

**DRAFT MEDIUM TERM FINANCIAL STRATEGY**

**Appendix A1**

	2019/20 £000s	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s
<b>Expenditure base budget</b>	23,264	23,413	23,558	23,346	23,190	23,556	23,822	24,193	24,513	24,829
Inflation - Salaries Retained Staff (2%)	14	14	14	14	14	14	14	14	14	14
Inflation - Publica (2%)	195	170	170	170	170	170	170	170	170	170
- Contracts	251	140	140	140	140	140	140	140	140	140
<b>Total Inflationary Increases</b>	<b>460</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>
Unavoidable budget pressures	3	1,150	7	42	42	42	147	196	42	42
<b>Savings</b>										
Savings Target	(314)	(329)	(43)	(22)	0	0	0	0	0	0
New Savings requiring delivery/contingency plan		(1,000)	(500)	(500)	0	(100)	(100)	(200)	(50)	(50)
<b>Total Expenditure</b>	<b>23,413</b>	<b>23,558</b>	<b>23,346</b>	<b>23,190</b>	<b>23,556</b>	<b>23,822</b>	<b>24,193</b>	<b>24,513</b>	<b>24,829</b>	<b>25,145</b>
<b>Income base budget</b>	(12,010)	(12,256)	(12,882)	(12,867)	(12,922)	(12,974)	(13,028)	(13,083)	(13,138)	(13,193)
Inflation	0	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)
Other Growth - see Unavoidable budget pressures	(246)	(576)	65	(5)	(2)	(4)	(4)	(5)	(5)	(6)
<b>Total Income</b>	<b>(12,256)</b>	<b>(12,882)</b>	<b>(12,867)</b>	<b>(12,922)</b>	<b>(12,974)</b>	<b>(13,028)</b>	<b>(13,083)</b>	<b>(13,138)</b>	<b>(13,193)</b>	<b>(13,249)</b>
<b>Net cost of service</b>	<b>11,157</b>	<b>10,676</b>	<b>10,479</b>	<b>10,268</b>	<b>10,582</b>	<b>10,793</b>	<b>11,110</b>	<b>11,375</b>	<b>11,635</b>	<b>11,895</b>
<b>Central Government Funding</b>										
Revenue Support Grant	0									
Collection Fund (Surplus)/Deficit (Business Rates)	(74)									
Business Rates Retention Baseline	0	(1,806)	(1,842)	(1,879)	(1,917)	(1,955)	(1,994)	(2,034)	(2,075)	(2,116)
Retained Growth Above Baseline (10%)	0	(900)	(918)	(936)	(955)	(974)	(994)	(1,014)	(1,034)	(1,054)
NNDR Income (NNDR1)	(13,101)									
Tariff	11,301									
Small Bus Rate Relief and Section 31 Grant	(2,138)									
Renewable Energy Business Rates Retention	(71)	(71)	(71)	(71)	(71)	(71)	(71)	(71)	(71)	(71)
Levy	727	0	0	0	0	0	0	0	0	0
<b>Business Rates Income Estimate</b>	<b>(3,356)</b>	<b>(2,777)</b>	<b>(2,831)</b>	<b>(2,887)</b>	<b>(2,943)</b>	<b>(3,000)</b>	<b>(3,059)</b>	<b>(3,119)</b>	<b>(3,180)</b>	<b>(3,242)</b>
Rural Services Delivery Grant	(602)	0	0	0	0	0	0	0	0	0
New Homes Bonus	(1,845)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Surplus New Homes Bonus	(1,410)	(1,509)	(1,313)	(525)	(342)	(398)	(455)	(515)	(576)	(793)
Appropriate Surplus New Homes Bonus to Earmarked Reserves	1,410	1,509	1,313	525	342	398	455	515	576	793
<b>Overall Central Government Funding</b>	<b>(5,803)</b>	<b>(4,277)</b>	<b>(4,331)</b>	<b>(4,387)</b>	<b>(4,443)</b>	<b>(4,500)</b>	<b>(4,559)</b>	<b>(4,619)</b>	<b>(4,680)</b>	<b>(4,742)</b>
<b>Council Tax</b>										
Estimated Council Tax Base	41,683.0	42,183.2	42,689.4	43,201.7	43,720.1	44,244.8	44,775.7	45,313.0	45,856.8	46,407.1
Band D Council Tax	126.40	128.92	131.48	134.10	136.77	139.49	142.26	145.09	147.98	150.93
<b>Council Tax Yield</b>	<b>(5,269)</b>	<b>(5,438)</b>	<b>(5,613)</b>	<b>(5,793)</b>	<b>(5,979)</b>	<b>(6,172)</b>	<b>(6,370)</b>	<b>(6,575)</b>	<b>(6,786)</b>	<b>(7,004)</b>
	0.00%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%
<b>Collection Fund Surplus - Council Tax</b>	<b>(97)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>
<b>Overall Funding Position</b>	<b>(11,169)</b>	<b>(9,815)</b>	<b>(10,044)</b>	<b>(10,280)</b>	<b>(10,522)</b>	<b>(10,772)</b>	<b>(11,029)</b>	<b>(11,293)</b>	<b>(11,566)</b>	<b>(11,846)</b>
<b>Budget (Surplus)/Deficit</b>	<b>(12)</b>	<b>861</b>	<b>435</b>	<b>(12)</b>	<b>59</b>	<b>21</b>	<b>81</b>	<b>81</b>	<b>70</b>	<b>50</b>

<b>Unavoidable Budget Pressures</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
<b>Expenditure</b>										
Increased contributions to GCC Pension Fund - Actuarial Valuation and projections	195,000									
Investment in Decked Car Parking Cirencester - Provision for Debt Repayment and Interest on PWLB loan		297,000								
Investment in Decked Car Parking Cirencester - Interest Costs loss of investment interest on capital receipts	(25,000)	60,000								
Additional Resources for Cirencester Strategic Plan (one-off 2018/19)	(60,000)									
Additional Resources for Implementation of CIL (one-off 2018/19)	(75,000)									
Additional Planning Service Resources (one-off 2018/19)	(60,000)									
Ward Member Grants for Youth Facilities (one-off 2018/19)	(34,000)									
Revenue Contribution to Decked Car Park Cirencester (one-off 2018/19)	(260,000)									
Local Housing Needs Assessment (cyclical every 5 years)	5,000									
Revenue Impact of increase to external borrowing	67,000	833,000	42,000	42,000	42,000	42,000	147,000	196,000	42,000	42,000
Permanent increase to Planning Enforcement	28,000									
Provision for reduction to GCC Incentive payment recycling	15,000	45,000								
Provision for Cemeteries Repairs and Maintenance	2,000									
Ward Member - Priority Allocation (one-off allocation)	85,000	(85,000)								
Provision for additional action against Fly Tipping (ERS Temp Post 2 years)	35,000		(35,000)							
Provision for cost of review of Statutory Officer salaries to reflect new responsibilities post implementation of Publica	25,000									
Waste Service Review Dec 18	60,000									
<b>Total Expenditure Budget Pressures</b>	<b>3,000</b>	<b>1,150,000</b>	<b>7,000</b>	<b>42,000</b>	<b>42,000</b>	<b>42,000</b>	<b>147,000</b>	<b>196,000</b>	<b>42,000</b>	<b>42,000</b>
<b>Income</b>										
Car parking income from Decked Car Parking Cirencester - offset prov for debt repayment and interest costs		(357,000)								
OMH Car Parking Income from additional spaces	(59,000)									
Treasury management forecast changes to investment returns	(234,398)	(218,641)	65,024	(5,473)	(1,854)	(4,492)	(4,333)	(5,290)	(5,286)	(5,895)
Investment property rental variation (Cabinet June 2018)	47,250									
<b>Total Income Growth/Budget Pressures</b>	<b>(246,148)</b>	<b>(575,641)</b>	<b>65,024</b>	<b>(5,473)</b>	<b>(1,854)</b>	<b>(4,492)</b>	<b>(4,333)</b>	<b>(5,290)</b>	<b>(5,286)</b>	<b>(5,895)</b>
<b>TOTAL</b>	<b>(243,148)</b>	<b>574,359</b>	<b>72,024</b>	<b>36,527</b>	<b>40,146</b>	<b>37,508</b>	<b>142,667</b>	<b>190,710</b>	<b>36,714</b>	<b>36,105</b>

## Appendix A3

Capital	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Capital Reserves</b>										
Opening Balance of capital receipts and capital grants	(9,991)	(8,782)	(1,183)	(1,278)	(1,373)	(1,468)	(1,563)	(1,658)	(1,753)	(1,848)
<b>Expenditure:</b>										
Disabled Facilities Grants and other capital investment in private sector housing	700	700	700	700	700	700	700	700	700	700
ICT Capital funding	200	200	200	200	200	200	200	200	200	200
Potential new car parks works - subject to business case	150									
Council decision 19/10/17 additional funding car parks related to Waterloo Car Park Proposal	200									
Provision for financing of Ubico Ltd waste vehicles	381	1,410	422	422	422	422	422	422	422	422
Provision for new vehicles and waste containers from review of waste service	4,500						500	4,500		
Capital works on Corinium Museum	1,479									
<b>Potential new capital schemes</b>										
Finance and HR System Upgrades		15								
Waste receptacles growth in properties and replacements	55	55	55	55	55	55	55	55	55	55
Replacement Leisure equipment		380								
Replacement of Idox/Uniform system (ICT)	150									
Replacement and upgrade of Civica income mgt (ICT)	100									
Investment in decked car parking Cirencester - Temporary and permanent	1,875	13,125								
Provision for further electric vehicle charging points	150	150	150	150	150	150	150	150	150	150
Old Memorial Hospital Demolition and Development	700									
Community Projects Fund	50	50	50	50	50	50	50	50	50	50
Replace pay and display machines car parks	125									
Ubico vehicle in-cab technology	40									
Investment in Cirencester Leisure Centre - Gym and Studio expansion	1,200									
Provision for Investment - Economic Development/Strategic Asset										
Purchases/Resurfacing of car parks/further decant parking etc. (subject to business cases)	935	1,565								
<b>Income:</b>										
PWLB Loan for Waterloo Car Park	0	(7,240)								
Borrowing	(5,750)	(200)	(200)	(200)	(200)	(200)	(700)	(4,700)	(200)	(200)
Capital Financed from Revenue	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Earmarked Reserves funding Corinium Museum	(303)									
Earmarked reserves funding Cirencester Decked Car Park	(1,620)	(1,140)								
Earmarked reserves funding OMH Demolition and Development	(700)									
DFG Grant / Better Care Fund	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(650)
External Funding For Corinium Museum	(1,176)									
Right to Buy and other misc. capital receipts	(950)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)
Loan repayment from Ubico Ltd for waste vehicles	(382)	(422)	(422)	(422)	(422)	(422)	(422)	(422)	(422)	(422)
<b>Estimated Closing Balance of Capital Receipts</b>	<b>(8,782)</b>	<b>(1,183)</b>	<b>(1,278)</b>	<b>(1,373)</b>	<b>(1,468)</b>	<b>(1,563)</b>	<b>(1,658)</b>	<b>(1,753)</b>	<b>(1,848)</b>	<b>(1,943)</b>
<b>Total Capital Expenditure</b>	<b>12,990</b>	<b>17,650</b>	<b>1,577</b>	<b>1,577</b>	<b>1,577</b>	<b>1,577</b>	<b>2,077</b>	<b>6,077</b>	<b>1,577</b>	<b>1,577</b>
Funded by Borrowing	(5,750)	(7,440)	(200)	(200)	(200)	(200)	(700)	(4,700)	(200)	(200)
Funded by revenue/earmarked reserves	(2,873)	(1,390)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Funded by external funding/grants	(1,826)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(650)
Funded by capital receipts	(2,541)	(8,170)	(477)	(477)	(477)	(477)	(477)	(477)	(477)	(477)
	(12,990)	(17,650)	(1,577)	(1,577)	(1,577)	(1,577)	(2,077)	(6,077)	(1,577)	(1,577)

## Appendix A4

<b>Revenue Reserves</b>										
	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Council Priorities Fund (and CPF allocations)</b>										
Opening balance	(1,450)	(66)	(41)	(41)	(41)	(41)	(41)	(41)	(41)	(41)
<b>Income</b>										
Surplus NHB	(1,410)	(1,509)	(1,313)	(525)	(342)	(398)	(455)	(515)	(576)	(793)
<b>Expenditure</b>										
Environmental Services	68									
Building Control (10% reduction in fees)	32									
Funding capital expenditure Decked Car Park	880									
NHB Funding of priority projects		1,346	1,153	365	342	398	455	515	576	793
Revenue contribution to 2020 Vision Programme	148									
Waste Service Contract Pressure Funding	236									
Waste Options Review and Implementation	180									
Local Plan interim resource while service redesign/impact upon future workload is assessed during 2019/20	44									
CIL/S.106 Implementation Project Resource	25									
Corinium Museum Funding HLF Project	303									
Gloucestershire Wildlife Trust Contributions	3	3								
Cirencester Town Centre Masterplan	90									
Commercial Property Investment Review - Changing Retail Market Cabinet June 18										
Member Training - Cabinet June 18	10									
Funding OMH Demolition and Redevelopment	700									
Feasibility of additional decked car parking in Cirencester	75	25								
Revenue impact of additional decked car park funded from NHB		160	160	160						
<b>Closing balance</b>	<b>(66)</b>	<b>(41)</b>	<b>(41)</b>	<b>(41)</b>	<b>(41)</b>	<b>(41)</b>	<b>(41)</b>	<b>(41)</b>	<b>(41)</b>	<b>(41)</b>
<b>Other Earmarked Reserves (excluding CPF)</b>										
Opening balance	(4,066)	(3,666)	(3,266)	(3,266)	(3,266)	(3,266)	(3,266)	(3,266)	(3,266)	(3,266)
<b>Income</b>										
Flexible Housing Support Fund	(51)									
<b>Expenditure</b>										
Flexible Housing Support Fund - Publica Contract Variation	51									
Community Led Housing Grant - community led housing officer post (Publica contract variation)	39	39								
Community Led Housing Grant - other expenditure	361	361								
<b>Closing balance</b>	<b>(3,666)</b>	<b>(3,266)</b>	<b>(3,266)</b>	<b>(3,266)</b>	<b>(3,266)</b>	<b>(3,266)</b>	<b>(3,266)</b>	<b>(3,266)</b>	<b>(3,266)</b>	<b>(3,266)</b>
<b>Total of Earmarked reserves</b>	<b>(3,732)</b>	<b>(3,307)</b>	<b>(3,307)</b>	<b>(3,307)</b>	<b>(3,307)</b>	<b>(3,307)</b>	<b>(3,307)</b>	<b>(3,307)</b>	<b>(3,307)</b>	<b>(3,307)</b>
<b>General fund working balance</b>										
Opening balance	(4,786)	(4,798)	(3,938)	(3,503)	(3,515)	(3,456)	(3,435)	(3,354)	(3,272)	(3,203)
Revenue budget (surplus)/deficit for the year	(12)	861	435	(12)	59	21	81	81	70	50
<b>Closing balance on the General Fund</b>	<b>(4,798)</b>	<b>(3,938)</b>	<b>(3,503)</b>	<b>(3,515)</b>	<b>(3,456)</b>	<b>(3,435)</b>	<b>(3,354)</b>	<b>(3,272)</b>	<b>(3,203)</b>	<b>(3,153)</b>
<b>Total of Council revenue reserves (GF and Earmarked Reserves)</b>	<b>(8,530)</b>	<b>(7,245)</b>	<b>(6,810)</b>	<b>(6,822)</b>	<b>(6,763)</b>	<b>(6,742)</b>	<b>(6,661)</b>	<b>(6,579)</b>	<b>(6,510)</b>	<b>(6,460)</b>

MTFS and Budget Strategy 2019/20 - Risk Analysis

Risk No. Budget Risks

Likelihood Impact Score Mitigation

Risk No.	Budget Risks	Likelihood	Impact	Score	Mitigation
1	Changes to local government funding from central government increases Council savings targets over the medium term	4	4	16	<p>MTFS reflects latest advice upon impact of 75% business rates scheme from 2020/21.</p> <p>Respond to the government consultation documents e.g Fairer Funding Review, Business Rates Retention, Spending Review.</p> <p>Review final central government decisions and model financial impact.</p> <p>Consider advice from external experts in drafting responses e.g. SPARSE, Pixel Consulting, LG Futures.</p> <p>Horizon scanning.</p>
2	Impact of unforeseen legislative changes on financial resources	4	4	16	<p>Responding to consultation documents.</p> <p>Lobbying as appropriate</p> <p>Project established to implement the changes. Project includes collection of costs associated with the project with the aim of recovering costs via the New Burdens doctrine.</p>
3	Local Land Charge Register transfer to Land Registry impacts upon income from land charges.	4	3	12	<p>Monitor government communications on the change and reflect within updates to MTFS as appropriate.</p> <p>Respond to any consultation and lobby to protect Council's position.</p> <p>Local Government Association and Local Land Charges Institute working with local authorities during the transition.</p>
4	Expenditure Risk	3	3	9	<p>The MTFS contains provision for inflationary increases on contracts such as the environmental services contract with Ubico Ltd.</p> <p>There are areas of expenditure that the Council has no direct control over, either the take up or the cost of the service. The only areas of concern relate to Ubico Ltd employee costs (due to increasing market hourly rates) fuel costs and Local Council Tax Support (which is currently reducing).</p> <p>Provision for costs of changes to the recycling service in November 2019 have been incorporated in to the budget, however, true costs will become known once service is operational. Budget monitoring with Ubico will identify cost pressures in excess of budget to feed into future iterations of the MTFS.</p> <p>A provision for successful business rates appeals has been created.</p>
5	Successful business rates appeals impact upon locally retained business rates.	3	3	9	<p>Regular updates on business rates appeals available from VAO and data on new Check, Challenge, Appeal process.</p> <p>Regular liaison with VAO regarding national trends, local matters.</p>

**MTFS and Budget Strategy 2019/20 - Risk Analysis**  
**Risk No. Budget Risks**

Risk No.	Budget Risks	Likelihood	Impact	Score	Mitigation
6	The Council is part of the pilot Gloucestershire 50% Business Rates Retention Pool. This increases both the risks and rewards available from the business rates scheme.	3	3	9	Each Council has made provision for outstanding business rates appeals. Financial modelling indicates that the pool will provide a significant benefit across the County. However, there are risks of future unforeseen business rates appeals which would be borne by the Councils due to the increased level of safety net associated with the pool.
7	Failure of Transformation Programme delivered by Publica to deliver savings	3	3	9	Programme governance in place and the programme plan is regularly reviewed by Design Authority Group and updated. Publica Business Plan incorporates the transformation programme financial requirements. Programme team in place. Funding in place across the Councils to provide resource to support the programme implementation. Business case based upon efficiency gains achieved through previous sharing of management and services.
8	Increases to LGPS contributions resulting from tri-ennial review of GCC pension fund exceed provision for growth in MTFS	3	3	9	Growth in MTFS based upon actuarial certificate. Regular liaison with actuary through Gloucestershire County Council Pension fund data on active members cleansed prior to establishment of Publica. Actuary engaged in modelling the impact of the change to Publica
9	Level of pay inflation exceeds provision in the MTFS	3	3	9	Provision in line with current negotiation position incorporated within MTFS.
10	Investment in Cirencester car parking is higher than currently provided for in budget.	3	3	9	Cirencester car parking Board in place. Full report on project, including financial impact and project plan due to be considered by the Council in 2019.
11	Council is unable to agree contingency plans to be implemented, if necessary, in response to funding cuts flowing from the change to central government funding	2	5	10	Following elections in May 19, the Council will need to set Council Priorities for the 2019/20 year which include the development of contingency plans. Early development of these plans will enable engagement with communities and stakeholders early in the budget setting process.
12	Transfer of responsibility for housing benefit fraud to Department for Works and Pensions may impact upon identification of and recovery of fraudulent housing benefit claims leading to adjustment to budget	4	2	8	Budget monitoring. Counter fraud unit in place to help identify potential fraudulent activity across the Council. DWP consulting with Officers regarding joint working on HB and LCTS fraud.
13	Unavoidable budget pressures exceed provision	3	2	6	This will be monitored as part of the annual update to the MTFP and as part of regular budget monitoring
14	Housing and Planning Bill potential impact upon capital right to buy receipts	3	2	6	Monitor situation, update MTFS as appropriate.

**MTFS and Budget Strategy 2019/20 - Risk Analysis**  
**Risk No. Budget Risks**

Risk No.	Budget Risks	Likelihood	Impact	Score	Mitigation
15	Publica unable to achieve budgeted salary underspend	2	3	6	Budgetary control processes - salary underspend target passed to Publica Budget reducing to reflect more sharing and therefore less capacity to be able to continue with business without filling vacant posts as quickly possible.
16	Unable to meet agreed savings targets	3	2	6	MTFS and budget process Governance processes with Publica and the Transformation Programme
17	Legal challenge leading to financial implications	2	3	6	Effective engagement with key stakeholders over key decisions. Controls over preparation and authorisation of Member/Officer decision making reports Role of Monitoring Officer
18	Demand for Local Council Tax Support increases reducing the value of the council tax base	3	2	6	New banded local council tax support scheme proposed for 2019/20. Improving economic conditions has led to a lower cost of the scheme in recent years. Housing growth in the District will help to offset the impact of any increases in LCTS. Robust processes for collection of council tax debt in place, collection fund has produced surpluses for the past few years and future surplus may be available to offset future costs arising from the LCTS.
19	Council tax base does not increase in line with growth forecast	3	2	6	Estimates based upon growth in homes as set out in the emerging Local Plan. Prudent estimates of growth demonstrated by level of collection fund surplus each year.
20	Failure to meet income budgets	2	2	4	Budgetary control processes Appropriate marketing of services and consideration of effective charging levels
21	Works on Corinium Museum exceed budget	3	2	4	HLF Funded project requiring robust project management. Finance Officer part of project team Reporting to Cabinet Member by service area Budget reporting processes