

general feeling that the Council should be providing subsidised services to some residents.

- The Jury were also keen on preventative measures to reduce the need for future spending although the exact means by which this was to be achieved was not agreed by everyone. For example, whilst all the Jury agreed that spending on the local environment could be reduced through encouraging individual responsibility, the measures recommended varied from 'carrot' to 'stick' approaches. Some members felt that more punitive action, such as anti-social behaviour orders were necessary, whilst other favoured better leisure provision or more funds to tackle substance abuse.
- Several members of the Jury felt that the City Council was providing services that would be better provided by other agencies. For example, health advice by the PCT and anti-social behaviour measures by the police.
- Most of the Jury felt that they had learned a considerable amount about the way that the Council allocates its funds. In particular, most were unaware of the split responsibilities of the City and County Councils, as well as the relatively small amount of their Council Tax that went to the City Council.

A number of specific recommendations were made, both through the exercises and subsequent discussions. These were:

- Housing benefit should be administered more efficiently, particularly cutting expensive items such as counter service.
- Leisure centres should offer value for money services, opening when it is cost effective to do so and therefore absorbing less Council funding. Management should remain in Council hands unless there is clear evidence that a saving could be made otherwise. Services should remain subsidised for those that need it in any case.
- The City Council should spend more of its budget on developing affordable housing and less on housing support services.
- The local environment would be improved if less was spent on public conveniences, street cleaning and tourism, and more was spent on refuse collection and street bins.
- Anti-social behaviour, crime and damage to the local environment is an issue that was important to all the Jury, but solutions differed considerably. Some felt it could be cut through investing in fresh measures to tackle

substance abuse and addictions, while others wanted to invest more in the Council's existing measures.

- The budget to street wardens was cut and generally the Jury were unsure what they did, how they differed from community support officers and whether they were needed. The lack of formal powers was felt to be an issue that detracted from their role and it was suggested that the boundaries of the two positions should be examined.
- The City Council should not subsidise the profits of private firms in public transport. Suggestions were made to ensure that bus companies 'paid their way' and did not profit at the expense of the Council.
- The many health advisory services that the Council provides should be evaluated to ensure that there is no unnecessary overlap.

**Appendix A- SRA Presentation**

Slide 1

Oxford City Council  
Citizens' Jury

17<sup>th</sup> November 2007



## Aims of the day

- Discuss what services are important to you
- To consider the council's priorities and allocate the budget accordingly
- To consider which services you value the most

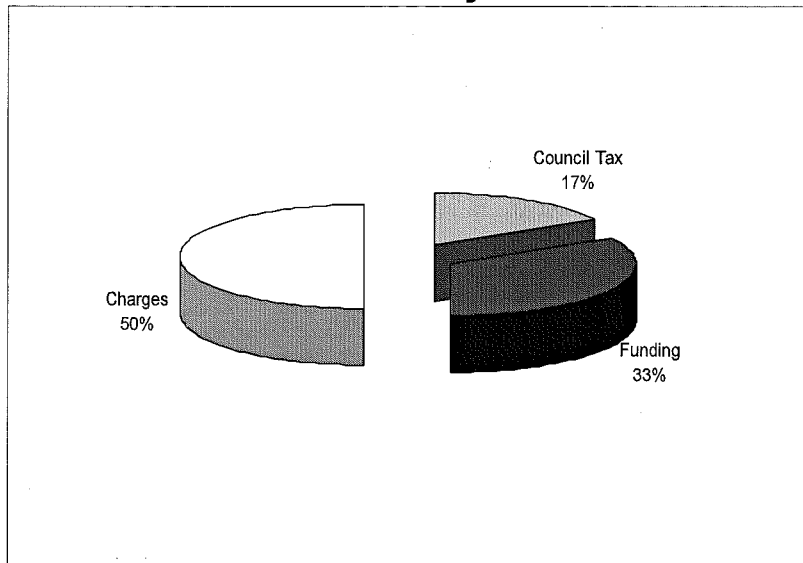
## Main aims of this session

- To consider where the council gets its money
- To show where your council tax goes
- To show what the council is responsible for
- To consider the council's priorities

## Where does the council get its money?

- Council Tax
- Central government funding
- Charging for services (for example Leisure Centres)

## Where does the City Council get its money?



## What is Oxford City Council responsible for?

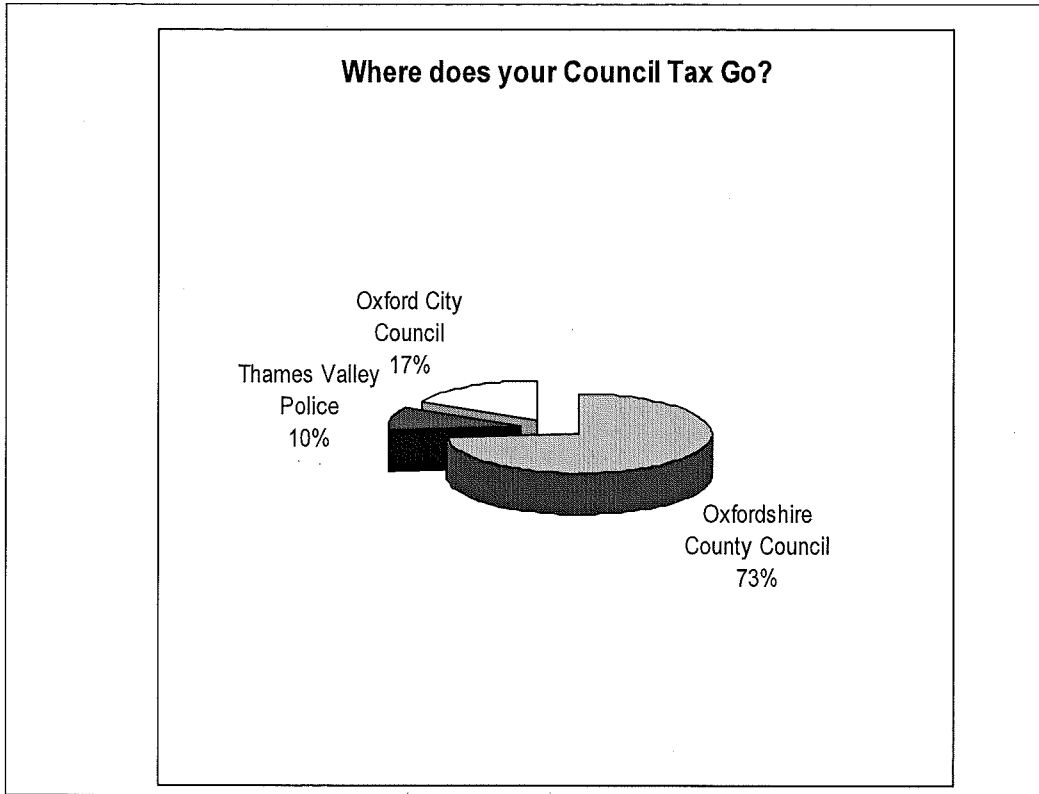
Planning
Housing
Council Tax Collection
Housing Benefits
Business Rates
Environmental Health
Licensing
Electoral Registration
Refuse and Recycling Collection
Leisure services and parks
Building Control
Social Inclusion
Community Cohesion
Street Wardens and Park Rangers
Markets and Fairs
Tourism
Cemeteries
Car Parks
3 Park & Ride Sites
Minor Roads
Community Safety



## What is the County Council responsible for?

Oxfordshire County Council
Schools
Social Services
Major Roads
Libraries
Children and Young People
Fire Service
Waste and Recycling Centres
Trading Standards
Registration of Births, Deaths and Marriages
Adult Learning
2 Park & Ride Sites
Transport Planning
Older People
On-street Parking
Parking Fines
Residents' Parking Permits
Street Lighting

Slide 8



## How does the Council prioritise?

Different parties all have a say in how the Council allocates its money

- Central Government
- Different Departments
- Views of Residents

## The Council's Priorities

- Reduce inequality through social inclusion
- More housing for Oxford, better housing for all
- Improve the local environment economy and quality of life
- Reduce and prevent crime and anti-social behaviour
- Tackle climate change and promote environmental resource management
- Be an effective and responsible organisation providing value for money service

## Reduce inequality through social inclusion

The major areas are:

- Community centres
- Leisure services
- Housing benefit administration
- Concessionary fares
- The Healthy Living Fund

## More housing for Oxford, better housing for all

- Upkeep and repairs to council housing stock
- homeless services
- licensing to ensure that private landlords maintain their homes for their tenants.

## Improve the local environment economy and quality of life

- Parks
- Refuse collection and recycling
- Street cleaning
- Tourist information
- Public health and public conveniences.

## Reduce and prevent crime and anti-social behaviour

- Street wardens
- CCTV
- Anti-social behaviour orders
- Benefit fraud investigation.




## Tackle climate change and promote environmental resource management

- Planning
- Park and ride
- Environmental protection
- Waterways
- Environmental health

**Be an effective and responsible  
organisation providing value for  
money service**

- Customer Services
- Emergency Planning
- Managing the Property Portfolio

## Appendix B- Priority Setting Sheets



# Citizens Jury


OXFORD CITY COUNCIL

Each dot represents approximately £1,000,000

Required  
 Discretionary

	Council's Allocation	Your Allocation 34 green spots
<p><b>Reduce inequality through social inclusion</b></p> <p>Including the Healthy Living Fund, community centres, leisure services, housing benefit administration and concessionary</p>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<p><b>More housing for Oxford, better housing for all</b></p> <p>Upkeep of council housing, homeless services and licensing of private landlords to maintain their homes for their tenants.</p>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<p><b>Improve the local environment economy and quality of life</b></p> <p>Including: parks, refuse collection and recycling, street cleaning, tourist information, public health and public conveniences.</p>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<p><b>Reduce and prevent crime and anti-social behaviour (Actually £1.5 million)</b></p> <p>Street wardens, CCTV, Anti-social behaviour orders and benefit fraud investigation.</p>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<p><b>Tackle climate change and promote environmental resource management</b></p> <p>Planning, park and ride, environmental protection, waterways, environmental health</p>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<p><b>Be an effective and responsible organisation providing value for money service</b></p> <p>Support services, democratic services, collecting council tax, media, communications and consultation, area committees and management of the property portfolio</p>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<p>Place remaining yellow dots here for a reduction in council tax spending</p>	<input type="radio"/> <input type="radio"/> <input type="radio"/>	

## Appendix C- Priority Budget Sheets

	Citizens Jury		group
<b>Reduce inequality through social inclusion</b>			
Working with primary care trust to promote healthy lifestyles; Children holiday activities; Community centres; Assessing and awarding housing benefit; Grant to community and voluntary groups; leisure centres and swimming pools; Initiatives such as the food bank			
<input checked="" type="radio"/> Required <input type="radio"/> Discretionary	Each dot represents approximately £500,000	<b>Council's Allocation</b>	<b>Your Allocation</b>
<b>Inclusion and equality</b>			
Social Inclusion		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Equalities		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Shopmobility & Disability			
<b>Community and health</b>			
Healthy Living Fund		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Active Community Sports		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Family Support Project ('05/06)			
Neighbourhood Renewal Services			
Community Recreation, Play & Youth Development, Children's Holiday Activities			
Local Food Development Officer			
Health Promotion			
Blackbird Leys Well Being Hub Project			
Community Grants			
<b>Leisure and culture</b>			
Leisure & Culture Business Support		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Leisure Central Management & Support		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Pool Facilities, Ice Rink			
Sports Development, Leisure & Culture externally Funded Partnerships			
International Exchange			
Museum & Carfax Tower			
Arts, Dance & Events			
Culture Management			
<b>Leisure Centres</b>			
Leisure Centres		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<b>Housing Benefit Administration</b>			
Housing Benefit Administration		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<b>Community Centres</b>			
Community Centres		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<b>Concessionary fares</b>			
Concessionary Fares		<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>
		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>



Be a responsive and effective organisation, providing better value for money

Formative and interactive website; Collecting Council Tax; Customer Services; Planning for emergencies; Managing the Council's property portfolio; One Stop Shops; Area Committees

Required

Discretionary

Each dot represents approximately £250,000

Council's Allocation

Your Allocation

Support Services

Finance & Asset Management

Legal Services

Business Systems

Facilities Management

Environmental Health General Management



Democratic services

Area Co-ordinators

Committees (incl. Area Committees)

Members Services

Election Services

Corporate & Democratic Core Development



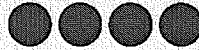
Strategy

Strategy & Review Team Management

Strategic Policy

Job Evaluation

Emergency Planning



Income collection and trading

Motor Transport Trading Account

Engineering Trading Account

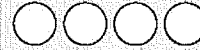
Income & Collection



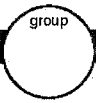
Media, consultation and customer services (£182,400)

Media, Communications & Consultation

Customer Services



71



### More Housing Better Housing for all

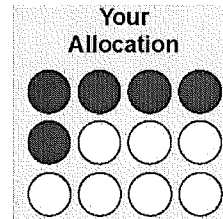
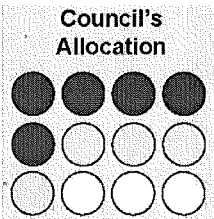
Improving the standard of our council properties; Temporary accommodation for homeless families; Providing advice on housing options; Grants to improve private housing; Rose Hill redevelopment; Ensuring houses in multiple occupation are managed responsibly

● Required

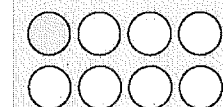
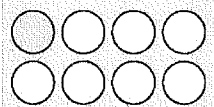
○ Discretionary

Each dot represents approximately £500,000

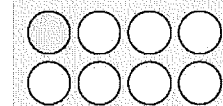
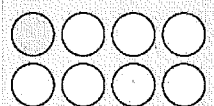
**Community housing**  
Community housing



**Housing development and grants**  
Housing Development  
Housing Grants



**Occupational and Residential Health and safety**  
Occupational and Residential Health and safety





### Improve the local environment and quality of life

Street cleaning; Refuse collection and recycling; Improve the quality of parks, play areas and green space; Improve security and facilities at allotments; Tourism; Public Health e.g. pest control, noise and nuisance, food safety; General planning policies; Managing street trading

- Required
- Discretionary

Each dot represents approximately £500,000

	Council's Allocation	Your Allocation
<b>Food safety and health</b>		
Food safety	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Public Health	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<b>Parks, city facilities and tourism</b>		
Parks Management & Administration	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Parks	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Countryside	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Allotments	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Markets	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Street Furniture		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Public Conveniences		
Tourism Expenses		
Tourist Information Centre		
<b>Regeneration and development schemes</b>		
West End Regeneration	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Oxford Inspires	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Economic Development		
Sustainable Development		
LSP/Community Strategy		
Partnerships		
Enterprise Centre		
<b>Recycling</b>		
Recycling	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<b>Refuse</b>		
Refuse	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
<b>Street cleaning and burial services</b>		
Street cleaning	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Burial Services	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>



### Reduce crime and anti social behaviour

Work with the neighbourhood action groups to implement neighbourhood policing; Provision of CCTV; Working with Thames Valley Police to help reduce crime; Street Wardens; Reducing environmental crimes e.g. fly tipping

● Required

○ Discretionary

Each dot represents approximately £50,000

#### Council's Allocation

#### Your Allocation

**Substance Misuse**  
Substance Misuse

○	○	○	○
○	○	○	○

○	○	○	○
○	○	○	○

**Street Wardens**  
Street Wardens

○	○	○	○
○	○	○	○
○	○	○	○

○	○	○	○
○	○	○	○
○	○	○	○
○	○	○	○

**Anti-social behaviour**  
Anti-social behaviour

○	○	○	○
○	○	○	○

○	○	○	○
○	○	○	○

**Benefit Investigation**  
Benefit Investigation

○	○	○	○
○	○	○	○

○	○	○	○
○	○	○	○

**CCTV**  
CCTV

○	○	○	○
○	○	○	○

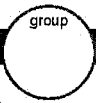
○	○	○	○
○	○	○	○

**Crime Strategy**  
Crime Strategy (Inc PCSOs)  
Target Hardening

○	○	○	○
○	○	○	○

○	○	○	○
○	○	○	○





### Tackle climate change and environmental resource management

Preventative work on flooding; Energy saving advice and grants; Invest in energy efficiency for our buildings; park and ride; planning policies to protect the environment

Required

Discretionary

Each dot represents approximately £250,000

#### Council's Allocation

#### Your Allocation

#### Environmental health

- Environmental Health Support & Development
- Environmental Protection

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Planning and building control

- Planning
- Building Control (Ring Fence)
- Building Control (Other)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Public transport

- Park & Ride
- Public Transport
- Gloucester Green Bus Station
- Highways (Residual)
- Oxford Waterways

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Council buildings

- Design Team
- Building Design & Construction
- Property Maintenance (Part)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>