

**Planned Savings**

**Appendix C**

Strategic Category	Lead	General Fund - Potential Saving	Original Risk in Budget	2020/21 Target £k	2021/22 Target £k	2022/23 Target £k	Commentary
Growing resources	Leadership Team	Income generation	High	0	0	0	Income streams have not been increased beyond inflation and no new income streams have been introduced. Propose removing target - unlikely to be achieved.
Growing resources	Julie Slatter	Asset rationalisation	Medium	150.6	150.6	150.6	Additional income has been generated from our assets which were not budgeted, particularly around the use of our office space by third parties. This has allowed us to increase the target from the original target of £100k which relates to the move from Market Cross. 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 and alternate uses are being considered.
Growing resources	Julie Slatter?	New SDHT Loans	Low	100	100	100	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	Dave Caulfield	Commercial property acquisition	High	0	0	0	£3.5m was earmarked for commercial property acquisition which would 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 near future. The remainder has been earmarked for a match funding bid with TCF which will include the purchase of some assets. Some of these could generate a return on investment whilst other will be about improving public realm. This is still uncertain at this early stage of the bid process so proposed to remove budget and will if required in the future.
Growing resources	Dave Caulfield	Business Rates Growth	High	0	100	200	The Council's Economic Development Strategy will proactively foster new inward investment and indigenous business growth. This 'saving' is however high risk due to uncertainties regarding the BRR system reset. This cautious target assumes that the reset brings the Council out of its current safety net position and enables modest year on year growth to be realised. Delays to business rates retention system reset mean that this target is delayed a year and proposed targets have been reprofiled accordingly.
Growing resources	Karen Iveson	Property Fund Investment	Medium	200	200	200	An investment was made in October 2018 into 2 property funds with an estimated net return of 4% per annum. Returns are subject to fund performance.

Strategic Category	Lead	General Fund - Potential Saving	Original Risk in Budget	2020/21 Target £k	2021/22 Target £k	2022/23 Target £k	Commentary
Growing resources	Karen Iveson	Increase cap on investment income - NEW	Medium	50	50	50	Completed. Potential to reassess and increase if outlook for interest rates remains high but there is risk from reducing balances which would counteract any increase in rates and a no deal Brexit which could result in a cut in the base rate. 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>500.6</b>	<b>600.6</b>	<b>700.6</b>	
Transforming	Julie Slatter / Alison Hartley	Process improvements /on-line transactions	Medium	250	300	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.
Transforming	Julie Slatter	Introduce CT Penalty Scheme - NEW	Medium	10	10	10	Introduce CT Penalty scheme to assist with cost recovery of the additional work required when details are not updated. £10k is an estimate but the Council would use the penalty scheme as a means to encourage people to change details and reduce instances of this.
Transforming	Julie Slatter	Review and introduce increased empty homes premium.	Medium	45	45	45	It is intended for the scheme to act as a deterrent against long standing empty properties and bring much needed homes back in to use.
Transforming	Dave Caulfield	Planning service review	Medium	67	100	100	Latest indications from the planning review indicate a saving in the service of £67k. The additional £33k saving beyond this relates to increased income from pre-application advice.
		<b>Total Transforming</b>		<b>372</b>	<b>455</b>	<b>455</b>	
Commissioning	Julie Slatter	Contract renegotiations	Medium	324	324	324	Targeted efficiencies from variations in service delivery.
Commissioning	Julie Slatter	Procurement partnership	Low	12	12	12	Completed - Selby has exited from the North Yorkshire Procurement Partnership in April 2019. Approved by the Executive 4/10/2018.
Collaboration	Julie Slatter	Work carried out for third parties	High	0	0	0	Propose removing this target with fewer opportunities at present.
		<b>Total Collaboration &amp; Commissioning</b>	<b>0</b>	<b>336</b>	<b>336</b>	<b>336</b>	
Technical/housekeeping	Karen Iveson	Remove contributions to pension reserve	Low	100	100	100	Completed - This mitigates above inflationary rises in future pension contributions - risk to be managed within base budget.

Strategic Category	Lead	General Fund - Potential Saving	Original Risk in Budget	2020/21 Target £k	2021/22 Target £k	2022/23 Target £k	Commentary
Technical/housekeeping	Karen Iveson	Reduce contingencies	Low	160	160	160	Completed - The operational contingency has been reduced to £100k (the minimum advisable for operational purposes) and funding from the Contingency reserve will be drawn down for additional Executive Commissions as part of the annual budget process. The Contingency reserve will continue to be topped up through windfalls/in-year surpluses.
Technical/housekeeping	Karen Iveson	Reduction in pension contributions	Low	69	70	71	Reduction in pension contributions following the 2019 triennial valuation. Rates are subject to final confirmation but there is sufficient headroom in the fund to consider this low risk. Rates are expected to increase from 2023/24 and budget provision will be made to mitigate this.
		<b>Total Technical/Housekeeping</b>	<b>0</b>	<b>329</b>	<b>330</b>	<b>331</b>	
		<b>Total</b>	<b>-</b>	<b>1,537</b>	<b>1,721</b>	<b>1,823</b>	

Strategic Category	Lead	HRA - Potential Saving	Risk	2021/22 Target £k	2021/22 Target £k	2022/23 Target £k	Update/Comments
Transforming	Julie Slatter	Process improvements /on-line transactions	Medium	195	195	195	The new housing/asset management system is in the process of being implemented and is set to go live in 20/21.
Technical/housekeeping	Karen Iveson	Reduction in pension contributions	Low	23	23	24	
		<b>Total</b>	<b>-</b>	<b>218</b>	<b>218</b>	<b>219</b>	