

## Savings Plan

Strategic Category	General Fund - Potential Saving	Original Risk in Budget	2019/20 Target £000's	2019/20 Forecast £000's	2020/21 Target £000's	2021/22 Target £000's	Update/Comments
Growing resources	Income generation	High	12	0	120	185	At the current time, income streams have not been increased beyond inflation and no new income streams have been introduced. This will be kept under review, and options where additional income can be generated will be considered.
Growing resources	Asset rationalisation	Medium	76	20	125	125	Additional income has been generated from Align, registrars and meeting room bookings. The remainder of this saving however is dependent upon the move from Market Cross. The move of the contact centre is anticipated to happen in the near future, but the negotiations on the lease at Market Cross are still ongoing and other alternatives such as sub-letting are being considered.
Growing resources	New SDHT Loans	Low	100	100	100	100	In 19/20 loans include Riccall, Ulleskelf, and Ousegate, all of which contribute towards this target. The revised and expanded Housing Development Programme agreed by Executive in January 2018 identifies a significant role for the SDHT in delivery which will provide further loan opportunities for SDC, although the timing of these new opportunities will only become clearer as the programme progresses. Targets will be updated as new loans are approved.
Growing resources	Commercial property acquisition	High	50	0	100	250	The current programme for growth has £3.5m earmarked for commercial property acquisition which will generate a direct return on investment. To date this has been used to acquire two vacant former banks, but these are not expected to make an ongoing revenue stream in the current financial year. There have been no further acquisitions at this stage, this will be updated as and when new acquisitions occur.
Growing resources	Business Rates Growth	High	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.

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Growing resources	Property Fund Investment	Medium	200	200	200	200	An investment was made in October 2018 into 2 property funds with an estimated net return of 4% per annum. At the end of Q1, this investment has made this return but actual returns for the full year are subject to fund performance.
Growing resources	Increase cap on investment income - NEW	Medium	50	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>0</b>	<b>488</b>	<b>370</b>	<b>795</b>	<b>1110</b>	
Transforming	Process improvements /on-line transactions	Medium	200	137	250	300	The Channel shift project is currently being delivered and savings from this are starting to be recognised. There have been savings made through natural turnover where the benefits of digitalisation have led to increased efficiency plus additional savings generated from reduction in paper and postage as a result of increased usage of IT. Further benefits from this are expected to be achieved as the projects continue to roll out, but some of this will be in the next financial year.
Transforming	Planning service review	Medium	100	40	200	200	A review is currently taking place. The current expectation is that £40k of efficiencies can be found in the service and this will be updated once the review is completed. The review is being undertaken with a view to maximising efficiency whilst ensuring no detriment to service delivery, and the final confirmed saving achieved will reflect this aim.
<b>Total Transforming</b>		<b>0</b>	<b>300</b>	<b>177.032</b>	<b>450</b>	<b>500</b>	
Commissioning	Environmental contract	High	40	0	40	40	The environmental saving target of (£40k) is now unlikely to be delivered in year. However it will be tied in with the investment in a standard rear loading collection fleet and area based working and a range of opportunities to increase the efficiency of contract delivery which are being explored currently. There is potential to exceed the target in future years. This provides the opportunity to maximise operational efficiencies which will be captured as part of the formal contract variation to deliver cashable savings in 2020/21 and beyond.
Commissioning	Procurement partnership	Low	12	12	12	12	Selby has exited from the North Yorkshire Procurement Partnership in April 2019, which will achieve £12k saving. Approved by the Executive 4/10/2018.
Collaboration	Work carried out for third parties	Medium	30	0	30	30	This work with another District Council has now ceased. There are no current third party support provided to others.
Commissioning	Contract renewals	Medium	10	10	20	20	A saving is still expected from this, and a clearer picture will be available as these contract renewals are completed.
<b>Total Collaboration &amp; Commissioning</b>		<b>0</b>	<b>92</b>	<b>22</b>	<b>102</b>	<b>102</b>	

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Technical/housekeeping	Remove contributions to pension reserve - NEW	Low	100	100	100	100	This mitigates above inflationary rises in future pension contributions - risk to be managed within base budget from 2019/20.
Technical/housekeeping	Reduce contingencies - NEW	Low	160	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>260</b>	
<b>Total</b>		<b>-</b>	<b>1,140</b>	<b>829</b>	<b>1,607</b>	<b>1,972</b>	

Strategic Category	HRA - Potential Saving	Risk	2019/20 Target £000's	Forecast £000's	2020/21 Target £000's	2021/22 Target £000's	Update/Comments
Transforming	Process improvements /on-line transactions	Medium	194	7	194	194	The new housing/asset management system is in the process of being implemented. There have been delays in the development of the new software modules by the supplier which has resulted in phase 2 (where most savings are expected to be implemented) slipping into early 2020/21. The savings that will be recognised this year related to the saving on maintenance costs.
Commissioning	Commissioning & collaboration	High	8	0	8	8	Opportunities will continue to be considered for savings on contracts, but there is no current view on where this saving may be generated from.
Commissioning	NYCC Procurement Partnership	Low	12	12	12	12	Selby has exited from the North Yorkshire Procurement Partnership in April 2019, which will achieve £12k saving. Approved by the Executive 4/10/2018.
<b>Total</b>		<b>-</b>	<b>214</b>	<b>19</b>	<b>214</b>	<b>214</b>	