

SAVINGS STRATEGY						
	2019/20	2020/21	2021/22	2022/23	2023/24	Total 2020/21 to 2023/24
Total Current MTFS Funding Deficit	1,933,682	1,143,685	2,117,244	1,469,321	680,537	5,410,787
1. Place and Growth						
Transformation of Regulatory & Environmental Services delivery	50,000	50,000				50,000
Fees & charges and income general uplift	50,000	50,000	50,000	50,000	50,000	200,000
Commercial income generation opportunities		50,000	50,000	50,000		150,000
Car Parking Strategy - volume / price analysis	550,000	150,000				150,000
Increase Crem fees above inflation			50,000			50,000
Environmental Services efficiencies	200,000	100,000				100,000
West Cheltenham - increase in business rates				100,000	300,000	400,000
North West Cheltenham - increase in business rates				100,000	100,000	200,000
Total	850,000	400,000	150,000	300,000	450,000	1,300,000
2. People and Change						
Revenues and Benefits restructure	40,000					0
L&C Review - trust savings	100,000		100,000			100,000
Publica savings	39,000					0
Modernisation Programme		100,000	200,000			300,000
Total	179,000	100,000	300,000	0	0	400,000
3. Finance and Assets						
Investment portfolio income generation - direct purchase	397,600	150,000	150,000	100,000		400,000
Investment portfolio income generation - West Cheltenham				100,000	100,000	200,000
North Place development income				150,000	100,000	250,000
Energy savings / initiatives (wind, solar / battery storage)			50,000			50,000
New Housing supply - mark-up on borrowing / equity		50,000	50,000			100,000
Depot - rationalisation of site					250,000	250,000
Local Council Tax Support scheme	40,000					0
Treasury Management activity			50,000			50,000
LGPS up-front payment discount	161,000					0
LGPS 2019 Revaluation savings		126,000	200,000	200,000		526,000
Municipal offices - Letting of surplus office accommodation space	50,000		50,000	50,000		100,000
Total	648,600	326,000	550,000	600,000	450,000	1,926,000
4. Use of Reserves						
* Use of Budget Strategy (Support) Reserve	256,082	317,685	1,117,244	569,321	(219,463)	1,784,787
Total	256,082	317,685	1,117,244	569,321	(219,463)	1,784,787
Total Identified Savings/Income	1,933,682	1,143,685	2,117,244	1,469,321	680,537	5,410,787
Shortfall / (Surplus) against MTFS Funding Gap	0	0	0	0	0	0

NB: traffic lights denote risk associated with delivery