## Money Plan 2016-21

<table>
<thead>
<tr>
<th>Year</th>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
<th>2019/20</th>
<th>2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>£</strong></td>
<td></td>
<td></td>
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</tbody>
</table>

### 1. BASE BUDGET b/fwd

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
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<th>4</th>
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</thead>
<tbody>
<tr>
<td><strong>£</strong></td>
<td>15,969</td>
<td>16,516</td>
<td>16,125</td>
<td>15,656</td>
<td>15,332</td>
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#### Pay and Price Increases

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Employees pay awards</td>
<td>82</td>
<td>83</td>
<td>83</td>
<td>84</td>
<td>170</td>
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<tr>
<td>Employers Increased Pension Costs</td>
<td>255</td>
<td>255</td>
<td>255</td>
<td>255</td>
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<tr>
<td>Price Increases</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
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<tr>
<td>Income Inflation</td>
<td>(84)</td>
<td>(88)</td>
<td>(91)</td>
<td>(93)</td>
<td>(95)</td>
</tr>
<tr>
<td><strong>Revised Base Budget</strong></td>
<td>16,422</td>
<td>16,965</td>
<td>16,573</td>
<td>16,102</td>
<td>15,862</td>
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#### Cost Pressures/Savings

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Ongoing base pressures</td>
<td>934</td>
<td>80</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Ongoing base savings</td>
<td>(213)</td>
<td>(360)</td>
<td>(267)</td>
<td>0</td>
<td>(100)</td>
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<tr>
<td><strong>Cost Pressures/Savings</strong></td>
<td>721</td>
<td>(280)</td>
<td>(267)</td>
<td>0</td>
<td>(100)</td>
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### 2. NET BUDGET REQUIREMENT

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>£</strong></td>
<td>17,143</td>
<td>16,685</td>
<td>16,306</td>
<td>16,102</td>
<td>15,762</td>
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#### Sources of Finance

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<tbody>
<tr>
<td>Revenue Support Grant</td>
<td>2,400</td>
<td>1,824</td>
<td>1,368</td>
<td>1,026</td>
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<tr>
<td>Business Rates Retention</td>
<td>3,912</td>
<td>3,971</td>
<td>4,030</td>
<td>4,091</td>
<td>8,065</td>
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<tr>
<td>Revised New Homes Bonus</td>
<td>3,500</td>
<td>3,443</td>
<td>3,185</td>
<td>2,948</td>
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<tr>
<td>Council Tax</td>
<td>6,709</td>
<td>6,894</td>
<td>7,085</td>
<td>7,281</td>
<td>7,482</td>
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<tr>
<td><strong>Total Sources of Finance</strong></td>
<td>16,521</td>
<td>16,132</td>
<td>15,668</td>
<td>15,346</td>
<td>15,547</td>
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#### Budget Shortfall

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>£</strong></td>
<td>(622)</td>
<td>(553)</td>
<td>(638)</td>
<td>(757)</td>
<td>(215)</td>
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### 3. PROPOSED BUDGET SAVINGS

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Surplus/Shortfall</strong></td>
<td>(622)</td>
<td>(553)</td>
<td>(638)</td>
<td>(757)</td>
<td>(215)</td>
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### 4. FUTURE CHANGES

<table>
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<tbody>
<tr>
<td>Efficiency/Transformation savings</td>
<td>627</td>
<td>560</td>
<td>650</td>
<td>770</td>
<td>220</td>
</tr>
<tr>
<td><strong>Revised Budget (Shortfall)/Surplus</strong></td>
<td>5</td>
<td>7</td>
<td>12</td>
<td>13</td>
<td>5</td>
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### 5. GENERAL FUND BALANCE

<table>
<thead>
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<tbody>
<tr>
<td><strong>£</strong></td>
<td>16,516</td>
<td>16,125</td>
<td>15,656</td>
<td>15,332</td>
<td>15,542</td>
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#### Opening Balance

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</tr>
</thead>
<tbody>
<tr>
<td><strong>£</strong></td>
<td>1,603</td>
<td>1,608</td>
<td>1,615</td>
<td>1,627</td>
<td>1,640</td>
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<tr>
<td>Contribution to/(from) General Fund</td>
<td>5</td>
<td>7</td>
<td>12</td>
<td>13</td>
<td>5</td>
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<tr>
<td><strong>Closing Balance</strong></td>
<td>1,608</td>
<td>1,615</td>
<td>1,627</td>
<td>1,640</td>
<td>1,645</td>
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#### Cumulative Savings Required

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</thead>
<tbody>
<tr>
<td><strong>£</strong></td>
<td>(622)</td>
<td>(1,175)</td>
<td>(1,813)</td>
<td>(2,570)</td>
<td>(2,785)</td>
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## Budget Pressures and Savings

### Description

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Ongoing base budget increases</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>National Insurance Contributions</td>
<td>167</td>
<td></td>
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<tr>
<td>Salary Budgets</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Various smaller cost pressures</td>
<td>74</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Members Allowance (boundary review)</td>
<td>18</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Income from Recyclates</td>
<td>300</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Reduction HB Admin Grant</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Recharge to GCH</td>
<td>40</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Joint Core Strategy / City Centre Plan</td>
<td>53</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Minimum Revenue Provision</td>
<td>80</td>
<td>80</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Total ongoing Cost Pressures</strong></td>
<td><strong>932</strong></td>
<td><strong>80</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
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### Budget Savings

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Amortisation of Financial Instruments Reduction Account</td>
<td>(100)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bus Station Income</td>
<td>(13)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JCS Budgets</td>
<td></td>
<td>(160)</td>
<td>(10)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agreed Aspire Management Fee Reductions</td>
<td>(200)</td>
<td>(200)</td>
<td>(257)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Ongoing savings</strong></td>
<td><strong>(213)</strong></td>
<td><strong>(360)</strong></td>
<td><strong>(267)</strong></td>
<td><strong>0</strong></td>
<td><strong>(100)</strong></td>
</tr>
</tbody>
</table>

**Total**                                          | **719** | **(280)** | **(267)** | **0**   | **(100)** |
<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Service</th>
<th>Details: aim of the project</th>
<th>2016/17 £000</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cemeteries and Crematorium</td>
<td>Building additional income achieved into the base budget and review of crematorium charging structure</td>
<td>(100)</td>
<td>£50k will be delivered through higher income levels that have been achieved which can now be incorporated into service budgets and are expected to be recurring. A further £50k will be delivered through a review of the charging structure.</td>
<td></td>
</tr>
<tr>
<td>Neighbourhood Services</td>
<td>Roundabout advertising and advertising on signs</td>
<td>(18)</td>
<td>These additional income streams will commence during 2015/16 and are expected to deliver the required income levels in 2016/17.</td>
<td></td>
</tr>
<tr>
<td>Public Protection</td>
<td>Stray Dog service being managed through Worcestershire Regulatory Services</td>
<td>(12)</td>
<td>This service was approved and will commence during 2015/16 and will therefore deliver the required savings in 2016/17.</td>
<td></td>
</tr>
<tr>
<td>Neighbourhood Services</td>
<td>Amey contract review, on-going project from 2013/14 with requirement to identify further savings</td>
<td>(200)</td>
<td>The saving target for 2015/16 was been reduced by £200k which has been moved to 2016/17. This change reflects the expected delivery timescales of the savings. The full challenge of these savings are recognised, and further close work with our delivery partner continues to enable delivery.</td>
<td></td>
</tr>
<tr>
<td>Various</td>
<td>Efficiencies against current budgets</td>
<td>(35)</td>
<td>Review and monitoring of budget requirements in year by services has highlighted where current budget levels are no longer required to deliver. Within this portfolio this is from the homelessness service and further efficiency following housing stock transfer.</td>
<td></td>
</tr>
<tr>
<td>Various</td>
<td>Efficiencies against current budgets</td>
<td>(8)</td>
<td>Review and monitoring of budget requirements in year by services has highlighted where current budget levels are no longer required to deliver. Within this portfolio this is Public Space Protection Orders.</td>
<td></td>
</tr>
<tr>
<td>Environmental Protection</td>
<td>Charging for inspection of abandoned vehicles</td>
<td>(3)</td>
<td>Introduction of charge for inspection abandoned vehicles.</td>
<td></td>
</tr>
<tr>
<td>Environmental Protection</td>
<td>Shared working on contaminated land</td>
<td>(5)</td>
<td>Ongoing work identifying shared working opportunity.</td>
<td></td>
</tr>
<tr>
<td>Asset Management</td>
<td>Restructure of service</td>
<td>(5)</td>
<td>Further service restructure implemented in 2015/16 will deliver on-going saving during 2016/17.</td>
<td></td>
</tr>
<tr>
<td>Portfolio</td>
<td>Service</td>
<td>Details: aim of the project</td>
<td>2016/17 £000</td>
<td>Comments</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>----------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Shared Service for Human Resources service with Gloucestershire County Council</td>
<td>(56)</td>
<td></td>
<td>Shared Service went live in November 2015, full budget savings will be delivered in 2016/17</td>
</tr>
<tr>
<td>Contact Centre</td>
<td>Introduction of charges for street naming and numbering</td>
<td>(30)</td>
<td></td>
<td>This service was approved and will commence during 2015/16 and are expected to deliver the required income in 2016/17</td>
</tr>
<tr>
<td>Financial Services</td>
<td>Adjustment of Minimum Revenue Provision</td>
<td>(100)</td>
<td></td>
<td>Capital expenditure previously financed by borrowing. This will be a direct saving to the general fund.</td>
</tr>
<tr>
<td>Revenues &amp; Benefits</td>
<td>Review of Council Tax Discount</td>
<td>(30)</td>
<td></td>
<td>Changing the discount level for class C empty properties. This proposal is expected to go to Council in January 2016 to enable systems to be amended for the new financial year</td>
</tr>
<tr>
<td>Various</td>
<td>Efficiencies against current budgets</td>
<td>(20)</td>
<td></td>
<td>Review and monitoring of budget requirements in year by services has highlighted where current budget levels are no longer required to deliver. Within this portfolio these are postage savings and efficiencies identified in democratic services</td>
</tr>
<tr>
<td>Customer Services</td>
<td>Council Advertising Network</td>
<td>(5)</td>
<td></td>
<td>This service was approved and will commence during 2015/16 and are expected to deliver the required income in 2016/17</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>(627)</strong></td>
<td></td>
<td><strong>SAVINGS REQUIRED</strong> (622)</td>
</tr>
<tr>
<td><strong>Contribution to General Fund</strong></td>
<td></td>
<td>5</td>
<td></td>
<td><strong>SAVINGS REQUIRED</strong> (622)</td>
</tr>
<tr>
<td>Scheme details</td>
<td>2016 / 17 £000</td>
<td>2017 / 18 £000</td>
<td>2018 / 19 £000</td>
<td>2019 / 20 £000</td>
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<tr>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
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<tr>
<td>Kings Quarter development</td>
<td>6,670</td>
<td>900</td>
<td>0</td>
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<tr>
<td>Project costs associated with Kings Quarter development</td>
<td></td>
<td></td>
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<tr>
<td>City Centre Investment Fund</td>
<td>975</td>
<td>54</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Regeneration within the City Centre, larger projects include Museum phase 2, car parking improvements and Tourist Information Centre relocation.</td>
<td></td>
<td></td>
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<tr>
<td>HCA Regeneration Grant money</td>
<td>79</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Grant funded regeneration in greater Blackfriars area</td>
<td></td>
<td></td>
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<tr>
<td>GCC Building Improvements</td>
<td>290</td>
<td>100</td>
<td>100</td>
<td>100</td>
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<tr>
<td>Contingency fund to maintain GCC buildings</td>
<td></td>
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<td></td>
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<tr>
<td>Voltage Optimisation - Main Buildings</td>
<td>45</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Project to reduce energy costs across Council buildings</td>
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<tr>
<td>ICT Projects</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
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<tr>
<td>Essential work on Car Park including resurfacing project. Includes Unsuitable Facities Grant which is DCLG funded. Changes to running arrangements would affect this element of the budget.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eastgate Rooftop Carpark Improvements</td>
<td>715</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other housing projects include Housing Market Partnership Grant to improve affordable Housing in Gloucester which is a brought forward budget. The Safe at Home and Warm and Well schemes are also included in Housing.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing projects</td>
<td>622</td>
<td>557</td>
<td>557</td>
<td>557</td>
</tr>
<tr>
<td>Includes Disabled Facilities Grant which is DCLG funded. Changes to funding arrangements would alter this element of the budget.</td>
<td></td>
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<tr>
<td>Townscape Heritage Initiative - HLF</td>
<td>300</td>
<td>300</td>
<td>285</td>
<td>0</td>
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<tr>
<td>Grant funded improvements to Southgate Street, recent work includes building improvements</td>
<td></td>
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<tr>
<td>Ranger Centre Barns/Storage</td>
<td>67</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Creating storage facilities for Countryside Unit.</td>
<td></td>
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<tr>
<td>Rowing Club Boathouse</td>
<td>50</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>City Council contribution to new boat house. Nature Reserve works, part funded by Environment Agency. Project is into 2nd year of 10 year programme.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Horsbere Brook Local Nature Reserve works</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
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<tr>
<td>Play Area Improvement Programme</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Concurrent funding improving City play areas</td>
<td></td>
<td></td>
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<tr>
<td>Crematorium Cremator Improvements</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Funding to ensure maintenance of crematorium infrastructure</td>
<td></td>
<td></td>
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<tr>
<td>Grant Funded Projects</td>
<td>32</td>
<td>11</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>Includes Alney Island and Longlevens Neighbourhood Partnership grant projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total</td>
<td>10,347</td>
<td>2,346</td>
<td>1,377</td>
<td>1,081</td>
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</table>

<table>
<thead>
<tr>
<th>Financing Source</th>
<th>2016 / 17 £000</th>
<th>2017 / 18 £000</th>
<th>2018 / 19 £000</th>
<th>2019 / 20 £000</th>
<th>2020 / 21 £000</th>
<th>2016 - 2021 £000</th>
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<tbody>
<tr>
<td>Lottery Grants</td>
<td>240</td>
<td>240</td>
<td>225</td>
<td>0</td>
<td>0</td>
<td>705</td>
</tr>
<tr>
<td>Externally funded</td>
<td>7,451</td>
<td>1,504</td>
<td>604</td>
<td>592</td>
<td>592</td>
<td>10,744</td>
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<tr>
<td>Capital Receipts</td>
<td>2,091</td>
<td>54</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2,145</td>
</tr>
<tr>
<td>Borrowing</td>
<td>564</td>
<td>548</td>
<td>548</td>
<td>488</td>
<td>288</td>
<td>2,438</td>
</tr>
<tr>
<td>Sub total</td>
<td>10,347</td>
<td>2,346</td>
<td>1,377</td>
<td>1,081</td>
<td>881</td>
<td>16,031</td>
</tr>
</tbody>
</table>

Note: Income generated from Kings Quarter acquisitions will offset project borrowing costs for 2016/17 to 2018/19. Project funding includes £3m Interest free GIIF loan repayable 31/12/18.