

**GENERAL FUND SUMMARY INCLUDING
GROWTH BIDS 2020/21 - 2022/23**

	2020/21 Original £k	2021/22 Original £k	2022/23 Original £k	Comments
Leadership & Extended Leadership Team	881	898	915	Management Team
Operational Services	3,654	3,630	3,731	Environmental Health, Property Management, Benefits & Taxation, Contact Centre, Strategic Housing
Business Development & Improvement	1,287	1,238	1,250	ICT, Data & Systems, HR, Marketing & Transformation
Commissioning, Contracts & Procurement	3,976	4,094	4,242	Waste & Recycling Contracts, Grounds Maintenance & Leisure
Community, Partnerships & Customers	152	93	93	Includes miscellaneous grants & P4G Schemes
Economic Development & Regeneration	474	286	55	Includes P4G funded posts in Economic Development & Regeneration
Planning	464	(54)	(54)	Development Management & Planning Policy (Local Plan)
Finance Services	2,308	2,384	2,461	Finance, Audit & Internal Drainage Boards
Legal & Democratic	715	725	736	Legal, Licensing & Dem. Services - 19/20 includes District Election
Pension revaluation adjustment	(102)	(194)	(281)	Pension revaluation to be allocated once confirmed.
Service Budgets	13,808	13,101	13,150	
CEC Charged to HRA	(2,742)	(2,801)	(2,861)	
Net Service Budget	11,067	10,301	10,289	Reducing mainly due to P4G contracts ending
Investment Income	(650)	(650)	(650)	Includes increase in investment interest cap, property funds and housing trust loans per savings plan
External Interest Paid	75	75	75	
Capital Adjustments	(1,706)	(740)	(741)	
Previously Approved Growth bids/Projects	229	200	150	
New Bids - Revenue	318	282	360	Discretionary Growth
New Bids - Capital	1,349	501	221	Discretionary Growth
New P4G Bids - Revenue	3,195	1,507	1,777	As detailed in Appendix E2
New P4G Bids Capital	1,000	500	500	As detailed in Appendix E2
Contingencies	200	200	200	£100k operational contingency & £100k commissioning contingency
Net Budget before contribution to/(from) Reserves*	15,077	12,176	12,181	
Contribution To Reserves				
Asset Management	200	200	200	Per MTFS
ICT	177	213	250	Per MTFS
Pension Equalisation Reserve	-	97	185	Contributions proportion of the pension revaluation saving
District Election	34	38	38	Per MTFS
Special Projects	9,890	179	-	Business rates collection fund, RSDG, plus projected surplus in 20/21, 21/22
Local Plan	50	50	50	Per MTFS
Business Rates Equalisation	-	-	-	
Contribution From Reserves				
Asset Management	(185)	(155)	(16)	
Business Development Reserve	(68)	(69)	(71)	
ICT	(254)	(369)	(174)	
PFI	(139)	(141)	(144)	Updated per Year end model
Contingency	(100)	(100)	(100)	Funding for commissioning contingency - subject to annual review and sufficient funds in reserve.
Local Plan	(243)	(75)	(150)	
Special Projects	0	0	0	
Programme for Growth	(5,026)	(2,314)	(2,339)	Remaining project and salary costs
Business Rates Equalisation	0	0	(266)	Projected deficit in 22/23
NET REVENUE BUDGET	19,414	9,729	9,644	
NNDR	(2,281)	(2,410)	(2,458)	Funding Baseline
New Homes Bonus	(1,988)	(1,182)	(767)	
Special and Specific Grants*	(83)	-	-	Per MTFS.
RSDG	(108)	-	-	Per MTFS.
Business Rates Collection Fund Deficit/(Surplus)	(9,019)	(100)	(200)	Per Latest Estimate
Council Tax to be Levied	(5,861)	(6,037)	(6,219)	Ctax base growth is 1.89% base growth in 20/21 then 1% thereafter
Council Tax Collection Fund Deficit/(Surplus)	(74)	-	-	Surplus from 18/19
Shortfall / (surplus)	(0)	0	0	
Note: Savings Plan included in Service Areas	(1,537)	(1,721)	(1,823)	Savings per Appendix C
Tax Base	31,989.00	32,308.89	32,631.98	
Band D Council Tax	183.22	186.87	190.58	

HOUSING REVENUE ACCOUNT SUMMARY INCLUDING GROWTH BIDS 2020/21 to 2022/23

	2020/21 Original £k	2021/22 Original £k	2022/23 Original £k	Comments
Operational Services	3,022	3,057	3,068	All salary costs removed (except Cleaners), only inflation increases reflected.
Commissioning, Contracts & Procurement	111	114	118	Increase in grounds maintenance contract
New Revenue Bids - Not yet approved	51	39	41	New bids per HRA bid appendix.
Service Budgets	3,184	3,211	3,226	
CEC Recharges from GF	2,742	2,801	2,861	Reflects charges for salaries and overheads attributable to the HRA
Net Service Budget	5,926	6,011	6,087	
Capital A/c Adjustment Capital Chgs	(1,297)	(1,297)	(1,297)	Reversal of Depreciation Charges
Contingency	75	75	77	To support housing development costs / properties held for redevelopment
Debt Management Expenses	6	6	6	Support TM costs, part of NYCC contract
Investment Income	(135)	(135)	(137)	Based on MTFS assumptions
HRA Debt - Payment of Interest	2,056	2,065	2,123	Assumes borrowing up to debt cap at current PWLB Maturity rate.
Provision for Bad & Doubtful Debts	267	275	284	Assume increase in provision for tenants on benefits as a impact of Universal Credit
Net Budget before contribution to/(from) Reserves	6,899	7,002	7,143	
Contribution To Reserves				
Comp Development Cont	50	50	50	Contribution to ICT Reserve
HRA Debt - Voluntary MRP	1,492	1,575	2,682	Provision to repay self financing debt
NET HRA REVENUE BUDGET	8,441	8,627	9,875	
Dwelling Rents	(12,157)	(12,522)	(12,897)	CPI + 1% Assumed from 2020/21
Net Surplus available for Major Repairs	(3,716)	(3,895)	(3,022)	Transfer to / (from) MRR to meet demands of capital programme and new build

Appendix B1 : General Fund Commitments

Director	Description	Revenue			Comments
		20/21 £k	21/22 £k	22/23 £k	
	Pay inflation changes	139	141	142	
	Income inflation changes	-50	-51	-38	
	Cost inflation changes	327	385	427	
	Total inflation	692	809	921	
Karen Iveson	MRP Summit works	33	33	33	Commitment of 7 years (over remaining life of contract) from 2019/20 to fund Summit Refit
Julie Slatter	Reduction in income due from the sale of recyclable materials	120	120	120	Changes in the world market for recycled paper and card have caused the income to fall from £94.50 at April 17 to £10 per tonne at July 2019. In addition the tonnage of paper and card collected for recycling has reduced by 16.5%. This budget is the difference between the costs for bulking and transportation of material for recycling and the income received from the sale of goods. Currently there is no surplus as current bulking and transportation costs are higher than the income generated.
Dave Caulfield	Reduction in Planning Fee income	143	0	0	The impact of Brexit on the UK development industry has led to a general downturn in large scale strategic sites.
	Committed growth	295	153	153	
	Total GF Commitment	711	627	684	

Appendix B1 : HRA Commitments

Description	Revenue			Comments
	20/21	21/22	22/23	
	£k	£k	£k	
Environmental Services (AMEY) Contract indexation	-1	-1	2	Annual contract indexation based on estimates as September index is applied to the contract from the October contract anniversary. Annual indexation applies until contract expiry in 2024
Total HRA Commitment	-1	-1	2	

GENERAL FUND NEW GROWTH BIDS 2020/21 - 22/23

New Bid Ref	Director	Corporate Theme	Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term	Funded From
					20/21	21/22	22/23	20/21	21/22	22/23			
					£k	£k	£k	£k	£k	£k			
GF1	Julie Slatter	Great value	Industrial Unit Investment Programme	The industrial units form a key element in delivering the Council's income targets and it is therefore essential significant investment is now made in order to provide an attractive rental proposition for interested parties.							SDC has a number of industrial and commercial units across the district which require investment to continue to realise income for the authority. Although funding was secured in 2019/20 for annual investment moving forwards, legislation which came in to effect in April 2018 has resulted in the units in Selby failing to meet minimum energy performance standards meaning we are legally unable to let them unless the energy performance rating is improved. Before committing significant additional funding towards bring these units back in to use, it is recommended consideration is given to the wider regeneration aspirations for the area e.g. Station Masterplan and the potential impact this may have on our current industrial unit portfolio. Therefore, this bid is focussed on providing capital investment for the units at Sherburn only in order to ensure we can continue to generate income for the authority. The programme of works will include: 1. Addressing external panel erosion, leaking guttering and ineffective roof lights. 2. Refurbishment of currently void units to provide an attractive rental proposition for potential tenants.	Fixed	Asset Mgmt
				Industrial Units - Rent reduction	39			50	47	7	Increase over existing Bid by £104,400	Fixed	
											Phased Rent increases have not been implemented due to the majority of tenants refusing to sign the new agreements and are continuing to pay the historic rents. However, the 19/20 budget was set up based on the new phased rents over 3 years. There are also a large number of voids due to a substantial investment being required to bring them to a legal standard to enable them to be let	One-off	Revenue
			Net Cost of Bid		39	0	0	50	47	7			
GF2	Julie Slatter	Great value	Delivery of Empty Homes Grant up to £80k annually, following the end of the P4G Empty Homes Programme from April 2020	To make Selby District a great place to enjoy life - improving the supply of housing. The bid will specifically contribute to improving the quality and supply of existing private sector housing.				80	80	80	Empty Homes Grant is proving a successful financial tool to bring long term empty homes back into use but is also being used to provide accommodation to people who are homeless or at risk of homelessness through grant conditions which require landlords to sign up to the Housing Options Tenant Find scheme. The grant is proving the most successful way of discharging homeless duties into the private sector, a process which is likely to impact on the amount of homelessness funding received from MHCLG to deliver homelessness and rough sleeping services. Bid annually of up to £80k driven by demand and issued through grants and loans which can be recycled in to the scheme.	Fixed	Capital Receipts
			Net Cost of Bid		0	0	0	80	80	80			
GF3	Julie Slatter	Enjoy	Upgrade of Ticket Machines and Signage.	To make Selby District a great place to enjoy life				36			To upgrade Car Park Ticket Machines and Signage	One-off	Asset Mgmt
			Net Cost of Bid		0	0	0	36	0	0			
GF4	Julie Slatter	Great value	Extension of Housing Benefits Overpayment Officer Post	Meets corporate priorities - 'Being on switched', 'Business like' and Delivering great value. Benefits to customers - Earlier intervention, encourage & improve customer contact/engagement & promote channel shift by offering new payment facilities. Benefits to organisation - Increases income by implementing new effective recovery procedures and efficient collection methods	27	28	28				Although future HBOs are expected to reduce due to the introduction of Universal Credit for working -age claimants, the migration of this is slow and HBO's are still currently being created. Existing overpayments are retained by the council and still provide an income stream for the authority. The bid is to extend the post for 3 years based on the increases in collection rates and reduction in HBOs. However, the secondment will only be extended for an additional 12 months. Any further extension will be based on a review in March 2021 assessing the impact of Universal Credit on HBO and the posts ability to evidence its role in increasing recovery of HBO. This post will provide a significant cash benefit to the Council.	Fixed	Revenue
			Net Cost of Bid		27	28	28	0	0	0			
GF5	Julie Slatter	Great value	Property Inspection Role in to the Benefits, Taxation & Debt Team	to do business' - a rise in the amount of Business rates collected. 'delivering great value' - the post generates a net income gain for the council and the other public bodies that are dependant on tax based income to deliver their services	27	28	28				The post provides direct benefits to the Council Tax based which is already included in the budget plus renewable hereditaments which are taken to the renewables reserve. Additional business rates are also collected but as we are in safety net, this currently does not provide a bottom line benefit to the general fund. A proposal is being submitted for NYCC to fund or partially contribute to the cost of the post, this is in the new savings opportunities schedule.	Fixed	Revenue
			Net Cost of Bid		27	28	28	0	0	0			
GF6	Julie Slatter	Enjoy	Capital Investment in Council Play Areas	This project will help deliver the Corporate Plan Priority 'to enjoy life' by developing healthy behaviours for a good quality of life and a familiarity with taking part in physical activity.				100	100	100	There are a number of play areas in need of refurbishment to improve the quality and accessibility of these important facilities for our communities. This bid is to refurbish the 6 oldest sites over 3 years.	Fixed	Capital Receipts
			Net Cost of Bid		0	0	0	100	100	100			
GF7	Julie Slatter	Enjoy	Repairs to safety surface at council owned play areas.	This project will support the Corporate Plan Priority 'to enjoy life' ensuring that play develops healthy behaviours in physical activity in safe play areas that are accessible to all..				5			As part of a wider review of Council owned play areas it has been identified that repairs are required to the safety surface in 6 locations where shrinkage has occurred round the edges creating potential trip hazards. S106 monies can be used to fund 4 sites but funding is required for the other 2.	One-off	Asset Mgmt
			Net Cost of Bid		0	0	0	5	0	0			
GF8	Julie Slatter	Enjoy	Tree Works at closed burial grounds	This project will support the Corporate Plan Priority 'to enjoy life' ensuring that the councils green spaces are well maintained and safe to use.	10	10	10				SDC are responsible for 11 closed burial grounds in the district. Recent legal advice have confirmed that SDC are responsible for the trees in these areas rather than the Parochial Church Council. A survey is now taking place and budget is required to carry out identified works and on-going maintenance in line with the Councils policy for the management of SDC owned trees.	One-off	Revenue
			Net Cost of Bid		10	10	10	0	0	0			
GF9	Julie Slatter	Great value	Digital Workforce - Mobile phone refresh programme, data tethering, meeting room projector	Digital workforce - Hardware refresh programme and mobile phones. The Digital Strategy sets out the theme of a digital workforce which states we will; 'Create a culture that embraces all things digital and ensure our employees have the right technology and the skills to make the most of that technology to deliver better services for residents. Success will see greater	7	7	7	35	10	10	To ensure users fully adopt and benefit from the new technologies being introduced (such as the housing management system, planning systems and document management system, Microsoft suite) and to enable officers to be fully mobile in the district, changing how they work to improve customer services, having reliable working mobile phones and data is key. The current projectors in 5 of the meeting rooms are dated and no longer supported by any supplier. It has become apparent it is neither cost effective nor possible in some cases to repair the faults that have occurred (there is no maintenance contract on the projectors). There has been frequent occurrences of failings with the projectors during meetings which has impacted on Member meetings and bookings by external clients.	One Off / Perm	ICT
			Net Cost of Bid		7	7	7	35	10	10			
GF10	Julie Slatter	Great value	ICT Bids to meet new regulations and Government Legislation. Upgrade of existing software to meet the PSN compliance rules and enhance security on the council infrastructure.	Bids will support the Digital Strategy by delivering digital transformation that will empower citizens and council employees to reach their full potential. The use of digital to improve our offer to customers is embedded in the business model through priorities such as 'facilitating people to access and use alternative delivery channels' and 'helping people to access services digitally'.	11	11	11	65	30	15	BIDS include the purchase of Security software following the introduction of Microsoft Office 365 and ensure compliance with Government Legislation. New Software applications will be purchased such as CivicaPay to increased/improved customer "self-service". Idox and Northgate Bids are all for upgrades to the applications to enable us to further develop the software for the End User and remain PSN compliant. The Assure software BID is integral to the integration and rationalising of software systems at the council. The software will be widely used by a number of Business Units across the Council	Perm / One-Off	Revenue / ICT
			Net Cost of Bid		11	11	11	65	30	15			
GF11	Julie Slatter	Great value	Increase in HR & OD Capacity	LT has agreed the need to increase the HR & OD Capacity to improve the Strategic HR, improve HR Policies, shift the culture from manager reliance on HR to managers taking greater responsibility, improve MI, deliver the People Plan / OD Strategy. It is currently expected that this increased capacity will be initially delivered via a Better Together pilot with NYCC.	50	50	50					Perm	Revenue
			Net Cost of Bid		50	50	50	0	0	0			

New Bid Ref	Director	Corporate Theme	Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term	Funded From
					20/21	21/22	22/23	20/21	21/22	22/23			
GF12	Julie Slatter	Great value	Business Transformation Resources	This request is to fund the existing 2 fixed term posts from the Business Development Reserve for a period of 3 years from 1st April 2020. The resources are required to support delivery of the Business Transformation and Development Team work programme of transformation projects within the Digital Strategy and the forthcoming People Plan.	68	69	71				Two fixed term Business Transformation Project Officer posts were originally funded from the Business Development Reserve for a period of 2 years to assist with the delivery of Transformation projects. The objectives within the work programme are all linked to facilitating customer self service through the shift to digital access and creating efficiencies for staff through smarter working practices, flexible working and a reduction in administrative processes through automation. This is essential to maintain the existing level of service and achieve programme delivery.	One-off	Business Development Reserve
			Net Cost of Bid		68	69	71	0	0	0			
GF13	Julie Slatter	Great value	Storage Area Network (SAN) Space	- Modernise the ICT infrastructure to improve resilience and security. Modernise the ICT infrastructure to improve service availability (24/7/365), increase resilience to cyber-attack and ensure risk based and proportionate levels of information security. - Simplify the ICT estate Streamline internal systems and processes, reduce the number of applications, increase the commonality of applications and move towards a single platform - Better use of data Managing and using data securely and appropriately; improving data discovery tools; removing barriers to effective data use; and make better use of data to improve decision making					30		This is the Council's Storage Area Network which is the underlying disk space for all our servers, systems and data. This cost is to replace the existing storage which is approaching end of hardware support life with storage on the NYCC SAN.	One-off	ICT
			Net Cost of Bid		0	0	0	0	30	0			
GF14	Julie Slatter	Great value	Finance System replacement or upgrade of the existing system	Working with others and co-developing the way in which services are delivered. This work will help us to continually improve value to money in the business					150		The Finance software is integral to the integration and rationalising of software systems at the council. The majority of staff will use an element of the Finance system and subsequent modules such as Collaborative Planning for budgeting and E-Procurement for ordering or purchasing services for the council.	One-off	ICT
			Net Cost of Bid		0	0	0	0	150	0			
GF15	Julie Slatter	Enjoy	Additional funding for the replacement of Vehicle Fleet for Dog Warden Service & Property Management	SDC aims to offer a first class service to our customers and 'first impressions' play a key role in determining how the service is ultimately perceived.	5	5	5	8			The vehicle fleet is now five years old and approaching the end of its lease period. The Council therefore needs to invest in replacing the fleet, taking advantage of technological advancements in fuel efficiency, vehicle tracking/driver behaviour solutions and lightweight fit for purpose vehicle racking. This bid is in addition to the established budget	Perm	Revenue / Asset Management
			Net Cost of Bid		5	5	5	8	0	0			
GF16	Julie Slatter	Enjoy	Leisure Planned Maintenance Programme	The planned maintenance programme supports the Councils corporate priority to make Selby District a great place to enjoy life.				33	55	9	In the contract with Inspiring healthy lifestyles (IHL) the Council holds landlord responsibility for Selby Leisure Centre, Tadcaster Leisure Centre and Selby Park. The Council, as Landlord, is required under the terms of the contract to ensure that essential maintenance work is carried out at the facilities leased by IHL. It is therefore a contractual commitment to carry out the necessary repairs although annual programme is subject to variation as required by asset conditions. Details to be reported to the Executive on 5th December 2019.	Fixed	Asset Management
			Net Cost of Bid		0	0	0	33	55	9			
GF17	Dave Caulfield	Live	Costs for undertaking all the evidence to inform a new Local Plan	The preparation of a new Local Plan will help the Council to deliver its Corporate Plan objectives to make Selby a great place to do business and to enjoy life. More specifically it will contribute to the objective to have a local plan in place which will deliver more houses in the District, business opportunities, promote health and well-being and protect and enhance the local environment.	75	75	150				Planning legislation requires that Local Plans are reviewed at least every five years and therefore once this Local Plan is adopted further resources will be required to undertake a review. The main risk if evidence is not prepared is that the plan will be subject to challenge through the examination process. The lack of an up to date Local Plan increases the risk of ad hoc development taking place.	Fixed	Local Plan
			Net Cost of Bid		75	75	150	0	0	0			
GF18	Julie Slatter	Live	Purchase of land to help facilitate the housing development programme / Trust builds					938			Bid is to facilitate affordable housing development and acquisitions are subject to business case	Fixed	Capital receipts
			Net Cost of Bid		0	0	0	938	0	0			
			Total Value of new GF Bids		318	282	360	1,349	501	221			

Funding	20/21	21/22	22/23	20/21	21/22	22/23
ICT Reserve				100	220	25
Other (Final Bid TBC, Housing Options)	0	0	0	0	0	0
Local Plan Reserve	75	75	150			
Asset Management Reserve				132	102	16
Capital Receipts				1,118	180	180
Business Development Reserve	68	69	71			
Revenue	176	138	139			
Total	318	282	360	1,349	501	221

HRA NEW GROWTH BIDS 2020/21 - 22/23

Bid Ref	Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term	Funding
			20/21	21/22	22/23	20/21	21/22	22/23			
			£k	£k	£k	£k	£k	£k			
HRA 1	Energy Efficiency Programme - Programme of works targeted at ensuring tenants benefit from innovations in energy efficient heating appliances.	In June 2019, the United Kingdom became the first major economy to sign in to law a commitment to deliver net-zero greenhouse gas emissions by 2050. As a district which benefits significantly from income streams associated with energy generation, the Council must be seen to be delivering on its obligations to achieve a net-zero position across its housing portfolio in conjunction with other district-wide initiatives.				545	545	545	This programme will be achieved by: 1. Cyclical replacement of gas boilers and central heating installations on a 'just in time' basis with modern energy efficient alternatives. 2. Replacement of obsolete solid fuel appliances with less carbon intensive heating systems, appropriate to the needs of the customer and location of the property. 3. Phased removal of all remaining solid fuel burning appliances from Council owned properties. All of the above works will be undertaken in conjunction with delivery of other capital investment programmes in order to maximise the thermal efficiency of the building envelope.	Perm	Major Repairs Reserve
Net Cost of Bid			0	0	0	-55	-45	-35	Savings against previous programme		
HRA 2	Health & Safety Improvement Programme - Targeted at delivering essential health & safety works required by legislation.	Compliance with the legislation highlighted is a statutory responsibility, with penalties for non-compliance including unlimited fines and imprisonment.				410	360	360	1. Fire Risk Assessments : 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. The funding will be used to undertake essential works identified by the FRA process. 2. Asbestos surveys and related works: SDC are required under the Control of Asbestos Regulations 2012 to complete and maintain accurate records of the presence and condition of asbestos containing materials throughout our stock. 3. Electrical upgrade and testing: As part of SDC's aspiration to provide high quality social housing which meets the needs of our customers it is essential we ensure the electrical installations in our housing portfolio are installed and tested in accordance with the 18th Edition of the IEE Wiring Regulations. The bid is line with the funding requirements highlighted within the HRA Business Plan and will be utilised to renew the electrical installations in our stock on a rolling programme moving forwards.	Perm	Major Repairs Reserve
Net Cost of Bid			0	0	0	297	309	195	Increase against previous programme		
HRA 3	Property Refurbishment Programme - This programme of works is targeted at delivering essential elemental replacement works, ensuring our housing portfolio continues to achieve the Decent Homes Standard and providing high quality homes which meet the needs of our customers.	The programme will ensure SDC continues to maintain its property portfolio in a legislatively compliant manner.				1,820	1,670	1,670	The Homes (Fitness for Human Habitation) Act 2018 places a number of statutory duties on Landlord's including ensuring all our homes are free from category one hazards as set out in the Housing Health and Safety Rating System. The programme of works includes replacement of the following key elements: Kitchens; Bathrooms; Windows & external doors; Roofs; Damp Works; Pointing; Fencing 7 gates and Adaptations.	Perm	Major Repairs Reserve
Net Cost of Bid			0	0	0	1,887	1,945	2,007	Increase against previous programme		
HRA 4	Investment Programme - To support key aspects of the HRA Business Plan including; Empty Homes; Footpath repairs; Carbon Monoxide (CO) Detection; Sewage Pump Station Replacement & Communal Areas	The programme will contribute towards improving the kerb appeal of our properties and neighbourhoods, thereby helping to deliver the key strategic aims of the HRA Business Plan.				1,260	560	403	This bid for funding has been calculated so as to deliver the strategic aims and objectives of the HRA Business Plan. Funding for this programme is a long-term commitment designed to achieve the primary aspirations of the HRA Business Plan, namely delivering and sustaining high quality social houses which meet the needs of customers.	Perm / Fixed Term	Major Repairs Reserve
Net Cost of Bid			0	0	0	11	23	25	Increase against previous programme		
HRA 5	Replacement Uniforms for Property Services Operatives	SDC aims to offer a first class repairs and maintenance service to our social housing customers and 'first impressions' play a key role in determining how the service is ultimately perceived.	12	1	1				Although the Council routinely provides a small revenue budget via the HRA for purchase of new and/or replacement uniform for Property Services operatives, it has been a number of years since substantial investment was made refreshing the same for all operatives at the same time.	Perm	Revenue
Net Cost of Bid			12	1	1	0	0	0	Increase against existing budget		
HRA 6	Additional funding for the replacement of Vehicle Fleet for Property Services	SDC aims to offer a first class repairs and maintenance service to our social housing customers and 'first impressions' play a key role in determining how the service is ultimately perceived.	30	30	30	61			The Property Services vehicle fleet is now five years old and approaching the end of its lease period. The Council therefore needs to invest in replacing the fleet, taking advantage of technological advancements in fuel efficiency, vehicle tracking/driver behaviour solutions and lightweight fit for purpose vehicle racking. This bid is in addition to the established budget	Perm	Revenue / Major Repairs Reserve
Net Cost of Bid			30	30	30	61	0	0			

Bid Ref	Description	Strategic Theme / Priority	Revenue			Capital			Comments	Term	Funding
			20/21	21/22	22/23	20/21	21/22	22/23			
HRA 7	Housing Enforcement Officer 1 FTE @ 3C	To make Selby District a great place to enjoy life - improving the supply of housing. The role will ensure that our Housing Stock is effectively managed and by tackling cases involving ASB we will be supporting the wider community and ensuring that residents across the Selby District have a safe place to live. We will continue to ensure Council properties are maintained to a satisfactory level, tenancies are managed properly and any breaches are dealt with in a timely manner using the relevant level of enforcement sanctions available. We will ensure vulnerable tenants are protected and supported and Anti Social behaviour is dealt with to minimise the detrimental impact it has on our neighbourhoods and the quality of peoples lives it affects.	44	45	46				The bid request for funding for the continuation of the Housing Enforcement Role. The need for this role was identified in the last restructure when the post was added and funded for 3 years using P4G funding. The 3 years ends on 31.3.20. The role has been extremely successful and demand for housing enforcement resource has been constant since its conception. We have dealt with over 100 housing enforcement cases over the last 2 years, most of which have been social housing and we can deal with these using a range of sanctions from informal intervention methods & support to formal sanctions concluding in eviction from the property. All closed cases have had a successful resolution and where appropriate enforcement action has brought over 30 properties back into SDC possession which we have been able to re-let to individuals/families who are in need of housing. As the role is focused on Council Housing Enforcement the bid requests that it is funded in the future from the Housing Revenue account. Delete Neighbourhood Officer Post - Previously GF Post	Perm	Revenue
	Net Cost of Bid		-34	-36	-35	0	0	0			
HRA 8	Regrading of Trades Staff Team	To make Selby District a great place to live - investing in improving the quality of the housing stock.	129	132	134				Potential additional costs arising from review of Trades team to support delivery of the HRA business plan and address recruitment difficulties.	Perm	Revenue
	Net Cost of Bid		129	132	134	0	0	0			
	Total Value of new HRA Bids		180	171	175	6,237	5,368	5,170			

Funding	20/21	21/22	22/23	20/21	21/22	22/23
Revenue	180	171	175			
Capital Receipts						
HRA Major Repairs Reserve				6,237	5,368	5,170
	180	171	175	6,237	5,368	5,170

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.
Total Growing Resources			0	500.6	600.6	700.6	
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.
Total Transforming				372	455	455	
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.
Total Collaboration & Commissioning			0	336	336	336	
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.
		Total Technical/Housekeeping	0	329	330	331	
		Total	-	1,537	1,721	1,823	

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	
		Total	-	218	218	219	

2020/21 – 2022/23 GENERAL FUND CAPITAL PROGRAMME INCLUDING GROWTH BIDS

	Estimated Programme	Estimated Programme	Estimated Programme
	2020/21 £k	2021/22 £k	2022/23 £k
<u>PROJECTS</u>			
Asset Management Plan Leisure Centres & Park	33	55	9.005
Industrial Unit Improvement Programme	50	50	
<u>New Bids</u>			
Industrial Unit Improvement Programme	50	47	7
New Bid - Car Parks upgrade of Ticket Machines \ Signage	36		
New Bid - Council Play Areas	100	100	100
New Bid - Repairs to safety surface at council owned play area	5		
New Bid - Replacement of Fleet Vehicles	8		
New Bid - Purchase of Land	938		
<u>Grants</u>			
Disabled Facilities Grants	402	402	402
Repair Assistance Loans	30		
New Bid - Empty Homes Grants	80	80	80
<u>ICT Hardware & Systems Within ICT Strategy</u>			
Northgate Benefits & Taxation system development	15	15	15
Microsoft Licensing	85	85	85
<u>New bids</u>			
Civica Pay	20		
Virtual Servers, Software & Storage		30	
Idox Planning Software	15	15	15
Laptop Refresh	33	50	50
New Bid - Mobile Phone Refresh Programme	10	10	10
New Bid - Meeting Room Projector Upgrade	25		
New Bid - Website Accessibility	10		
New Bid - Upgrade to Assure from M3	20		
New Bid - Adobe Licence Replacements		15	
New Bid - Finance System		150	
Implementation & Infrastructure Costs	233	369	174
Mobile Working Solution / Digital Workforce	16		
TOTAL	1,980	1,103	773
<u>SUMMARY OF FUNDING</u>			
Capital Receipts	1,148	180	180
Grants & Contributions	402	402	402
Reserves	430	521	190
TOTAL	1,980	1,103	773

2020/21 – 2022/23 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME INCLUDING GROWTH BIDS

	Estimated Programme	Estimated Programme	Estimated Programme
	2020/21 £k	2021/22 £k	2022/23 £k
<u>PROJECTS</u>			
<u>PROJECTS</u>			
<u>Current Projects</u>			
Energy Efficiency Programme	545	545	545
Health & Safety Improvement Programme	410	360	360
Property Refurbishment Programme	1,820	1,670	1,670
Investment Programme	560	560	403
Empty Homes Programme	700		
<u>New Bids</u>			
Energy Efficiency Programme	-55	-45	-35
Health & Safety Improvement Programme	297	309	195
Property Refurbishment Programme	1,887	1,945	2,007
Investment Programme	11	23	25
Fitting Out new Vehicle Fleet	61		
TOTAL	6,237	5,368	5,170

SUMMARY OF FUNDING

Revenue Contributions	5,537	5,368	5,170
Capital Receipts	280		
HCA Grant Funding	210		
S.106 Commuted Sums - affordable housing subsidy	210		
TOTAL	6,237	5,368	5,170

Programme for Growth 2019/20 Financial Year Project Updates

Multi Year schedule for the project lifespan

Project	Lead Officer	Position @ 30 September 2019				Update
		Multi-Year Project Budget	In Year Spend 19/20	Forecast	Forecast Variance	
		£k	£k	£k	£k	
Healthy Living Concepts Fund	Angela Crossland	117	24	117	0	The Selby Health Matters group have now finalised a 3 year action plan to support delivery of local initiatives for which this fund will support. 2019/20 P4G allocation is the final year contribution to this fund. Current projects underway are the Local Cycling and Walking Infrastructure Plan which has a committed amount from the fund of £47.5k. The work commenced in Dec 2018 and is due to conclude by end 2019. Current work with Selby Health Matters and IHL to shape two projects. One on developing active travel information and supporting walking and cycling. Budget outline £10k for this. One on a 3 year healthy schools zone pilot nutrition and activity project to tackle childhood obesity. Budget outline £35k for this. Further meeting to shape the schools project outline due 23.10.19.
Visitor Economy (Tourism & Culture)	Angela Crossland	477	58	477	0	Budget represents a 3 year programme which will be complete by 1/10/22. Year 1 was about creating the foundations. Whilst the initial period has seen very little expenditure, the foundations for delivery have been put in place, including quality officers being recruited into the delivery posts. These are helping with the delivery of the two major cycle races. The team have also led on securing funding to support some of the Selby 950 celebrations (see project below) and in delivering the programme. The emphasis of the work to date has been on: <ul style="list-style-type: none"> • Developing baseline and evaluation data to build a picture of what events and activities bring to local business and audiences. • Establishing strong business and community relationships to continue activity, strengthen visitor products and build legacy partnerships and capacity in the district's visitor, heritage and creative sectors; • Establishing baseline data on audiences, visitors and how these demonstrate the strength and response to our district offer. It is anticipated that the 2019/20 financial year will see a sustained period of delivery. It is anticipated that expenditure will include £32,905 on data capture, monitoring & evaluation (including social and economic impact studies for Selby 950); £6000 on business events and networking; £20,000 on Visitor Economy place branding and marketing; £1500 to service the Tourism Advisory Board; £7500 on our partnership with Visit York to ensure Selby District businesses receive maximum benefit; £3000 to test Visitor Information Points and £5000 for niche trail maps.
Celebrating Selby 950	Angela Crossland	63	7	63	0	The budget represents SDC's contribution to the major programme of events to celebrate Selby 950 being led by SDC in partnership with other key stakeholders in the town and is also partially funded by external funders. Match funding has successfully been awarded by ACE (£70k), HLF (£45k) and Drax Group plc (£20k) which has enabled an exciting and engaging programme of work to be delivered in 2019/20. Successful events such as Selby Sings (involving 250 school-children singing in the Abbey) and the St Germain parade (involving 450 in its preparation and many more watching in the town) have generated significant regional and local media coverage and positive local feedback. Most of the artists contracts are in place, now that permission has been given by the funders and is expected to be complete by February 2020.
Retail Experience - Tadcaster Linear Park	Angela Crossland	150	0	150	0	The Tadcaster Riverside Park project is a long running project currently at design and costings phase with Amey Enterprises. Recent work has been to finalise the design costings. Phase 2 is to put the contract and operational arrangements in place to deliver the project in 2019. The procurement exercise underway with results expected October 2019. Some key risks identified to deliverability include final cost outline and major EA works identified for the river bank. Further decisions required on the progress of the project.
Growing Enterprise	Iain Brown	63	(0)	63	0	Budget to support one of the 10 priorities in Economic Development Framework (EDF) 2 year delivery programme as approved at the January 2019 Executive. It helps to match-fund small business support with the Leeds City Region LEP and unlock support for small businesses through the Ad:Venture and Digital Enterprise.

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 19/20	Forecast	Forecast Variance	Update
Marketing Selby's USP	Mike James	35	13	35	0	<p>This is the final stage of the 18-month Place Branding project. The project objectives are to support investment and jobs by telling a positive story of the district as a place to do business. We've been delivering this through a series of stories - relating back to our Economic Framework objectives - and working with others, such as the LEPs, to maximise the reach of our material to the relevant audiences. We undertook a full project review following the election and have an updated delivery plan to take us to the end of December 2019.</p> <p>The project continues, along the following themes:</p> <ol style="list-style-type: none"> 1. Targeting marketing - a number of media partnerships have been set up to help push key updates about the business and lifestyle 'offer' of the district. These reach targeted business audiences, as well as working with local media to highlight the positive impacts of growth on jobs and opportunities for existing residents. 2. Creation of a new business-specific web microsite - this helps to better support business interactions. 3. Working with LCR LEP to include Selby district's offer as part of MIPIM 2020 - subject to final confirmation of the approach. 4. Continuing to build a library of case studies that tell the story of the district's business offer, which can be used to support all types of communication and marketing activity about the area.
Tour De Yorkshire	Angela Crossland	150	150	150	0	SDC contribution to hosting the finish of the first stage of Tour de Yorkshire (TdY) in May 2019 in Selby Town. This has given the town a massive publicity boost in the year of the Abbey's 950 celebrations. The Leeds City Region Business Rates Pilot Pool has agreed to fund the £100k start fee for the Selby event in line with the funding provided for other starts and finishes across the LCR. Project now complete and final closedown payments in process.
Retail Experience - STEP	Angela Crossland	78	1	78	0	Town centre revitalisation and strategy work is underway. Noticeboard element of street scene work to be completed by end 2019 in line with car park refurbishment. Open House event plan scheduled for October 2019. Work to deliver on priorities in line with the town centre strategy and revitalisation action plan. Anticipate that plans for local delivery will align with reprioritisation for town centres as part of new Corporate Plan period 2020+
Towns Masterplanning (Regeneration)	Angela Crossland	120	9	120	0	<p>Work has been commissioned in 2019/20 from the People and Places consultancy (Chris Wade) to develop town centre revitalisation plans and prepare for Future High Streets Fund applications throughout 2019 (£15-20k commission) The first stage of work has been completed in 2019/20 including significant survey and engagement work in Selby Town centre. Further work on this across the three towns will continue into Summer/Sept 2019. Sherburn work commenced early October 2019 and Tadcaster due late 19/20. Work will identify where match fund and further commission is needed and establish the further multi-partner governance model needed to deliver the strategies and action plans for each town centre.</p> <p>Identified work around a places and movement study with Highways is required and would be supported from this funding allocation. Circa £30k. Anticipate that plans for local delivery will align with reprioritisation for town centres as part of new Corporate Plan period 2020+</p>
Strategic Sites Masterplanning	Iain Brown	153	(40)	150	(3)	Funded due diligence work on Olympia Park, Portholme Road, Edgerton Lodge and Selby Station Masterplan. Future projects will include strategic infrastructure response to Sherburn Employment sites, improvements to the area around the railway station in Selby. Expenditure will include consultancy work to support the Transforming Cities Fund bid for Selby Station.
Access to Employment	Iain Brown	40	0	40	0	Projects within this budget will be targeted at supporting social mobility to give unemployed people in areas of higher deprivation in Selby District access to current and future employment opportunities e.g. connecting people to employment opportunities at Sherburn, the former Kellingley Colliery, Church Fenton etc.
UCI Road World Championships	Angela Crossland	65	6	74	9	The Leeds City Region Business Rates Pilot Pool has agreed to fund the £25k start fee for the Tadcaster event in line with the funding provided for other starts and finishes across the LCR. Project now complete and final closedown payments in process.

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 19/20	Forecast	Forecast Variance	Update
Empty Homes	June Rothwell Simon Parkinson	88	33	88	0	Overall the project is progressing well and the Empty Homes Officer has directly helped bring empty homes back into use in line with the targets set by offering advice and assistance to owners. Homes England Grant funding has been secured to support the options of voluntary and compulsory purchase. A total of £390,000 has been secured, subject to individual business cases for the properties, to purchase and repair the empty homes, bringing them to a habitable standard. This indicative funding is to bring back in to use 10 empty properties up to 2020, providing up to £39,000 per property. We can also use the funding to purchase 'right to buy' buy backs and this is something we will consider on a case by case basis. We are currently pursuing our first Compulsory Purchase Order. The process is long and quite complex but a successfully CPO will send the message that this is a priority for us.
Selby District Housing Trust	June Rothwell Phil Hiscott	35	0	35	0	This fund is to support SDHTs role in the more ambitious HDP approved by Executive in January 2018. A new officer has now been appointed to support the SDHT. The Trust have taken occupation of an additional 17 new affordable homes in 2018/19 delivered through new build and Section 106 acquisitions and a further 12 Section 106 acquisitions in Q1 2019/20.
Stepping Up' Housing Delivery	June Rothwell Phil Hiscott	10	6	10	0	The Project will support the implementation of the Housing Development Programme approved by the Executive in January 2018.
Olympia Park	Iain Brown	291	81	291	0	Following further detailed information about costs and technical issues at the Olympia Park development site in Selby, Selby District Council, the landowners and developers involved have reluctantly concluded that conditions attached to a government grant towards site costs cannot now be met. Despite the best endeavours taken by the Council, its advisers and Olympia Park Development (OPD), the project in its current form cannot be delivered within the timescales required to access the grant offered towards infrastructure costs. In September 2017, the Council secured funding in principle from Homes England through the Housing Infrastructure Fund (HIF). The £8.878m grant support from Homes England was offered on the basis that it be used to fund site assembly and upfront infrastructure works (including a new access road into the Olympia Park site) by 31 March 2021. The investment was offered on the understanding that the infrastructure unlocks the delivery of 1,190 homes on the site by 2038. A legal 'Grant Determination Agreement' was required by the end of September 2019 to access the grant offered by Homes England. Over the last two years, all those involved in this major project including landowners, existing businesses, developers and the District and County Council have undertaken extensive work to enable the site to be brought forward for development. This has included extensive technical work by Olympia Park Developments Ltd (ODP) in order to find specialist solutions to flood risk, remediation and the preparation of development plateaus for new housing and employment space; and a new access road off the A63 bypass. Recent work by ODP has revealed that the access road cannot be delivered in a cost effective manner within the necessary timescales to draw down the HIF investment. There are many reasons for this – none of which were foreseeable at the time the application for funding was made. These include changes in legislative requirements around building in areas that could potentially be affected by flooding, which have further impacted on the financial viability and deliverability of the proposed development and put into question the ability to deliver the number of housing units required. Everyone involved remains fully committed to effective use of the site in the future to support existing businesses and enable the delivery of appropriate new employment space and homes. The Council and OPD now have the benefit of significant detailed technical information regarding the site and continue to work together to unlock its significant potential for development, particularly given the close proximity to the town centre and railway station.
Making our Assets work	Iain Brown / Phil Hiscott	87	2	167	80	The budget is targetted at at funding due diligence work to bring the Council's own land assets to the market. These include small garage sites, Portholme Rd, Egerton Lodge, Barlby Rd depot and Bondgate.
Housing development Fesibility Work	Phil Hiscott	100	93	100	0	Housing development feasibility project to identify viability of sites for development.
Asset Strategy	Phil Hiscott	80	0	0	0	£80k budget moved from Making Our Assets Work
Commercial property acquisition fund	Iain Brown	3,039	0	3,039	0	This budget will be used to acquire strategic development sites consistent with the Councils regeneration and commercial development opportunities, in some instances this may be used to match fund acquisitions as part of the TCF bid submission.

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 19/20	Forecast	Forecast Variance	Update
High Street shop fronts	Angela Crossland	100	0	100	0	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone bid. We are now in Programme Design Stage until December 2019 to identify the programme specifics and how the fund will be spent. This is a 4 year funding programme to commence April 2020, therefore no forecasted spend in 19/20. This initiative is also inter-dependent with Towns Masterplan and Revitalisation projects. A project officer has now been assigned to lead this from within the Communities and Partnerships team. We anticipate that this funding line will amalgamate into a HAZ project allocation with New Lane public realm development and in partnership with car park improvements for the Back/Micklegate area.
New lane - Public Realm	Iain Brown / Angela Crossland	200	0	200	0	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone bid. We are now in Programme Design Stage until December 2019 to identify the programme specifics and how the fund will be spent. This is a 4 year funding programme to commence April 2020, therefore no forecasted spend in 19/20. This initiative is also inter-dependent with Towns Masterplan and Revitalisation projects. A project officer has now been assigned to lead this from within the Communities and Partnerships team. We anticipate that this funding line will amalgamate into a HAZ project allocation with High Street Improvements fund and in partnership with car park improvements for the Back/Micklegate area.
Staffing costs		2,134	367	2,134	0	This covers all the P4G funded posts across SDC. These posts support delivery of this P4G programme. It also covers the additional core staffing costs in a number of teams required to deliver the Council's corporate growth ambitions including the Economic Development and Regeneration team (to deliver the Economic Development Framework 2 year action plan) and key posts in Communities and Partnerships, Planning and Marketing and Communications.
Contingency		0	0	0	0	
		7,676	809	7,681	6	

P4G NEW BIDS 2020/21 - 22/23

Project Name	Description	Strategic Priority	New Corporate Plan Objective	Delivery Priority (1st 3 years)	Revenue			Capital			Total	Direct Return
					20/21	21/22	22/23	20/21	21/22	22/23		
					£k	£k	£k	£k	£k	£k		
Extension to existing posts	The Programme for Growth funds a number of fixed term posts across the Council which are due to end in 20/21 and a significant number ending in the following years. To deliver on the programme and our wider corporate ambitions these need to be extended.	Grow. Live. Enjoy. Great Value	Delivering across a range of these objectives.	Helping to deliver on a range of Delivery Priorities	200	747	1,017				1964	
Town Centre Action Plans	A Forward Framework and Action Plan is being prepared for each of the 3 town centres - work led by Chris Wade funded from the current Town Master planning P4G project. Two elements to this new ask: 1) Feasibility pot to work up project ideas e.g as required for the TCF bid; 2) Delivery budget - for implementation of projects - split as follows: Selby - £1m; Sherburn - £500k; Tadcaster - £500k.	Live.	Improved Town Centres.	* Develop a long term programme of market town regeneration.	200	200	200	1,000	500	500	2,600	
Visitor Economy, Arts and Culture Delivery programme	The Existing Visitor Economy (tourism & culture) and Celebrating Selby 950 P4G projects have delivered significant benefits and drawn in significant new investment into the district. There is now commitment from strategic funding partners such as Arts Council England, National Lottery Heritage Fund and Historic England to invest further in the district. ACE have suggested that SDC submit two funding applications of approx £50-70k pa but are looking for longer term commitment from SDC and partners. The ask is in two parts: 1) An additional Events officer to oversee the bids and delivery (£40k pa) 2) An investment pot we can use as match-funding for future bids (£200k pa)	Grow. Live.	* Increased Investment. * Improved Town Centres.	* Enable a thriving visitor economy underpinned by a sustained focus on enhancing the district's cultural offer. * Develop a long-term programme of market town regeneration to support the development of vibrant town centres.	240	240	240				720	
Business support programme	Through the existing P4G Growing Enterprise project and match-funding from LCR we employ a Senior Business Advisor to offer advice to small business and sign-post access to wider funding such as Ad:Venture and Digital Enterprise. This has been very successful benefitting dozens of local businesses. The investment would go into supporting the programme of events, activities and supporting funding bids.	Grow.	* Increased investment	* Support enterprise and business growth that benefits local residents through development of the necessary infrastructure and support to attract new business investments and support local businesses to grow.	70	70	70				210	
Low Carbon - Feasibility & Project Fund	Investment pot to support potential initiatives coming out of the Low Carbon Working Group. e.g. tree planting and green infrastructure; EV charging; assistance with renewable energy schemes for our housing stock? There is insufficient funding in the HRA to do this and assistance would be required from elsewhere.	Enjoy.	*Improved Environmental Quality		100	100	100				300	
Feasibility funding for HDP	Feasibility funding for the HDP	Live.	* Improved Housing Supply * Better Quality Council Homes		100	100	100				300	

Project Name	Description	Strategic Priority	New Corporate Plan Objective	Delivery Priority (1st 3 years)	Revenue			Capital			Total	Direct Return
					20/21	21/22	22/23	20/21	21/22	22/23		
Place Branding	Over the last two years we've invested in 'place branding' for the Council. The aim has been to develop a consistent positive story of the district as a great place to do business. During this time we've seen business confidence in the Selby district rise to the second highest in the Leeds City Region. Our approach to place branding on a minimal budget has been recognised nationally by the LGA as good practice. Additional funding through this bid will enable us to: 1. Continue to invest in good quality material that helps us to continue to tell the story of investment, enabling us to invest in good quality images and films (x20k each year) that create our story of place. 2. Fund the continuation of a communications officer post to 'back fill' resource to focus on this priority project; funding of this post was included in the original PfG bid for place branding (x£29,950 each year - 2B post)	Live. Enjoy. Grow.	* Increased Investment		50	50	50				150	
Unallocated					2,235						2,235	
Total Value of Bids					3,195	1,507	1,777	1,000	500	500	8,479	0

Available Resources	8,479
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Potential Future Bid Subject to enewable energy receipts in 2020/21

Low Carbon - Solar Farm	Investment in solar farm as part of commercial investment and low carbon agendas. Proposal subject to satisfactory business case and land availability. Note this is included as a potential future saving. Costs and income are indicative until market testing and business case prepared. Timing also indicative.	Enjoy. Great value.	* Improved Environmental Quality * Financially sustainable	which would support existing delivery plans.					8,000		8,000	320
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Reserve Balances 2019 - 2023 Including Growth Bids																
Description	Actual Balance	Use	Transfers	Contribs	Estimated	Use	Transfers	Contribs	Estimated	Use	Contribs	Estimated	Use	Contribs	Comments	
	31 March 19	£k	£k	£k	31 March 20	£k	£k	£k	31 March 21	£k	£k	31 March 22	£k	£k		31 March 23
Revenue Reserves																
General Fund																
Reserves to fund future commitments:																
PFI Scheme	3,528	-427		295	3,397	-442		303	3,257	-451	310	3,116	-460	316	2,971	Reserve expected to be fully spent by 2035/36.
ICT	378	-933	500	191	136	-254		227	109	-369	263	3	-174	300	129	Assessment of future requirements in progress
Asset Management	996	-1,375	250	200	71	-185		200	86	-155	200	131	-16	200	315	Subject to refreshed Asset Management Strategy
Election	148	-136		34	46			34	80		38	118	0	38	156	
	5,050	-2,871	750	720	3,650	-881	0	764	3,533	-975	811	3,368	-650	854	3,572	
Reserves to fund growth and improvement:																
Special Projects/Unallocated	3,402			5,077	8,479	0	-8,479	9,890	9,890	0	180	10,070	0		10,070	£9m of renewable energy receipts included plus surpluses from General Fund budgets in 2020/21 and 2021/22. The closing balance at the end of 19/20 is proposed to transfer to the P4G reserve to cover the new programme proposals.
Programme for Growth	6,229	-3,322		1,273	4,181	-7,231	8,479		5,429	-3,090		2,339	-2,339		0	Remainder of Approved P4G Programme, reprofiled over remaining years. Plus new £8.479m
Discretionary Rate Relief Fund	240	-50			190				190			190			190	
NYCC Collaboration	50	-50			0				0			0			0	
Spend To Save (Business Development)	310	-41	150		419	-68			351	-69		282	-71		212	Held to support upfront investment or transitional costs to deliver savings/efficiencies/come generation - spend subject to annual bidding through budget process
	10,231	-3,464	150	6,351	13,268	-7,298	0	9,890	15,860	-3,159	180	12,882	-2,410	0	10,472	
Reserves to mitigate financial risk:																
Pensions Equalisation Reserve	842		-842		0				0		97	97		185	282	Pension fund over 100% funded per 2019 valuation - reserve to be released for alternative use - trf to contingency
NDR Equalisation	2,472			3,321	5,793	0			5,793	0		5,793	-266		5,527	Funds held to support revenue budget - drawdown is subject to savings delivery
Local Plan	439	-416	250	50	323	-243		50	131	-75	50	106	-150	50	6	Funding for new local plan
Contingency	614	-100	-158		356	-100			256	-100		156	-100		56	
General Fund	1,653	-150	-150		1,503				1,503			1,503			1,503	Minimum working balance £1.5m
	6,021	-516	-900	3,371	7,975	-343	0	50	7,683	-175	147	7,654	-516	235	7,373	
Total GF Revenue reserves	21,302	-6,850	-	10,441	24,893	-8,522	-	10,704	27,076	-4,309	1,137	23,904	-3,576	1,089	21,417	
HRA																
HRA Unallocated Balance	2,267		767		1,500				1,500			1,500			1,500	Minimum working balance £1.5m remainder transferred to MRR to support housing improvement programme
C/fwd Budgets (HRA)	2,295	-2,295			-				-			-			-	
Major Repairs Reserve - Capital Programme	5,883	-4,369	767	5,514	7,794	-5,537		3,716	5,973	-5,368	3,895	4,500	-5,170	3,022	2,352	Spend profile subject to approved capital programme - aligns to HRA Business Plan Mid-Case
Sub Total	10,445	-6,665	-	5,514	9,294	-5,537	-	3,716	7,473	-5,368	3,895	6,000	-5,170	3,022	3,852	
Total Revenue Reserves	31,747	-13,515	-	15,955	34,187	-14,059	-	14,420	34,548	-9,676	5,032	29,904	-8,746	4,111	25,269	
Capital Reserves																
Total Useable Capital Receipts	5,491	-2,569	-	500	3,422	-1,428		500	2,494	-180	500	2,814	-180	500	3,134	
Capital Receipts (HRA Reserved)	0	-250		250	0				0			0			0	
Total GF Capital Receipts	5,491	-2,819	-	750	3,422	-1,428	-	500	2,495	-180	500	2,815	-180	500	3,134	
Restricted Reserves																
S106 Affordable Housing Commuted Sums	5,461			1,219	6,679			1,219	7,898		609	8,507			8,507	Funds ring-fenced and spend subject to progress on housing developments
Other s106 contributions	135				135				135			135			135	New reserve to be created
Community Infrastructure Levy	1,159			567	1,727				1,727			1,727			1,727	New reserve to be created
Total Restricted Reserves	6,755	0	0	1,786	8,541	0	0	1,219	9,760	0	609	10,369	0	0	10,369	