

| 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 | 1,083,970 | 1,902,261 | 1,254,338 | 865,554 | |
| 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 | 150,000 |
| Energy savings / initiatives (wind, solar / battery storage) | | | 50,000 | | | 50,000 |
| New Housing supply - mark-up on borrowing / equity | | 50,000 | 50,000 | | 50,000 | 150,000 |
| Depot - rationalisation of site | | | | | 150,000 | 150,000 |
| 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 accomodation space | 50,000 | | 50,000 | 50,000 | | 100,000 |
| Total | 648,600 | 326,000 | 550,000 | 450,000 | 450,000 | 1,776,000 |
| 4. Use of Reserves | | | | | | |
| * Use of Budget Strategy (Support) Reserve | 256,082 | 257,970 | 902,261 | 504,338 | (34,446) | 1,630,123 |
| Total | 256,082 | 257,970 | 902,261 | 504,338 | (34,446) | 1,630,123 |
| Total Identified Savings/Income | 1,933,682 | 1,083,970 | 1,902,261 | 1,254,338 | 865,554 | 5,106,123 |
| Shortfall / (Surplus) against MTFS Funding Gap | 0 | 0 | 0 | 0 | 0 | 0 |

NB: traffic lights denote risk associated with delivery