	MONEY PLAN 2016-21	1 2017/18 £'000	2 2018/19 £'000	3 2019/20 £'000	4 2020/21 £'000	Appendix 1 5 2021/22 £'000
1.	BASE BUDGET b/fwd	16,449	14,699	13,887	14,134	14,433
	Pay and Price Increases					
	Employees pay awards	94	83	84	170	174
	Employers Increased Pension Costs	255	255	255	255	255
	Price Increases	150	150	150	150	
	Income Inflation	(80)	(91)	(93)	(95)	(97)
	Revised Base Budget	16,868	15,096	14,284	14,613	14,915
	Cost Pressures/Savings					
	Ongoing base pressures	428	(20)	350	0	
	Ongoing base savings	(942)	(439)	0	20	
		(514)	(459)	350	20	0
2.	NET BUDGET REQUIREMENT	16,354	14,637	14,634	14,633	14,915
	Sources of Finance					
	Revenue Support Grant	1,092	616	90		
	Business Rates Retention	3,685	4,129	4,367	4,433	4,499
	From Business Rates Reserve	110	32	44	.,	.,
	Revised New Homes Bonus	3,041	2,250	2,250	2,250	2,250
	Transitional Grant	10	_,_55	_/_55	_,	_,_5
	Council Tax Surplus	90				
	Council Tax	6,953	7,189	7,428	7,633	8,061
3.	TOTAL SOURCES OF FINANCE	14,981	14,216	14,179	14,316	
	Budget Shortfall	(1,373)	(421)	(454)	(318)	(105)
4.	PROPOSED BUDGET SAVINGS	1,655				
	Revised Budget (Shortfall)/Surplus	282	(421)	(454)	(318)	(105)
5	FUTURE CHANGES					
.	Efficiency/Transformation/Income Generation		750	500	200	0
	Revised Budget (Shortfall)/Surplus	282	329	46	(118)	(105)
	REVISED NET BUDGET REQUIREMENT c/fwd	14,699	13,887	14,134	14,433	
	REVISED NET BODGET REQUIREMENT C/TWG	14,099	13,007	14,134	14,433	14,915
6.	GENERAL FUND BALANCE					
	Opening Balance	1,663	1,945	2,273	•	•
	Contribution to/(from) General Fund	282	329	46	(118)	(105)
	Closing Balance	1,945	2,273	2,319	2,201	2,097
	Cumulative Savings Required	(1,373)	(1,795)	(2,249)	(2,567)	(2,671)

0

Description

2017/18 2018/19 2019/20 2020/21

Ongoing	base	budget	increases
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Shopmobility - non delivery savings	50		
Markets - non delivery savings	50		
Cultural Strategy - Arts Council Match Funding		(20)	
Reduction HB Admin Grant	100		
Reduced Income Property		350	
Alignment of pension budget	110		
Business Rates Revaluation	57		
Commercial Rents	45		
Contaminated Land Costs	16		
Minimum Revenue Provision			

Total ongoing Cost Pressures	428	(20)	350	

Budget Savings

Total	(514)	(459)	350	20
Total Ongoing savings	<u>(942)</u>	(439)	0	20
Agreed Aspire Management Fee Reductions	(200)	(257)		
Vacancy Factor @ 3%	(246)			
Democratic Services	(20)			20
JCS Budgets	(8)	(202)		
Interest Payable		20		
Business Improvement Savings	(128)			
Financial Instrument Adjustment Account	(100)			
Minimum Revenue Provision	(20)			
External Audit Fee reduction	(20)			
Crematorium Income	(100)			
Planning Income Budget Realignment	(100)			

Review of garden Waste Charges (106) 0 Increase Garden Waste charges as pa contribution to overall waste contact Neighbourhood Services Introduce charges for replacement Wheelie Bins (5) Introduce the Environment Introduce charges for replacement Wheelie Bins (5) Identify energy savings which can be through the Council's operational and operational estate, including consider canopies/roofs on all car parks and so learn parks and so depreted to planning matters, reducing the number applications needing to be processed, offering a potentially premium fee ser applicants and reducing resource costs. Cabinet Member for Communities & Neighbourhoods Asset Management Review of Voluntary Sector Grants (145) (50) Review quantum and future of voluntary sector with the parks of the parks strategy and parks and considering whole system involving other agencies' grant funding organisations (including offering to advants for a. n. PCC). Asset Management Review of Car park Strategy (150) Review quantum and future of voluntary sector with the parks of the parks trategy review being completed and carasts for a. n. PCC). Asset Management Accommodation review (200) 2016/17 to include review of pricing swhere further efficiencies can be delived for a parks strategy review being completed and carasts for a. n. PCC). Asset Management Review of Car park Strategy (150) Car Park strategy review being completed and carasts for a. n. PCC). Asset Management Review of Management Fee (100) (100) Proceed reduction of management fee following Transformation and review of pricing swhere further efficiencies can be delived for a parks transport of the parks tra	Portfolio	Service	Details: aim of the project	2017/18 £000	2018/19 £000	Comments
Cabinet Member for the Environment Neighbourhood Services Neighbourhood Service		Neighbourhood Services	Review of garden Waste Charges	(106)	0	Increase Garden Waste charges as part of contribution to overall waste contact
Environment Neighbourhood Services Energy efficiencies and income generation opportunities Energy efficiencies and income generation opportunities Cabinet Member for Housing, Health & Leisure Planning Review of Planning Service Review of Planning Service to include; fast track premium planning service, 1. Local Development Orders (LDOS) for planning matters, reducing the number of voluntary Sector Review of Voluntary Sector Grants Review of Voluntary Sector Grants Review of Voluntary Sector Grants Review of Car park Strategy (150) Asset Management Review of Car park Strategy (150) Review quantum and future of voluntary sector device of planning matters, reducing resource cost section of planning matters, reducing the variety of planning matters, reducing the v		Neighbourhood Services	Introduce charges for replacement Wheelie Bins	(5)		
Cabinet Member for Housing, Health & Leisure Planning Review of Planning Service Review of Planning Service Review of Planning Service Review of Planning Service (50) Review of Planning Service (LOGs) for planning matters, reducting the number offering a potentially premium fee services applicants and reducting resource costs. Review of Voluntary Sector Grants Review of Car park Strategy (150) Review of Voluntary Sector Grants Review of Car park Strategy (150) Car Park strategy review being comple 2016/17 to include review of pricing so where further efficiencies can be delive of pricing so where further efficiencies can be delived following the service of pricing so the delived of properties of the services of the se		Neighbourhood Services	•		(50)	Identify energy savings which can be delivered through the Council's operational and non-operational estate, including consideration of so canopies/roofs on all car parks and solar fields of land holdings
Review of Voluntary Sector Grants Review of Car park Strategy Rev	<u> </u>	Planning	Review of Planning Service		(50)	Review of Planning Service to include; Introduce fast track premium planning service. Introduce Local Development Orders (LDOs) for minor planning matters, reducing the number of applications needing to be processed, whilst offering a potentially premium fee service for applicants and reducing resource costs of
Asset Management Review of Car park Strategy (150) 2016/17 to include review of pricing s where further efficiencies can be delived for the pricing s where further efficiencies can be delived for the pricing s where further efficiencies can be delived for the pricing s where further efficiencies can be delived for the pricing s where further efficiencies can be delived for the pricing s where further efficiencies can be delived for the pricing s where further efficiencies can be delived for the pricing s where further efficiencies can be delived for the pricing s where further efficiencies can be delived for the pricing s where further efficiencies can be delived for the pricing s where further efficiencies can be delived for pricing s where further efficiencies can be delived for pricing s where further efficiencies can be delived for pricing s where further efficiencies can be delived for pricing s where further efficiencies can be delived for pricing s where further efficiencies can be delived for pricing s where further efficiencies can be delived for pricing s where further efficiencies can be delived for pricing s where further efficiencies can be delived for pricing s where further efficiencies can be delived for pricing so that the pricing state of following "Together Gloucester organis redesign to confirmed for the pricing scale for process to be identified for the pricing scale for pricing scale for pricing scale for pricing scale for process and pricing scale for process and pricing scale for process are for pricing scale for process and pricing scale for pricing scale for pricing scale for pricing scale for process are for pricing scale for process are for pricing scale for pricing		Voluntary Sector	Review of Voluntary Sector Grants	(145)	(50)	Review quantum and future of voluntary sector grants and considering 'whole system' aspects involving other agencies' grant funding of same organisations (including offering to administer grants for e.g. PCC)
Asset Management Asset Management Accommodation review Accommodation review following "Together Gloucester" incom opportunities from reducing the wareh accommodation required by the Country Phased reduction of management fee Marketing Gloucester Removal of Local Council Tax Support (20) Project to move to Digital Mail solution Review of Support systems Customer Services Review of Staff Terms & Conditions Communications Review of Staff Terms & Conditions Review of City Life Magazine including advertising All Organisational Redesign To be identified for 2018/19 (1,655) Accommodation review following "Together Gloucester" incom opportunities from reducing the wareh accommodation required by the Country Phased reduction of management fee (100) (100) Phased reduction of management Fee Marketing Gloucester Removal of Local Council Tax Support Removal of Local Cou		Asset Management	Review of Car park Strategy	(150)		Car Park strategy review being completed durin 2016/17 to include review of pricing strategy ar where further efficiencies can be delivered.
Marketing Gloucester Reduction of Management Fee (100) Reduction Ouedgeley Parish Council Grant Customer Services Reduce postage costs Review of support systems Review of Staff Terms & Conditions Communications Review of City Life Magazine including advertising Together Gloucester Transformation Projects Marketing Gloucester Reduction of Management Fee (100) Reduce postage costs (20) Project to move to Digital Mail solution Review of support systems (22) Removal of subscriptions to various se Customer services Customer services Review of City Life Magazine including advertising Organisational Redesign To be identified for 2018/19 (1,000) Phased reduction of management fee Marketing Gloucester Removal of Local Council Tax Support Remova	Cabinet Member for Regeneration		Accommodation review		(200)	Following transformational review of Council following "Together Gloucester" income opportunities from reducing the warehouse
Cabinet Member for Performance & Review of support systems Exercises Review of Staff Terms & Conditions Communications Review of City Life Magazine including advertising Together Gloucester Transformation Projects All Organisational Redesign To be identified for 2018/19 Customer Services Review of Staff Terms & Conditions (22) Removal of subscriptions to various secunities (22) Removal of subscriptions to various secunities (23) Terms & Conditions review ongoing (30) Details of Together Gloucester organis redesign to confirmed (1,000) To be identified for 2018/19 (1,655) (750)		Marketing Gloucester	Reduction of Management Fee	(100)	(100)	Phased reduction of management fee to
Customer Services Review of support systems Review of Staff Terms & Conditions Communications Review of City Life Magazine including advertising Together Gloucester Transformation Projects All To be identified for 2018/19 Review of support systems (22) Removal of subscriptions to various sectors Customer services Terms & Conditions (50) Terms & Conditions review ongoing (30) Details of Together Gloucester organis redesign to confirmed (300) Efficiency projects to be identified for 2018/19 (1,655) (750)		Finance		 		Removal of Local Council Tax Support grant
Review of support systems Review of Staff Terms & Conditions Review of Staff Terms & Conditions Communications Review of City Life Magazine including advertising All Organisational Redesign Transformation Projects All To be identified for 2018/19 (1,655) Customer Services Customer services Customer services Customer services (22) Customer services Customer services (30) Terms & Conditions review ongoing (1,000) Details of Together Gloucester organis redesign to confirmed (300) Efficiency projects to be identified for 2018/19		Customer Services	Reduce postage costs	(20)		Project to move to Digital Mail solution
Human Resources Review of Staff Terms & Conditions (50) Terms & Conditions review ongoing Review of City Life Magazine including advertising All Organisational Redesign (1,000) Details of Together Gloucester organis redesign to confirmed Transformation Projects All To be identified for 2018/19 (300) Efficiency projects to be identified for COTAL (1,655) (750)		Customer Services	Review of support systems	(22)		Removal of subscriptions to various services in Customer services
Together Gloucester All Organisational Redesign To be identified for 2018/19 To be identified for 2018/19 (1,000) Details of Together Gloucester organis redesign to confirmed (30) Details of Together Gloucester organis redesign to confirmed (300) Efficiency projects to be identified for COTAL (1,655) (750)	& Resources	Human Resources	Review of Staff Terms & Conditions	(50)		
Together Gloucester All Organisational Redesign (1,000) Details of Together Gloucester organis redesign to confirmed Transformation Projects All To be identified for 2018/19 (1,655) (750) Details of Together Gloucester organis redesign to confirmed (1,655) (750)			Review of City Life Magazine including	(30)		
Transformation Projects All To be identified for 2018/19 (300) Efficiency projects to be identified for COTAL (1,655) (750)	Together Gloucester	All		(1,000)		Details of Together Gloucester organisational
OTAL (1,655) (750)		All	To be identified for 2018/19		(300)	Efficiency projects to be identified for 2018/19
AVINGS REQUIRED (1.373) (421)		1		(1,655)	. ,	
**************************************	AVINGS REQUIRED			(1,373)	(421)	
ontribution to General Fund 282 329	-				-	

				rogramme			
Scheme	2017 / 18 £000	2018 / 19 £000	2019 / 20 £000	2020 / 21 £000	2021 / 22 £000	2017 - 2022 £000	Scheme details
Kings Quarter development	5,302	1,870	0	0	0	7,172	Project costs associated with Kings Quarter development Regeneration within the City Centre, larger projects include Museum phase 2, car parking improvemen
City Centre Investment Fund	435	54	0	0	0	488	and Tourist Information Centre relocation.
Regeneration Grant funding	87	0	0	0	0	87	Grant funded regeneration in greater Blackfriars area
GCC Building Improvements	139	100	100	100	100	539	Project funding to ensure GCC buildings remain fit for purpose
ICT Projects	100	100	100	100	100	500	Maintain Council ICT infrastructure / capability. Includes Disabled Facilities Grant which is DCLG funded. Changes to funding arrangements would alter this element of the budget. 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
Housing projects	1,001	534	534	534	534	3,136	included in Housing.
Drainage and Flood Protection Works	119	100	100	100	0	419	Flood Protection Capital Fund - External grant funded projects to assist with flood protection.
Townscape Heritage Initiative - HLF	191	276	0	0	0	466	Grant funded improvements to Southgate Street, recent work includes building improvements
Ranger Centre Barns/Storage	64	0	0	0	0	64	Creating storage facilities for Countryside Unit.
Robinswood All Paths Projects	15	15	15	15	15	75	Partnership work with Gloucestershire Wildlife trust - improving Robinswood Hill Nature Reserve works, part funded by Environment Agency. Project is into 2nd year of 10 year
Horsbere Brook Local Nature Reserve works	10	10	10	10	10	50	programme.
Play Area Improvement Programme	60	60	60	60	60	300	Concurrent funding improving City play areas
Crematorium Cremator Impovements	0	45	0	45	0	90	Funding to ensure maintenance of crematorium infrastructure
Grant Funded Projects	14	3	3	3	3	27	Includes Alney Island and Longlevens Neighbourhood Partnership grant projects
Total	7,537	3,166	922	967	822	13,414	

		Capital Financing						
	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22	2017 - 2022		
Financing Source	£000	£000	£000	£000	£000	£000		
Lottery Grants	131	216	0	0	0	346		
External Grants (other)	6,377	2,457	587	587	487	10,494		
Capital Receipts	1,029	494	50	95	50	1,718		
Borrowing	0	0	285	285	285	855		
Sub total	7,537	3,166	922	967	822	13,414		

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