolling out the Green Dog Walker Scheme to encourage owners to pick up after their dogs, the Big Clean Up and supporting volunteer litter pickers with equipment. Funding would cover the production of the green ribbons and associated promotional material, promotion and equipment for the Big Clean Up and additional equipment to support volunteers and community groups including litter pickers, gloves and high viz vests / jackets. Can it be funded from existing budgets? The trial schemes were funded from existing budgets this year but to enable us to upscale and develop a product that can be sold to other LA's additional funding is required. As requested during last years budget setting we approached the CEF's for additional funding throughout this year but were turned down as it was felt the projects should be funded by SDC. We are currently working with Legal to seek to copyright the campaign logos in preparation for investigating selling the scheme to other LA's.	Permanent	Revenue savings
<b>Net Cost of Bid</b>		<b>7,000</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Portholme Road Culvert - Additional funds are required as per utility surveys along Portholme Road. Scheme has progressed to final design based on a number of utility surveys.	Completion of the scheme removes all flood risk liability that would fall on the District Council in this area and future liability for the new culvert would sit with the Highway Authority				207,000			Current Capital approval of £357k, additional £207k required to complete the scheme. In terms of risk, the issue was brought to the attention SDC in 2008 and since 2013 has progressed investigations and scheme designs to construct a solution. Whilst there have been no flooding events to date due to the collapse there is a risk and by progressing to this stage SDC has recognised the liability. In addition there are draft proposals for housing development on land adjacent to Portholme road that would increase property liability that would fall on SDC to bear any cost. Opportunities for grant funding will be explored.	One-off	Special Projects (Non_PFG commitments)
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>207,000</b>	<b>0</b>	<b>0</b>			
To provide a Repair Assistance Loan service to provide urgent house repairs to vulnerable households in the private sector, to continue to provide the same level of service.					30,000	30,000	30,000	The Repair Assistance Scheme provides support for emergency repairs for vulnerable households. It means tested and spend is usually later in the year and used for roof or boiler repairs. Once works are completed a land charge is put against the property and the loan is repaid at the point of sale.	One-Off	Capital receipts
<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>			
PLAN Selby - Planning Policy Team - A variety of evidence / support costs <b>Lead Director - Dave Caulfield</b> <b>Portfolio Lead - Cllr J Mackman</b>		55,000	97,500	167,500				PLAN Selby is a statutory document. The new Local Plan goes up to 2029.	One-Off	Local plan
<b>Net Cost of Bid</b>		<b>55,000</b>	<b>97,500</b>	<b>167,500</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Major Projects Officer - New Post	Work closely with developers/investors in the district to facilitate new development of key strategic importance.	45,140	45,140	45,140				Rising number of major planning applications received within the District. Able to meet developers challenging and demanding timescales. Strong customer focus. Would work closely with the Economic and Regeneration Team. Currently, the budget does not include increased planning income, this bid is dependent on the Central Government 20% increase in planning fee income, which will cover the cost of the post.	Permanent	Revenue
	Income from additional planning fees (20% inc)	-45,140	-45,140	-45,140						
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Housing Benefit Overpayment (HBO) - Additional resources within the Debt Control Team	Extend the post for 2 more years  Estimated savings - improved collection reducing bad debt provision requirement	28,450	28,737					This bid is to extend the HBO post for 2 more years. This will ensure the good progress made increasing income and reducing debtors is embedded and continues to improve further. Over the next 12 months the officer will focus on implementing direct debit as a payment method reducing payments away from payment cards that is costly to the council and standing orders which is a proven approach to reducing and preventing debt with those that struggle to pay. The last 12 months will be to carry out the work but also embed the working practises within an environment where HBO should be reducing following the introduction of Universal Credit	One-off	Self Funding with net Saving
<b>Net Cost of Bid</b>		<b>-40,550</b>	<b>-31,263</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Implementation of transactional services within Benefits & Taxation - starting with benefits forms with the potential to role this out further to the taxation and debt recovery forms	Digital strategy - increase the proportion of services delivered online and improve the accessibility of services				50,000			Investment to facilitate channel shift is central to achieving the planned £285k savings linked to 'process improvements and shift to on-line transactions through digital transformation' (£91k GF; £194k HRA) by 2020.	One-off	ICT Reserve
Channel shift Phase 1	Annual Support costs	33,000	33,000	33,000				On a conservative estimate of 30% take-up of online services, this will deliver a minimum of £23k of the required cashable savings in 2018/19 and support the delivery of additional efficiencies/savings (including £22k already identified in Taxation & Benefits). This is expected to increase in subsequent years as a greater percentage of customers' access taxation and benefits services online.	Permanent	Revenue
<b>Net Cost of Bid</b>		<b>33,000</b>	<b>33,000</b>	<b>33,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>			
To provide a portal to allow customers to access their various transactions, including other services once online					18,000			Investment to facilitate channel shift is central to achieving the planned £285k savings linked to 'process improvements and shift to on-line transactions through digital transformation' (£91k GF; £194k HRA) by 2020.	One-off	ICT Reserve
Channel shift Phase 2 - linked directly to the underpinning of phase 1	Annual Support costs	18,000	18,000	18,000				Whilst the portal will not deliver direct savings, it will help to facilitate savings elsewhere through reducing telephone and face to face demand. The portal will also facilitate future savings as more services are delivered online and help move SDC towards single customer records/sign-ins - thereby improving customer service. Finally, the portal will help transform the way customers access Council services - including facilitating 24/7 access.	Permanent	Revenue
<b>Net Cost of Bid</b>		<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>0</b>	<b>0</b>			
To link the portal / digital platform from Phase 2 to the new housing management system. Allowing customers to have a single sign in to the housing portal to self serve with regards to housing requested					18,000			Investment to facilitate channel shift is central to achieving the planned £285k savings linked to 'process improvements and shift to on-line transactions through digital transformation' (£91k GF; £194k HRA) by 2020.	One-off	ICT Reserve
Channel Shift Phase 3	Annual Support costs	6,000	6,000	6,000				Will maximise the opportunities provided by the new Housing Management System - through enabling customers to access the online channels provided by the Civica system - and help deliver the existing £210k savings already attributed to the HMS		
<b>Net Cost of Bid</b>		<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>18,000</b>	<b>0</b>	<b>0</b>			

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term	Funded From
		18/19	19/20	20/21	18/19	19/20	20/21			
Disaster recovery improvements - this will deliver against Audit reports for a robust disaster recovery plan. Will be supported by a business case	Improvements to the infrastructure and network will ensure robust disaster recovery plans are achievable				40,000	20,000		A recent review has identified a number of critical infrastructure areas that require addressing to allow restoration of our infrastructure – and in turn systems – in the event of Civic Centre being out of action (see attached) To not address these issues creates a real risk of the Council not being able to meet its statutory obligations in the event of a DR scenario. The costs are currently indicative. We are working with NYCC to agree a prioritised – and accurately costed – improvement plan. Once agreed, it may be possible to profile the spend more accurately over 3 years.	One off	ICT Reserve
		10,000	10,000	10,000					Permanent	Revenue
<b>Net Cost of Bid</b>		<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>40,000</b>	<b>20,000</b>	<b>0</b>			
Microsoft Licensing - SDC are at risk of exceeding the number of Microsoft licenses. In addition to maintaining licence coverage, this will help SDC realise the full benefits of the Microsoft software in supporting a more flexible, modern working environment and improving the tools we use to collaborate with others.	Success is measured through the Modern Office programme - by ensuring that the SDC workforce are able to work effectively and efficiently across all locations				60,000	60,000	85,000	Microsoft licences were identified as an area for investment in the shared service business case.  A robust ICT infrastructure supports delivery of the planned £285k savings linked to 'process improvements and shift to on-line transactions through digital transformation' (£91k GF; £194k HRA) by 2020. It is also central to making the Council more efficient – including enabling our Better Together collaboration - and more effective at delivering services to customers. There are a number of key elements to the licencing requirements – see attached - doing nothing is not an option: • Critical – we do not currently have enough Microsoft licences to cover the number of users for things like Email, Word, Excel etc (partially as a result of restructuring and Members IT). Microsoft are aware of this. Around £63k is required to allow us to continue to legally use Microsoft software. • Very Important – support for Secure Envoy - our current Remote Access Solution – the software that allows access to Council systems when away from the office – will end in March. Direct Access is a Microsoft solution that could replace Secure Envoy. Bought separately the licence would be £50k (including implementation). • Important – software we do not currently have but would make us more efficient, more effective, would support culture shift and help us present a more modern face to customers and other stakeholders: o Skype for Business – allows face to face communication over the internet – used by other councils (including NYCC), would support engagement with stakeholders (including business) and would reduce the need to travel for meetings (savings tbc) o SCCM desktop management – allows ICT support staff to access devices remotely – enabling remote resolution to employee/Member queries/issues. There is an option to fund this through Better Together as it will benefit both councils o SharePoint – allows document sharing between councils – will actively support Better Together Buying all the licences separately would amount to £450k over 3 years. Bundling them together as proposed would save around £200k – and deliver additional benefits as well as potential savings (tbc – further work planned to identify with NYCC)	Permanent	ICT Reserve - capitalised?
	Saving on the current remote access solution	-5,000	-5,000	-5,000					Permanent	Revenue
<b>Net Cost of Bid</b>		<b>-5,000</b>	<b>-5,000</b>	<b>-5,000</b>	<b>60,000</b>	<b>60,000</b>	<b>85,000</b>			
Laptop refresh - for the shared service with NYCC it has been identified that in order for them to be able to maintain the estate we would need to refresh our ICT equipment.					60,000	40,000	33,000	Other than total failure of devices, the majority of devices have not been purchased or replaced for the last 4 years. This means they are out of date, and become more difficult to maintain. They do not support Modern working, flexible working, or the new operating systems and software. The capital spend to refresh the laptop estate has been phased over 3 years based on the age of our current inventory.  The current annual £17,500 could be on hold for 3 years whilst the refresh programme updates all equipment. It is recommended that equipment is replaced within organisations every 3-4 years, therefore from 20/21 equipment bought in 16/17 will need to be replaced and the rolling programme start again.	4 years recurring	ICT Reserve - capitalised?
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>	<b>40,000</b>	<b>33,000</b>			
Natural Land asset inspection programme - to ensure the assets remain in safe and viable condition. Assets such as woodlands and small natural spaces.	Meets priority 2 of the council plan	13,000	3,000	3,000				SDC has a number of natural land asset sites. Some of these are currently managed by community partners (such as Barlow Common, Hambleton Hough) and the responsibilities for the condition, ongoing inspection and maintenance of the sites is part of the arrangement. However, we have identified a small number of sites at present which currently do not have a current status on their condition or an ongoing inspection and maintenance plan.	Permanent	Asset management
<b>Net Cost of Bid</b>		<b>13,000</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Industrial Units Stock condition survey work	Making the district a great place to do Business	25,000	20,000	20,000				Bid to undertake works identified as part of the condition survey to maintain the Units at a decent lettable standard.	Fixed Term	Revenue
<b>Net Cost of Bid</b>		<b>25,000</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Storage Area Network (SAN) Space - cost to replace the existing storage	Ensures the council has enough space on its network to host systems, store data and information to ensure services and systems run smoothly.					25,000		Project will be led by NYCC and will require replacement in the future and will be incorporated into the ICT replacement plan. This was included in the original NYCC service business case cost estimates.	One-off	ICT Reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>0</b>			
<b>Total Value of new GF Bids</b>		<b>121,450</b>	<b>153,237</b>	<b>254,500</b>	<b>483,000</b>	<b>175,000</b>	<b>148,000</b>			

Funding	18/19	19/20	20/21	18/19	19/20	20/21
Local Plan Reserve	55,000	97,500	167,500			
ICT Reserve				246,000	145,000	118,000
Capital Receipts saving				30,000	30,000	30,000
Asset Management Reserve	38,000	23,000	23,000	207,000	0	0
Revenue	28,450	32,737	64,000			
<b>Total</b>	<b>121,450</b>	<b>153,237</b>	<b>254,500</b>	<b>483,000</b>	<b>175,000</b>	<b>148,000</b>

## HRA NEW BIDS 2018/19 - 20/21

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term	Funding
		18/19	19/20	20/21	18/19	19/20	20/21			
To refurb the remaining community centres across SDC to a similar standard to one in Sherburn which was refurbished as a result of a fire. All costs from that refurb have been covered by insurance	Making the district a better place to live. Enhancing the communities for people who live there.				48,000	30,000		Not doing the refurbishments will result in centres becoming run down resulting in reduced usage and the loss of the centres as a central place for community activities. There is currently a £6k maintenance budget. The centres will become drop in centres, work spaces for community officers and support wardens. This will free up a council house that is being used to bring back into rent. There are also current security and fire risks.	One-off	Major repairs reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>48,000</b>	<b>30,000</b>	<b>0</b>			
Void property improvements	Making Selby a better place to live and providing homes that meet the required standard for the residents				80,000	80,000	80,000	Increase the hard to let budget (£6500) to enable more properties to have basic redecoration and garden works. There is going to be a Housing report to cover these issues. However, this work is about bringing homes back up to decent homes and an acceptable lettable standard. Average of 250 voids per year. Roughly 70% need work, although some of this evidence is anecdotal.	Permanent	Major repairs reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>			
Gas central heating and replace old systems.	Effectively maintain the condition of the SDC housing stock  Request to re-profile budget for 2018/19 to allow for capital to be available when there is an expected peak around 2021				470,000	470,000	470,000	Continuing the rolling programme of boiler replacement to ensure properties have effective heating and hot water. In 2009/10 and 2010/11 over 1040 systems were replaced and over 2011/12 and 2012/13 over 530 have been replaced. There is a £175K saving in 18/19. June to forward inspection/renewal plan	Permanent	Major repairs reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>470,000</b>	<b>470,000</b>	<b>470,000</b>			
Central heating solid fuel to gas programme	Effectively maintain the condition of the SDC housing stock  Request to re-profile budget for 2018/19 to allow for capital to be available when there is an expected peak around 2021				75,000	75,000	75,000	Not as many required at this time  Improved servicing has led to fewer failures resulting in fewer solid fuel systems being replaced causing less disruption to tenants. Only 8 out of a total of 162 systems have been replaced this year, 6 with electric heating and 2 with gas (6 of these were done at void stage) Any systems that are needed to be replaced will be accommodated within the existing rewire, void or gas installs budget	Permanent	Major repairs reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>			
Adaption funding	Making homes more suitable for residents (sheltered)				180,000	165,000	150,000	This will reduce the demand for adaptation making the sheltered housing stock suitable and cutting the delays for people in need of adaptations..remove bathrooms and install wet rooms to void properties which are classed as sheltered where no wet room exists. approx 110 of these properties become void every year and approx 65% of these do not have a wet room. installation of wet rooms at void will mean they are more suitable for the elderly residents and avoid the possibility of it being done at a later date when occupied. By installing at void it will also reduce the need for Occupational health referrals and subsequent waits and disruption for tenants. approx 75 intalls at £2400 in the 1st year reducing year on year as more homes have the installations	One-off	Major repairs reserve
<b>Net Cost of Bid</b>		<b>0</b>	<b>-10,000</b>	<b>-15,000</b>	<b>180,000</b>	<b>165,000</b>	<b>150,000</b>			HRA revenue
To support the delivery of the Empty Homes Programme. To bring empty homes back into use as affordable homes.	Directly links to the corporate aim 'to enjoy life'				600,000	700,000	700,000	Bring 20 Empty Properties back into use over 3 year period  Any purchase will be subject to a detailed business case, including financial appraisal, which will be required to meet the minimum return thresholds. The financial modelling will allow for expected repairs profile, based on condition and age of property to reduce to exposure risks associated with buying used properties.	One-Off	Capital Receipts / P4G (£40k per prop)  S106 Affordable Housing (£30k per prop), HCA Grant (£30k per prop)
<b>Net Cost of Bid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>	<b>700,000</b>	<b>700,000</b>			

Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term	Funding
		18/19	19/20	20/21	18/19	19/20	20/21			
Additional support to the Aids & Adaptations budget to allow for increased demand on council dwellings, including wet rooms, ramps, stairlifts, through floor wheelchair lifts, widening of doorways, lifting hoists and handrails.	Making homes more suitable for residents				125,000			The council has an obligation to provide disabled adaptations for out tenants. Not having adequate budget for these types of works will mean that when referrals are made residents in need of adaptation facilities will face long delays in what are essential works for them to remain in their homes.	One-off	Capital Receipts
<b>Net Cost of Bid</b>		0	0	0	125,000	0	0			
<b>Total Value of new HRA Bids</b>		0	-10,000	-15,000	1,328,000	1,520,000	1,475,000			



## SAVINGS PLAN

### Indicative Profile - GF

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Original Risk	October 2017 Update	Current Risk
Pest Control	KC	15	15	15	Low	Contract completed - charge for rats passed on to customers	Low
Income generation	SR			185	High	Proposals to be developed for additional income streams for 2019/20 and beyond. Potential opportunities to maximise income streams through better understanding of our asset base, following asset management system implementation.	High
Process improvements /on-line transactions	JS	0	70	91	Medium	First phase of Housing Management System estimated for implementation April 2018 but full implementation of all modules expected to take 2 years. Delivery will be in line with the project plan yet to be finalised with the supplier. Business Case for digital transformation project (channel shift) ready for approval by ELT, which includes specific details of anticipated savings	High
Planning service review	JC	0	200	200	Medium	Planning service savings are currently under review, with proposals for delivery of £200k saving still to be confirmed.	High
Asset rationalisation	JS	26	90	140	Medium	Options are currently being considered for the Contact Centre move to the Civic Centre, which dependent on the agreed approach could potentially complete half way through 18/19. Ex Profiles Gym has been let to a tenant which will generate £26k in the current year and £40k in future years.	Medium
Commissioning & collaboration	JS	0	0	80	High	The savings in this area expected in 2019/20 have not yet been identified.	High
New SDHT Loans	DC	17	60	100	High	A number of schemes are currently in progress, with negotiations taking place with developers. In addition, a revised Housing Development Programme is being put forward for approval, which aims to accelerate the delivery programme - subject to identifying suitable sites.	High
Lending to third parties	DC	0	0	40	High	This work will be considered as adoption of the Economic Development Strategy is achieved, and the Programme 4 Growth 3 is developed.	High

## SAVINGS PLAN

Programme for Growth	DC	0	0	250	High	Work on a new Site & Premises Register will shortly be initiated, and extensive consultation with local small-medium sized enterprises is ongoing. This is expected to highlight a lack of high-quality incubation space throughout the District, and provide potential investment opportunities	High
Tax Base Growth	DC	0	0	28	Medium	As the growth agenda continues, an anticipated additional increase in the tax base of 0.5% is forecast by 19/20. This is subject to timing of development schemes completing, amongst other variables so will continue to be monitored	High
Business Rates Growth	DC	0	0	200	High	A new Economic Development team has recently been recruited who will deliver the Council's Economic Development Strategy and proactively foster new inward investment and indigenous business growth.	High
PFI	KI	57	60	60	Low	Completed	Low
MRP	KI	185	185	185	Low	Completed	Low
Pension Fund Deficit	KI	406	419	433	Low	Completed	Low
<b>Total Savings</b>		<b>706</b>	<b>1,099</b>	<b>2,007</b>			
<b>Assumed Savings Target</b>		<b>740</b>	<b>1,053</b>	<b>1,698</b>			
<b>Surplus / (Shortfall)</b>		<b>- 34</b>	<b>46</b>	<b>309</b>			

*NB Low risk savings assumed to be delivered at 100%*

## SAVINGS PLAN

## Indicative Profile - HRA

Potential Saving	Sponsor	2017/18 £000's	2018/19 £000's	2019/20 £000's	Risk	October 2017 Update	Current Risk
Process improvements /on-line transactions	JS	0	5	194	Medium	First phase of Housing Management System estimated for implementation April 2018 but full implementation of all modules expected to take 2 years. Efficiencies to be realised through automation and better access/workflow - baseline position for key processes will be mapped as part of early preliminary work to enable an estimate of benefits and likely realisation timescale. Delivery will be in line with the project plan yet to be finalised with the supplier.	High
Commissioning & collaboration	JS	0	0	20	High		High
Pension Fund Deficit	KI	217	226	235	Low	Completed	Low
<b>Total</b>		<b>217</b>	<b>231</b>	<b>449</b>			
<b>Assumed Savings Target</b>		<b>140</b>	<b>148</b>	<b>310</b>			
<b>Surplus / (Shortfall)</b>		<b>77</b>	<b>83</b>	<b>140</b>			

*Low risk savings assumed to be delivered at 100%*

Reserve Balances 2017 - 2021																
Description	Estimated Balance 31 March 17	Use	Transfers	Contribs	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	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
<b>Revenue Reserves</b>																
<b>General Fund</b>																
<b>Reserves to fund future commitments:</b>																
PFI Scheme	3,757,771	- 410,230		286,794	3,634,335	- 418,430		292,169	3,508,074	- 427,000	295,081	3,376,155	- 435,323	302,656	3,243,488	Assumes saving proposal approved
ICT	863,891	- 1,034,125		191,000	20,766	- 474,006	500,000	191,000	237,760	- 220,000	191,000	208,760	- 149,000	191,000	250,760	
Asset Management	899,801	- 477,940	228,682	200,000	850,543	- 575,210		200,000	475,333	- 361,430	200,000	313,903	- 356,520	200,000	157,383	Topped up from balances in 17/18
Election	79,934			34,000	113,934			34,000	147,934	- 136,000	34,000	45,934		34,000	79,934	
Open Space Maintenance	80,460	-	80,460		0				0			0			0	Merged into Asset Management
GF Carried Fwd Budgets	1,546,000	- 1,546,000			-				-			-			-	
	7,227,858	- 3,468,295	148,222	711,794	4,619,579	- 1,467,646	500,000	717,169	4,369,102	- 1,144,430	720,081	3,944,753	- 940,843	727,656	3,731,566	
<b>Reserves to fund growth and improvement:</b>																
Special Projects / Programme for Growth **	2,963,754	- 3,384,000		4,760,000	4,339,754	- 1,113,720		880,000	4,106,034	- 1,000,000	1,480,000	4,586,034	- 386,280	1,492,000	5,691,754	Assumes on-going New Homes Bonus and Business Rates growth per MTFS
Special Projects (Non PFG commitments)	73,900	- 73,899		-	0				0			0			0	
S106 Affordable Housing Commuted Sums	1,090,372	- 193,554		1,218,744	2,115,562			1,218,744	3,334,306		2,437,488	5,771,794		1,218,744	6,990,538	Funds ring-fenced and spend subject to progress on housing developments
Discretionary Rate Relief Fund	268,492	- 100,000			168,492	- 100,000			68,492			68,492			68,492	
NYCC Collaboration	50,000	- 50,000			-				-			-			-	
Spend To Save (Business Development)	498,452	- 296,880			201,572	- 84,214	150,000		267,358			267,358			267,358	
	4,944,969	- 4,098,333		5,978,744	6,825,380	- 1,297,934	150,000	2,098,744	7,776,190	- 1,000,000	3,917,488	10,693,678	- 386,280	2,710,744	13,018,142	
<b>Reserves to mitigate financial risk:</b>																
Pensions Equalisation Reserve **	-			650,000	650,000	- 650,000	100,000	100,000	100,000		100,000	200,000		100,000	300,000	
NDR Equalisation **	1,652,087	- 377,449		2,139,000	3,413,638	- 845,751			2,567,887	- 81,000		2,486,887			2,486,887	To support revenue budget to 2019/20
Local Plan	500,231	- 221,550		50,000	328,681	- 55,000		50,000	323,681	- 97,500	50,000	276,181	- 167,500	50,000	158,681	
Contingency **	0			498,000	498,000				498,000			498,000			498,000	
General Fund **	1,140,222	- 148,222		513,000	1,505,000				1,505,000			1,505,000			1,505,000	Minimum level £1.5m
	3,292,540	- 598,999	148,222	3,850,000	6,395,319	- 900,751	650,000	150,000	4,994,568	- 178,500	150,000	4,966,068	- 167,500	150,000	4,948,568	
<b>Total GF Revenue reserves</b>	<b>15,465,367</b>	<b>- 8,165,627</b>	<b>-</b>	<b>10,540,538</b>	<b>17,840,278</b>	<b>- 3,666,331</b>	<b>-</b>	<b>2,965,913</b>	<b>17,139,860</b>	<b>- 2,322,930</b>	<b>4,787,569</b>	<b>19,604,499</b>	<b>- 1,494,623</b>	<b>3,588,400</b>	<b>21,698,276</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)	1,172,611	- 1,172,611			-				-			-			-	
Major Repairs Reserve - Capital Programme	2,410,926	- 3,516,611		4,701,451	3,595,766	- 2,206,000		3,091,469	4,481,235	- 2,660,000	3,050,189	4,871,424	- 2,015,000	3,551,566	6,407,990	
<b>Sub Total</b>	<b>5,850,234</b>	<b>- 4,689,222</b>	<b>-</b>	<b>4,701,451</b>	<b>5,862,463</b>	<b>- 2,206,000</b>	<b>-</b>	<b>3,091,469</b>	<b>6,747,932</b>	<b>- 2,660,000</b>	<b>3,050,189</b>	<b>7,138,121</b>	<b>- 2,015,000</b>	<b>3,551,566</b>	<b>8,674,687</b>	
<b>Total Revenue Reserves</b>	<b>21,315,601</b>	<b>- 12,854,849</b>	<b>-</b>	<b>15,241,989</b>	<b>23,702,740</b>	<b>- 5,872,331</b>	<b>-</b>	<b>6,057,382</b>	<b>23,887,791</b>	<b>- 4,982,930</b>	<b>7,837,758</b>	<b>26,742,619</b>	<b>- 3,509,623</b>	<b>7,139,966</b>	<b>30,372,962</b>	
<b>Capital Reserves</b>																
General Fund Receipts (after P4G removed)	1,212,279	- 325,000			887,279				887,279			887,279			887,279	
HRA Receipts	2,324,524	- 175,000		500,000	2,649,524	- 30,000		500,000	3,119,524	- 30,000	500,000	3,589,524	- 30,000	500,000	4,059,524	
Other Capital Receipts	493,000				493,000				493,000			493,000			493,000	
Capital Receipts (HRA Reserved )	0	- 120,000		120,000	0	- 230,000		230,000	0	- 250,000	250,000	0		0	0	
<b>Total GF Capital Receipts</b>	<b>4,029,803</b>	<b>- 620,000</b>	<b>-</b>	<b>620,000</b>	<b>4,029,803</b>	<b>- 260,000</b>	<b>-</b>	<b>730,000</b>	<b>4,499,803</b>	<b>- 280,000</b>	<b>750,000</b>	<b>4,969,803</b>	<b>- 30,000</b>	<b>500,000</b>	<b>5,439,803</b>	
<b>Notes</b>																
* Potential for a further renewable energy business rates receipts - amount will not be confirmed until April 2018.																
** £9.391m diverted from revenue reserves in 2016/17 - to be replenished (excl HRA) from business rates income in 2017/18.																
*** Capital receipts include assumptions on right to buy sales.																