

MONEY PLAN 2016-21
Appendix 1

	1	2	3	4	5
	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'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	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	0
Ongoing base savings	(942)	(439)	0	20	0
	(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				
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	14,810
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	14,915
6. GENERAL FUND BALANCE					
Opening Balance	1,663	1,945	2,273	2,319	2,201
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)

Budget Pressures and Savings

Appendix 2

Description**2017/18 2018/19 2019/20 2020/21****Ongoing base budget increases**

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	0

Budget Savings

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

Budget Savings Programmes - 2017/18

Appendix 3

Portfolio	Service	Details: aim of the project	2017/18 £000	2018/19 £000	Comments
Cabinet Member for the Environment	Neighbourhood Services	Review of garden Waste Charges	(106)	0	Increase Garden Waste charges as part of contribution to overall waste contact
	Neighbourhood Services	Introduce charges for replacement Wheelie Bins	(5)		
	Neighbourhood Services	Energy efficiencies and income generation opportunities		(50)	Identify energy savings which can be delivered through the Council's operational and non-operational estate, including consideration of solar canopies/roofs on all car parks and solar fields on land holdings
Cabinet Member for Housing, Health & Leisure	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 planning service
Cabinet Member for Communities & Neighbourhoods	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)
Cabinet Member for Regeneration	Asset Management	Review of Car park Strategy	(150)		Car Park strategy review being completed during 2016/17 to include review of pricing strategy and where further efficiencies can be delivered.
	Asset Management	Accommodation review		(200)	Following transformational review of Council following "Together Gloucester" income opportunities from reducing the warehouse accommodation required by the Council
	Marketing Gloucester	Reduction of Management Fee	(100)	(100)	Phased reduction of management fee to Marketing Gloucester
Cabinet Member for Performance & Resources	Finance	Reduction Quedgeley Parish Council Grant	(27)		Removal of Local Council Tax Support grant
	Customer Services	Reduce postage costs	(20)		Project to move to Digital Mail solution
	Customer Services	Review of support systems	(22)		Removal of subscriptions to various services in Customer services
	Human Resources	Review of Staff Terms & Conditions	(50)		Terms & Conditions review ongoing
	Communications	Review of City Life Magazine including advertising	(30)		
Together Gloucester	All	Organisational Redesign	(1,000)		Details of Together Gloucester organisational redesign to confirmed
Transformation Projects	All	To be identified for 2018/19		(300)	Efficiency projects to be identified for 2018/19
TOTAL			(1,655)	(750)	
SAVINGS REQUIRED			(1,373)	(421)	
Contribution to General Fund			282	329	

FORECAST CAPITAL PROGRAMME AND FINANCING 2017 - 2022

Scheme	Capital Programme						Scheme details
	2017 / 18 £000	2018 / 19 £000	2019 / 20 £000	2020 / 21 £000	2021 / 22 £000	2017 - 2022 £000	
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 improvements and Tourist Information Centre relocation. Grant funded regeneration in greater Blackfriars area Project funding to ensure GCC buildings remain fit for purpose 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 included in Housing. Flood Protection Capital Fund - External grant funded projects to assist with flood protection. Grant funded improvements to Southgate Street, recent work includes building improvements Creating storage facilities for Countryside Unit. 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 programme. Concurrent funding improving City play areas Funding to ensure maintenance of crematorium infrastructure Includes Alney Island and Longlevens Neighbourhood Partnership grant projects
City Centre Investment Fund	435	54	0	0	0	488	
Regeneration Grant funding	87	0	0	0	0	87	
GCC Building Improvements	139	100	100	100	100	539	
ICT Projects	100	100	100	100	100	500	
Housing projects	1,001	534	534	534	534	3,136	
Drainage and Flood Protection Works	119	100	100	100	0	419	
Townscape Heritage Initiative - HLF	191	276	0	0	0	466	
Ranger Centre Barns/Storage	64	0	0	0	0	64	
Robinswood All Paths Projects	15	15	15	15	15	75	
Horsbere Brook Local Nature Reserve works	10	10	10	10	10	50	
Play Area Improvement Programme	60	60	60	60	60	300	
Crematorium Cremator Improvements	0	45	0	45	0	90	
Grant Funded Projects	14	3	3	3	3	27	
Total	7,537	3,166	922	967	822	13,414	

Financing Source	Capital Financing					
	2017 / 18 £000	2018 / 19 £000	2019 / 20 £000	2020 / 21 £000	2021 / 22 £000	2017 - 2022 £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 GIFF loan repayable 31/12/18.