### SAVINGS STRATEGY

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<tr>
<td>Total Current MTFS Funding Deficit</td>
<td>£1,754,619</td>
<td>£2,016,986</td>
<td>£1,032,052</td>
<td>£92,758</td>
<td>£3,961,806</td>
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1. **Regulatory & Environmental Services Transformation**
   - a) Cost of service reduction 157,500
   - b) Review of fees & charges and income generation opportunities 50,000
   - c) Transformation of service delivery 100,000
   - Total 0

2. **Rolling Approach to Commissioned Services**
   - a) Review of Internal Audit and Corporate Fraud Unit 43,000
   - b) Review of current shared / commissioned services e.g. One Legal, The Cheltenham Trust, Ubico, Cheltenham Borough Homes 75,000
   - b1) Hire of depot for TBC co-mingling contract 22,000
   - b2) Net increase in charges to Housing Revenue Account / CBH from One Legal 23,900
   - b3) Saving from Single Advice Contract 25,000
   - c) Additional waste target from new joiners 40,000
   - d) Increase Green Waste by £4 and increase Discount to £3 + 40,000
   - e) Procurement savings - reduction in insurance premiums + 60,000
   - Total 29,000

3. **Review of Accommodation**
   - a) Depot - rationalisation of site 100,000
   - b) Municipal offices - relocation and site regeneration 200,000
   - Total 100,000

4. **Economic Growth / Investment**
   - a) Investment portfolio income generation 300,000
   - b) West Cheltenham - increase in business rates 25,000
   - c) North West Cheltenham - increase in business rates 25,000
   - d) Business Rates additional target through pooling 400,000
   - e) North Place development income 350,000
   - f) Increase in car parking revenue based on volume growth 200,000
   - Total 0

5. **Service Cuts**
   - a) Review and decrease the cost of services / activities 416,000
   - b) Property Services - reduction in cost of service 25,000
   - c) Commissioning - reduction in cost of service 115,000
   - d) Corporate Overheads - reduction in costs 8,300
   - e) Removal of Parish Council Tax Support Funding 10,200
   - Total 0

6. **Use of Reserves**
   - a) Use of one-off payment holiday on VRP 400,000
   - b) MRP saving through change in methodology 95,000
   - * Use of Budget Strategy (Support) Reserve 273,919 882,205 426,485 1,308,690
   - * 8/Fwd deficit funded by Budget Strategy (Support) Reserve in previous year (273,919) (882,205) (426,485) -1,582,609
   - Total 273,919 1,103,286 -455,720 (426,485) 221,081

### Previously Delivered Savings Targets

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<td>Use of NHR to support base budget 700,00</td>
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<td>L&amp;G Review - trust savings 231,500 150,500 43,000 193,500</td>
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<td>2020 Vision - Shared Services 150,900 0 0</td>
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<td>Discontinuation of partnership contribution to 'Safe at Home' contract 32,000 0 0</td>
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<td>Democratic Services Unit - reduction in cost of service 10,900 0 0</td>
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<td>GOSS retendering of banking arrangements 10,000 0 0</td>
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<td>Review of Investment Property 10,000 0 0</td>
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<td>Vehicle Operating Lease - reduction in base budget 97,300 0 0</td>
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<td>Central Depot Bulking Facility 46,000 0 0</td>
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<td>Advertising &amp; Sponsorship contract 63,100 0 0</td>
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<td>Total 1,351,700 150,500 43,000 0 193,500</td>
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<td>Total Identified Savings/Income 1,754,619 2,016,986 529,880 978,615 3,525,481</td>
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<td>Target one-off underspend to boost budget strategy reserve (350,000) 0 502,182 (65,857) 436,325</td>
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**Shortfall / (Surplus) against MTFS Funding Gap**  (350,000) 0 502,182 (65,857) 436,325

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NB: traffic lights denote risk associated with delivery
* denotes decisions already made by Cabinet/Council