

**Law and Governance**

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Central Number: 01865 249811

To Members of the City Executive Board

08 February 2013

Our ref:

Your ref:

Dear Councillor

**CITY EXECUTIVE BOARD - WEDNESDAY 13 FEBRUARY 2013**

I attach two documents as follows:

**Agenda No    Item**

5.    **Budget and Medium Term Financial Strategy (Pages 1 - 54)**
  - (1)    A replacement Appendix 3 to the Budget and Medium Term Financial Strategy agenda item;
  - (2)    A report from the Finance and Performance Scrutiny Panel detailing its conclusions and recommendations to the Budget and Medium Term Financial Strategy.

Please bring these documents to the meeting

Yours sincerely

William Reed, Democratic Services Manager  
Encs



INVESTORS  
IN PEOPLE





# Appendix 3

# **Chief Executive**

## Chief Executive Directorate 2013-14

**Chief Executive: Peter Sloman**  
**Contact Number: 01865 (25)2400**

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
297,447	Communications	274,356	(16,004)	<b>258,352</b>
748,559	Culture	508,485	(164,995)	<b>343,490</b>
339,563	Policy & Partnerships	779,420	(20,000)	<b>759,420</b>
<b>1,385,569</b>	<b>Policy, Culture and Communications</b>	<b>1,562,261</b>	<b>(200,999)</b>	<b>1,361,262</b>
<b>1,385,569</b>	<b>Total Chief Executive</b>	<b>1,562,261</b>	<b>(200,999)</b>	<b>1,361,262</b>
<b>(544,690)</b>	<b>SLAs And Capital Charges</b>			<b>(936,414)</b>
<b>840,879</b>	<b>Total Net Budget</b>			<b>424,848</b>

# **Policy, Culture & Communications**

**Policy, Culture & Communications Budget 2013-14**

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
	<b>Communications</b>			
128,204	Web Development	128,414	-	<b>128,414</b>
154,911	Media & Communications	125,946	(4,004)	<b>121,942</b>
14,332	Your Oxford	19,996	(12,000)	<b>7,996</b>
<b>297,447</b>	<b>Total Communications</b>	<b>274,356</b>	<b>(16,004)</b>	<b>258,352</b>
	<b>Culture</b>			
39,833	International Exch - Other	44,818	(5,001)	<b>39,817</b>
608,801	Events	235,670	(83,000)	<b>152,670</b>
64,347	Arts Development	98,807	(25,196)	<b>73,611</b>
35,578	Dance Development	86,622	(51,050)	<b>35,572</b>
-	Museum Of Oxford	42,568	(748)	<b>41,820</b>
<b>748,559</b>	<b>Total Culture</b>	<b>508,485</b>	<b>(164,995)</b>	<b>343,490</b>
	<b>Policy &amp; Partnerships</b>			
72,218	Consultation	72,218	-	<b>72,218</b>
215,157	Corporate Projects Team	635,014	-	<b>635,014</b>
29,825	Social Inclusion	29,825	-	<b>29,825</b>
22,363	LSP/Community Strategy	22,363	-	<b>22,363</b>
-	District Data Service	20,000	(20,000)	<b>-</b>
<b>339,563</b>	<b>Total Policy &amp; Partnerships</b>	<b>779,420</b>	<b>(20,000)</b>	<b>759,420</b>
<b>1,385,569</b>	<b>Total Policy, Culture &amp; Communications</b>	<b>1,562,261</b>	<b>(200,999)</b>	<b>1,361,262</b>
<b>(544,690)</b>	<b>SLAs And Capital Charges</b>			<b>(936,414)</b>
<b>840,879</b>	<b>Total Net Budget</b>			<b>424,848</b>

### Subjective Analysis 2013/14

<b>Expenditure/Income</b>	<b>Employees</b>	<b>Premises</b>	<b>Transport</b>	<b>Supplies &amp; Services</b>	<b>External Income</b>	<b>SLA's and Capital</b>	<b>Total Net Budget</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Communications</b>	226,350	-	356	47,650	(16,004)	(258,841)	(489)
<b>Culture</b>	192,114	2,100	2,540	311,731	(164,995)	58,311	401,801
<b>Policy &amp; Partnerships</b>	249,704	-	-	529,716	(20,000)	(735,884)	23,536
<b>Total Net Budget</b>	<b>668,168</b>	<b>2,100</b>	<b>2,896</b>	<b>889,097</b>	<b>(200,999)</b>	<b>(936,414)</b>	<b>424,848</b>

### Savings & Pressures 2013/14

<b>Reference</b>	<b>Description</b>	<b>2013-14 £000s</b>	<b>2014-15 £000s</b>	<b>2015-16 £000s</b>	<b>2016-17 £000s</b>
12SV0101	Selling advertising space on the Oxford City Council website - figures are taken from other similar authorities	(4)	(9)	(12)	
14FC0101	Make "Your Oxford" self financing by 2016-17				(8)
12SV0104	Extra revenue generated by increased marketing activity - Culture	(3)	(2)	(2)	
13FC0101	Poster Boards - this is driven by an invest to save bid	(15)	(12)	(5)	
14FC0102	Contribution for data services from other Districts	(20)			
14FC0103	Increase events income				(9)
13SR0101	Review of Policy delivery			(17)	
14SR0101	Subscription Budget saving	(19)			
13IS0101	Poster Boards - this is driving income from poster boards (reversal of 12/13 Invest to Save bid)	(30)			
13PR0102	Olympics (One off growth removal)	(100)			
14PR0101	Contribution towards Consultation Post	20			
14PR0102	Events	50			
13PR0103	City Poet - Funded for 1 year will seek	(2)			
13NI0101	Educational Attainment-reprofiling	60	(10)	(160)	
<b>Total Savings &amp; Pressure</b>		<b>(63)</b>	<b>(33)</b>	<b>(196)</b>	<b>(17)</b>



# **City Regeneration**

**City Regeneration Directorate 2013-14**

**Executive Director: David Edwards**

**Contact Number: 01865 (25)2394**

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
38,663	Cultural Development	391,411	(368,424)	22,987
104,193	Development	1,466,762	(1,484,312)	(17,550)
406,418	Support Services	367,202	(10,000)	357,202
(54,279)	Information Services	150,003	(219,648)	(69,645)
543,695	Spatial Development	664,675	(70,000)	594,675
<b>1,038,690</b>	<b>City Development</b>	<b>3,040,053</b>	<b>(2,152,384)</b>	<b>887,669</b>
546,365	Community Housing & Strategy	546,325	-	546,325
2,731,731	Housing Needs	4,358,993	(1,785,424)	2,573,569
<b>3,278,096</b>	<b>Housing</b>	<b>4,905,318</b>	<b>(1,785,424)</b>	<b>3,119,894</b>
(5,848,299)	Commercial Property	1,000,140	(7,411,530)	(6,411,390)
838,950	Office Accommodation	856,668	(7,662)	849,006
251,692	Property Maintenance Programme	246,839	-	246,839
1,024,213	Property Support Services	1,229,463	(331,949)	897,514
<b>(3,733,444)</b>	<b>Corporate Property</b>	<b>3,333,110</b>	<b>(7,751,141)</b>	<b>(4,418,031)</b>
<b>583,342</b>	<b>Total City Regeneration</b>	<b>11,278,481</b>	<b>(11,688,949)</b>	<b>(410,468)</b>
<b>666,235</b>	<b>SLAs And Capital Charges</b>			<b>671,689</b>
<b>1,249,577</b>	<b>Total Net Budget</b>			<b>261,221</b>

# **City Development**

**City Development Budget 2013-14**

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
	<b>Cultural Development</b>			
(67,299)	Oxford Information Centre	167,647	-	167,647
105,962	Tourism Expenses	223,764	(368,424)	(144,660)
<b>38,663</b>	<b>Total Cultural Development</b>	<b>391,411</b>	<b>(368,424)</b>	<b>22,987</b>
	<b>Development</b>			
(150,818)	Building Control - Charging Account	420,453	(572,787)	(152,334)
-	Heritage Conservation Fund	15,000	(15,000)	-
255,011	Dev Cont Gen Exp	1,031,309	(896,525)	134,784
<b>104,193</b>	<b>Total Development</b>	<b>1,466,762</b>	<b>(1,484,312)</b>	<b>(17,550)</b>
	<b>Support Services</b>			
-	BOB Design Network	10,000	(10,000)	-
406,278	Planning Management	357,202	-	357,202
140	Ramsay House Reception	-	-	-
<b>406,418</b>	<b>Total Support Services</b>	<b>367,202</b>	<b>(10,000)</b>	<b>357,202</b>
	<b>Information Services</b>			
(48,645)	Land Charges	150,003	(213,648)	(63,645)
(5,634)	Property Systems	-	(6,000)	(6,000)
<b>(54,279)</b>	<b>Total Information Services</b>	<b>150,003</b>	<b>(219,648)</b>	<b>(69,645)</b>
	<b>Spatial Development</b>			
62,453	Economic Development & Promotion	111,747	(30,000)	81,747
481,242	Plan Policy Gen Exp	552,928	(40,000)	512,928
<b>543,695</b>	<b>Total Spatial Development</b>	<b>664,675</b>	<b>(70,000)</b>	<b>594,675</b>
<b>1,038,690</b>	<b>Total City Development</b>	<b>3,040,053</b>	<b>(2,152,384)</b>	<b>887,669</b>
<b>771,798</b>	<b>SLAs And Capital Charges</b>			<b>692,142</b>
<b>1,810,488</b>	<b>Total Net Budget</b>			<b>1,579,811</b>

**Subjective Analysis 2013/14**

Expenditure/Income	Employees	Premises	Transport	Supplies & Services	External Income	SLA's and Capital	Total Net Budget
	£	£	£	£	£	£	£
Cultural Development	282,741	-	(343)	109,013	(368,424)	(954)	22,033
Development	1,305,612	-	26,973	134,177	(1,484,312)	348,989	331,439
Support Services	353,726	-	436	13,040	(10,000)	90,773	447,975
Information Services	120,852	8,720	600	19,831	(219,648)	35,431	(34,214)
Spatial Development	526,570	-	1,993	136,112	(70,000)	217,903	812,578
<b>Total Net Budget</b>	<b>2,589,501</b>	<b>8,720</b>	<b>29,659</b>	<b>412,173</b>	<b>(2,152,384)</b>	<b>692,142</b>	<b>1,579,811</b>

**Savings & Pressures 2013/14**

Reference	Description	2013-14 £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s
12SV1101	Increase in planning pre-application charging income by raising charges by up to 10% pa	(10)			
12SV1102	Increase in number of Lawful Use applications	(5)			
12SV1103	Increase in number of Discharge of Conditions applications	(5)			
13FC1101	Increase in Building Control Income			(3)	
13FC1102	Increase in DC fee income			(3)	
14FC1101	Government increase of 15% in planning application fees.	(100)			
12SV1120	Increase income from Land Charges.	(15)			(2)
12SV1121	Potential for income from Oxon districts and outside Oxon, charging for expertise Planning Policy	(5)	(5)		
13FC1104	Income towards City Centre Management from County Council			25	
13FC1105	Income towards City Centre Management from City Council possibly through sharing increase in market service income.			25	
11FC1106	Income towards City Centre Management from Business Community			25	
12SV1107	Reduce grant to Visit Oxfordshire funding by 10% p.a. and agreed in the Cooperation Agreement.	(14)	(13)	(11)	(10)
12SV1123	Review of City Centre Management arrangements			(75)	
14SR1101	Phased restructuring of Planning Policy Services	(36)	(66)		
12SV1125	Reduction in budget for Planning Inspector and external legal advice		(5)		
12SV1126	Reduction in consultant's fees' from year 2013/14	(5)	(15)		
14EF1101	Efficiency saving through IT improvements (Permitted Development checks)	(14)	(14)		
14EF1102	Efficiency saving through IT improvements	(14)	(14)		
12PR1103	West End partnership no longer in 13/14 able to fund equivalent of a post in Planning Policy working on West End and other Major Projects.	40			
14PR1101	Enforcement Officer post - commitment from 2012-13 budget	36			
14PR1102	City Centre Management Post from 2015-16			40	
<b>Total Savings &amp; Pressure</b>		<b>(147)</b>	<b>(132)</b>	<b>23</b>	<b>(12)</b>

# Housing

### Housing Budget 2013-14

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
	<b>Community Housing &amp; Strategy</b>			
119,774	Community Housing Management	119,774	-	119,774
426,591	Strategy & Enabling Team	426,551	-	426,551
<b>546,365</b>	<b>Total Community Housing &amp; Strategy</b>	<b>546,325</b>	<b>-</b>	<b>546,325</b>
	<b>Housing Needs</b>			
549,533	Home Choice Scheme	645,187	(58,000)	587,187
279,522	Homelessness Running Expenditure	19,522	(15,000)	4,522
80,000	Housing Advice	80,000	-	80,000
1,254,137	Housing Options & Allocations	1,139,283	-	1,139,283
481,046	Private Lease Scheme	1,345,084	(700,000)	645,084
87,493	Single Homeless Team	1,079,917	(962,424)	117,493
-	Enhanced Housing Options Project	50,000	(50,000)	-
<b>2,731,731</b>	<b>Total Housing Needs</b>	<b>4,358,993</b>	<b>(1,785,424)</b>	<b>2,573,569</b>
<b>3,278,096</b>	<b>Total Housing</b>	<b>4,905,318</b>	<b>(1,785,424)</b>	<b>3,119,894</b>
<b>290,074</b>	<b>SLAs And Capital Charges</b>			<b>293,866</b>
<b>3,568,170</b>	<b>Total Net Budget</b>			<b>3,413,760</b>

### Subjective Analysis 2013/14

Expenditure/Income	Employees £	Premises £	Transport £	Supplies & Services £	External Income £	SLA's and Capital £	Total Net Budget £
<b>Community Housing &amp; Strategy</b>	450,506	106	1,695	94,018	-	30,502	576,827
<b>Housing Needs</b>	1,770,737	78,500	29,810	2,479,946	(1,785,424)	263,364	2,836,933
<b>Total Net Budget</b>	<b>2,221,243</b>	<b>78,606</b>	<b>31,505</b>	<b>2,573,964</b>	<b>(1,785,424)</b>	<b>293,866</b>	<b>3,413,760</b>

### Savings & Pressures 2013/14

Reference	Description	2013-14 £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s
14EF1301	Reduction of Printing budget		(5)	(5)	(6)
12SV1329	Deletion of one officer post - anticipate efficiencies as a result of BPI, CRM, Customer First etc.	(36)			
12SV1325	Delete one Assistant and one Officer post. Introduction of BPI, CRM, Customer First can be expected to deliver efficiencies.	(67)			
12SV1326	Deletion of one officer post.		(36)		
12SV1327	Reduction of Supplies & Services budgets	(10)	(10)		(10)
14EF1302	Saving from Temporary Accommodation costs	(100)			
<b>Total Savings &amp; Pressure</b>		<b>(213)</b>	<b>(51)</b>	<b>(5)</b>	<b>(16)</b>



# **Corporate Property**

**Corporate Property Budget 2013-14**

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
	<b>Commercial Property</b>			
(5,144,912)	Residential & Commercial Property	285,700	(5,896,573)	(5,610,873)
(59,872)	Bury Knowle House	18,970	(78,842)	(59,872)
2,000	Northway Landlord Mangmt A/C	2,000	-	2,000
(38,633)	Barton Centre Management	41,689	(80,325)	(38,636)
36,363	Gloucester Green Buildings	36,363	-	36,363
(4,044)	Northgate Hall	-	-	-
8,782	Port Meadow Moorings	8,900	-	8,900
131	Cemeteries Lodges	-	(100)	(100)
(8,473)	Parks Houses	616	(1,296)	(680)
-	Westgate Development	50,000	(50,000)	-
(948)	Staff Property Share Scheme	-	-	-
(942,594)	Covered Market (FAM Income Only)	-	(1,082,594)	(1,082,594)
(179)	Macmillan House	-	-	-
366,350	Markets Management	366,350	-	366,350
(40,873)	Enterprise Centre	52,645	(93,500)	(40,855)
(121,925)	Gloucester Green Market	36,375	(128,300)	(91,925)
100,528	Covered Market (CW Costs Only)	100,532	-	100,532
<b>(5,848,299)</b>	<b>Total Commercial Property</b>	<b>1,000,140</b>	<b>(7,411,530)</b>	<b>(6,411,390)</b>
	<b>Office Accommodation</b>			
9,857	Common Expenditure	17,519	(7,662)	9,857
315,065	Town Hall Administration Offices	315,059	-	315,059
220,999	St Aldates Chambers	224,090	-	224,090
(46,971)	Ramsay House (BHS Offices)	-	-	-
340,000	Rent-St Aldates	300,000	-	300,000
<b>838,950</b>	<b>Total Office Accommodation</b>	<b>856,668</b>	<b>(7,662)</b>	<b>849,006</b>
	<b>Property Maintenance Programme (part)</b>			
68,226	Civil Engineering	68,209	-	68,209
147,329	Community Centres	147,330	-	147,330
2,686	Parks Client Overhead A/C	2,690	-	2,690
9,634	Swim & Sport Management	9,630	-	9,630
15,371	Cemeteries	15,369	-	15,369
4,835	Tourist Information Centre.	-	-	-
3,611	Carfax Tower	3,611	-	3,611
<b>251,692</b>	<b>Total Property Maintenance Programme (part)</b>	<b>246,839</b>	<b>-</b>	<b>246,839</b>
	<b>Support Services</b>			
406,634	Property and Facilities Management and Support	176,518	-	176,518
187,636	Corporate Assets Management	147,887	-	147,887
7	Courier Service	-	-	-
57,688	Major Projects and Disposals	161,342	(30,000)	131,342
233,731	Estates Valuation & Management	258,358	-	258,358
138,517	Building Design & Construction	485,358	(301,949)	183,409
<b>1,024,213</b>	<b>Total Support Services</b>	<b>1,229,463</b>	<b>(331,949)</b>	<b>897,514</b>
<b>(3,733,444)</b>	<b>Total Corporate Property</b>	<b>3,333,110</b>	<b>(7,751,141)</b>	<b>(4,418,031)</b>
<b>(395,637)</b>	<b>SLAs And Capital Charges</b>			<b>(314,319)</b>
<b>(4,129,081)</b>	<b>Total Net Budget</b>			<b>(4,732,350)</b>

Subjective Analysis 2013/14

Expenditure/Income	Employees	Premises	Transport	Supplies & Services	External Income	SLA's and Capital	Total Net Budget
	£	£	£	£	£	£	£
Commercial Property	-	510,214	19,612	470,314	(7,411,530)	605,464	(5,805,926)
Office Accommodation	-	856,668	-	-	(7,662)	(369,129)	479,877
Property Maintenance	-	246,201	88	550	-	59,206	306,045
Support Services	1,032,467	-	9,218	187,778	(331,949)	(609,860)	287,654
<b>Total Net Budget</b>	<b>1,032,467</b>	<b>1,613,083</b>	<b>28,918</b>	<b>658,642</b>	<b>(7,751,141)</b>	<b>(314,319)</b>	<b>(4,732,350)</b>

Savings & Pressures 2013/14

Reference	Description	2013-14 £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s
14FC1401	Vacation and disposal of Bury Knowle House Office accommodation with associated letting revenue		(17)	(12)	
14FC1402	Increase in Commercial lease income	(636)	(365)	(22)	(74)
13EF1402	Savings from planned maintenance	(3)	(2)		
14EF1401	Savings from reduction in reactive maintenance following capital investment			(30)	(10)
14EF1402	Outdoor Market - bringing it zero cost	(30)	(30)		
14EF1403	Efficiencies as a result of Business Process Improvement work	(100)	(50)		
14PR1401	Loss of income from the disposal of Cemetery Lodge	6			
14PR1402	Loss of income from the disposal of South Park Bungalow		3		
14PR1403	Non HRA residential properties - transfer to HRA.	5			
14PR1404	Outdoor market (expenditure over income).	60			
14PR1405	Ramsay House - increased contractual planned maintenance costs.	15	4	3	10
14PR1406	Project management for Barton, Oxpens costs	100	50		
14IS1401	Change of use applications.	2	2	2	2
<b>Total Savings &amp; Pressure</b>		<b>(581)</b>	<b>(405)</b>	<b>(59)</b>	<b>(72)</b>

# **Community Services**

Community Services Directorate 2013-14

Executive Director: Tim Sadler  
Contact Number: 01865 (25)2101

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
606,871	Environmental Control	660,525	(129,936)	530,589
542,883	Environmental Sustainability	513,865	(1,000)	512,865
578,700	Health Development	800,180	(294,000)	506,180
(244,554)	Licensing & Development	342,661	(661,000)	(318,339)
154,034	General Management	145,148	4	145,152
1,205,544	Environmental Protection	1,141,712	(270,200)	871,512
<b>2,843,478</b>	<b>Environmental Development</b>	<b>3,604,091</b>	<b>(1,356,132)</b>	<b>2,247,959</b>
1,051,360	Leisure Management	1,160,085	(152,205)	1,007,880
4,219	Oxford Sports Partnership	902,415	(900,761)	1,654
95,405	Sports Development	175,669	(44,011)	131,658
(10,853)	Allotments	19,676	(18,529)	1,147
24,344	Burial Services	336,424	(312,333)	24,091
125,238	Countryside	141,937	(15,716)	126,221
2,019,712	Parks	2,194,956	(342,415)	1,852,541
47,707	Parks Management & Administration	180,777	(165,141)	15,636
133,150	Positive Futures	434,650	(7,000)	427,650
<b>3,490,282</b>	<b>Leisure and Parks</b>	<b>5,546,589</b>	<b>(1,958,111)</b>	<b>3,588,478</b>
(1,262,417)	Building Planned Operations	9,283,578	(11,925,714)	(2,642,136)
(645,104)	Building - Responsive Operations	5,010,253	(5,348,446)	(338,193)
(4,458,806)	Off Street Parking	3,141,582	(7,865,642)	(4,724,060)
2,826,165	Waste & Recycling Domestic	4,129,152	(1,313,000)	2,816,152
(1,114,289)	Waste & Recycling Commercial	1,274,845	(2,691,177)	(1,416,332)
(261,305)	Engineering	2,178,606	(2,389,868)	(211,262)
3,910,141	Street Scenes	4,937,524	(1,078,284)	3,859,240
(2,078,418)	Motor Transport	2,801,276	(4,725,646)	(1,924,370)
(74,416)	Garages	86,626	(160,385)	(73,759)
(228,006)	Caretaking & Miscellaneous	713,473	(941,029)	(227,556)
2,153,490	Local Overheads	2,025,777	(82,706)	1,943,071
120,222	Direct Building Services Stores	1,148,977	(34,475)	1,114,502
<b>(1,112,743)</b>	<b>Direct Services</b>	<b>36,731,669</b>	<b>(38,556,372)</b>	<b>(1,824,703)</b>
171,117	Area Committees	122,000	-	122,000
929,236	Communities & Neighbourhoods	862,753	(15,822)	846,931
1,434,366	Community Grants & Commissioning	1,523,759	-	1,523,759
<b>2,534,719</b>	<b>Community Development Team</b>	<b>2,508,512</b>	<b>(15,822)</b>	<b>2,492,690</b>
<b>7,755,736</b>	<b>Total City Services</b>	<b>48,390,861</b>	<b>(41,886,437)</b>	<b>6,504,424</b>
<b>7,658,092</b>	<b>SLAs And Capital Charges</b>			<b>7,180,573</b>
<b>15,413,828</b>	<b>Total Net Budget</b>			<b>13,684,997</b>

# **Environmental Development**

**Environmental Development Budget 2013-14**

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
	<b>Environmental Control</b>			
205,247	Environmental Control	149,007	(928)	148,079
125,152	Environmental Enforcement	139,773	(15,500)	124,273
(37,632)	Home Improvement Agency	2,868	(40,504)	(37,636)
55,215	Out of Hours	47,219	-	47,219
96,988	Pest Control / Dog Wardens	169,971	(73,000)	96,971
161,901	Service requests (Environmental Protection)	151,687	-	151,687
<b>606,871</b>	<b>Total Environmental Control</b>	<b>660,525</b>	<b>(129,932)</b>	<b>530,593</b>
	<b>Environmental Sustainability</b>			
202,021	Carbon Management	202,021	-	202,021
99,020	Environmental Policy	99,952	(1,000)	98,952
155,709	Environmental Sustainability	154,329	-	154,329
86,133	Sustainability	57,563	-	57,563
<b>542,883</b>	<b>Total Environmental Sustainability</b>	<b>513,865</b>	<b>(1,000)</b>	<b>512,865</b>
	<b>Health Development</b>			
190,678	Commercial Regulation	247,096	(56,500)	190,596
155,142	Health Development	152,792	-	152,792
246,178	Residential Health & Safety	289,590	(40,500)	249,090
<b>591,998</b>	<b>Total Health Development</b>	<b>689,478</b>	<b>(97,000)</b>	<b>592,478</b>
	<b>Licensing &amp; Development</b>			
(127,382)	Alcohol and Entertainment	82,330	(210,000)	(127,670)
(13,298)	HMO Licensing	110,702	(197,000)	(86,298)
141,016	Licensing & Development	79,241	-	79,241
34,162	Miscellaneous Licensing and Support	36,134	(10,000)	26,134
(149,648)	Street Trading	25,352	(175,000)	(149,648)
102,198	Taxi Licensing	118,504	(20,000)	98,504
(96,000)	Taxi Licensing - Drivers	-	(96,000)	(96,000)
(148,900)	Taxi Licensing - Vehicles	1,100	(150,000)	(148,900)
<b>(257,852)</b>	<b>Total Licensing &amp; Development</b>	<b>453,363</b>	<b>(858,000)</b>	<b>(404,637)</b>
	<b>General Management</b>			
154,034	Environmental Development General Management	145,148	-	145,148
<b>154,034</b>	<b>Total General Management</b>	<b>145,148</b>	<b>-</b>	<b>145,148</b>
	<b>Environmental Protection</b>			
15,068	FAMILY SUPPORT PROJECT	-	-	-
240,000	Communities Against Drugs	(30,000)	-	(30,000)
375,172	Street Wardens	374,779	(7,000)	367,779
113,875	CCTV	152,075	(38,200)	113,875
183,131	Crime Strategy	327,036	(185,000)	142,036
51,487	PCSO's	51,487	-	51,487
226,811	Crime & Nuisance Action Team (CANACT)	266,335	(40,000)	226,335
<b>1,205,544</b>	<b>Total Environmental Protection</b>	<b>1,141,712</b>	<b>(270,200)</b>	<b>871,512</b>
<b>2,843,478</b>	<b>Total Environmental Development</b>	<b>3,604,091</b>	<b>(1,356,132)</b>	<b>2,247,959</b>
<b>721,200</b>	<b>SLAs And Capital Charges</b>			<b>643,644</b>
<b>3,564,678</b>	<b>Total Net Budget</b>			<b>2,891,603</b>

### Subjective Analysis 2013/14

Expenditure/Income	Employees	Premises	Transport	Supplies & Services	External Income	SLA's and Capital	Total Net Budget
	£	£	£	£	£	£	£
Environmental Control	565,960	-	29,623	64,942	(129,936)	134,888	665,477
Environmental Sustainability	293,744	2,400	3,150	214,571	(1,000)	83,933	596,798
Health Development	659,608	-	3,080	137,492	(294,000)	143,233	649,413
Licensing & Development	309,811	-	12,610	20,240	(661,000)	194,067	(124,272)
General Management	112,774	5,000	5,823	21,551	4	69,369	214,521
Environmental Protection	890,717	8,442	10,585	231,968	(270,200)	18,154	889,666
<b>Total Net Budget</b>	<b>2,832,614</b>	<b>15,842</b>	<b>64,871</b>	<b>690,764</b>	<b>(1,356,132)</b>	<b>643,644</b>	<b>2,891,603</b>

### Savings & Pressures 2013/14

Reference	Description	2013-14 £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s
14FC1201	New income from "Fee from Fault"		(15)		
14FC1202	New local licensing fees (new powers)		(25)		
14FC1203	New income from taxi fixed penalty notices		(10)		
14FC1204	Community Response Team Fixed Penalty notices. Scheduled operations with Thames Valley Police.	(7)	(2)	(2)	(3)
12SV1213	Low priority service requests - deletion of existing service	(54)	(54)		
14SR1202	Reduction of City Councils contributions to PCSO's as previously agreed with T Sadler		(16)	(19)	
13NI1202	Green deal pilot scheme		(36)		
13NI1206	Low Carbon Oxford		(25)		
13NI1201	Stronger enforcement in the private rented	3	2	3	
12PR1202	Houses Multiple Occupation "pump priming" and recovery	(73)	(20)		
14EF1201	Reconfigure Environmental Development to save two Service Manager posts	(115)			
14EF1202	New income from new Selective Licensing Scheme for PRS (non HMO sector) moving staff to fee charging work			(45)	(45)
<b>Total Savings &amp; Pressure</b>		<b>(246)</b>	<b>(201)</b>	<b>(63)</b>	<b>(48)</b>



# **Community Development Team**

**Community Development Team Budget 2012-13**

11/12 Budget £	Service	2012/13		
		Gross Expenditure £	Gross Income £	Net Expenditure £
	<b>Area Committees</b>			
170,947	Ward Members Budget	122,000	-	122,000
170	North East - Area Committee	-	-	-
<b>171,117</b>	<b>Total Area Committees</b>	<b>122,000</b>	<b>-</b>	<b>122,000</b>
	<b>Communities &amp; Neighbourhoods</b>			
85,060	Communities and Neighbourhoods Team	56,659	(15,822)	40,837
844,176	Communities and Neighbourhoods Team Staff and Involvement	806,094	-	806,094
<b>929,236</b>	<b>Total Communities &amp; Neighbourhoods</b>	<b>862,753</b>	<b>(15,822)</b>	<b>846,931</b>
	<b>Community Grants &amp; Commissioning</b>			
1,434,366	Community Grants	1,523,759	-	1,523,759
<b>1,434,366</b>	<b>Total Community Grants &amp; Commissioning</b>	<b>1,523,759</b>	<b>-</b>	<b>1,523,759</b>
<b>2,534,719</b>	<b>Total Community Development Team</b>	<b>2,508,512</b>	<b>(15,822)</b>	<b>2,492,690</b>
<b>216,619</b>	<b>SLAs And Capital Charges</b>			<b>196,449</b>
<b>2,751,338</b>	<b>Total Net Budget</b>			<b>2,689,139</b>

### Subjective Analysis 2013/14

Expenditure/Income	Employees £	Premises £	Transport £	Supplies & Services £	External Income £	SLA's and Capital £	Total Net Budget £
Area Committees	-	-	-	122,000	-	9,484	131,484
Communities & Neighbourhoods	722,606	88,137	8,646	43,364	(15,822)	170,151	1,017,082
Community Grants & Commissioning	-	-	-	1,523,759	-	16,814	1,540,573
<b>Total Net Budget</b>	<b>722,606</b>	<b>88,137</b>	<b>8,646</b>	<b>1,689,123</b>	<b>(15,822)</b>	<b>196,449</b>	<b>2,689,139</b>

### Savings & Pressures 2013/14

Reference	Description	2013-14 £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s
14EF4101	£10k per year from supplies and services for Communities & Neighbourhoods Team. Re-provision of Northway sports facility will reduce costs & Restructuring following redevelopment of Northway Community Centre	(34)	(10)		
12SV1311	£10k per year from premises running costs, which are the council's contribution to the running costs of Community Centres and two sports facilities Re-provision of Northway sports facility will reduce costs	(10)	(10)		
13NI1304	Elderly persons support grant	30			
<b>Total Savings &amp; Pressure</b>		<b>(14)</b>	<b>(20)</b>	<b>0</b>	<b>0</b>

# **Leisure & Parks**

Leisure and Parks Budget 2013-14

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
	<b>Leisure Management</b>			
1,051,360	Leisure Client Management	1,160,085	(152,205)	1,007,880
<b>1,051,360</b>	<b>Total Leisure Management</b>	<b>1,160,085</b>	<b>(152,205)</b>	<b>1,007,880</b>
	<b>Oxford Sports Partnership</b>			
4,219	Active Sports Partnership	902,415	(900,761)	1,654
<b>4,219</b>	<b>Total Oxford Sports Partnership</b>	<b>902,415</b>	<b>(900,761)</b>	<b>1,654</b>
	<b>Sports Development</b>			
31,970	Football Development Initiative	37,577	-	37,577
-	Go Active OCC	40,799	(38,925)	1,874
63,435	Service Sports Development	97,293	(5,086)	92,207
<b>95,405</b>	<b>Total Sports Development</b>	<b>175,669</b>	<b>(44,011)</b>	<b>131,658</b>
	<b>Allotments</b>			
(10,853)	Allotments General	19,676	(18,529)	1,147
<b>(10,853)</b>	<b>Total Allotments</b>	<b>19,676</b>	<b>(18,529)</b>	<b>1,147</b>
	<b>Burial Services</b>			
24,344	Burial Services	336,424	(312,333)	24,091
<b>24,344</b>	<b>Total Burial Services</b>	<b>336,424</b>	<b>(312,333)</b>	<b>24,091</b>
	<b>Countryside</b>			
125,238	Countryside Services	141,937	(15,716)	126,221
<b>125,238</b>	<b>Total Countryside</b>	<b>141,937</b>	<b>(15,716)</b>	<b>126,221</b>
	<b>Parks</b>			
728,822	Grounds & Sports	770,353	(27,005)	743,348
316,232	Landscape & Play	274,473	(53,607)	220,866
(17,780)	Oxford In Bloom	(150)	(17,630)	(17,780)
403,557	Park Attendants & Facilities	555,228	(111,018)	444,210
266,817	Play Area (Member Bid)	266,817	-	266,817
322,064	Tree Maintenance	328,235	(133,155)	195,080
<b>2,019,712</b>	<b>Total Parks</b>	<b>2,194,956</b>	<b>(342,415)</b>	<b>1,852,541</b>
	<b>Parks Management &amp; Administration</b>			
47,707	Parks Management	180,777	(165,141)	15,636
<b>47,707</b>	<b>Total Parks Management &amp; Administration</b>	<b>180,777</b>	<b>(165,141)</b>	<b>15,636</b>
	<b>Positive Futures</b>			
130,300	Childrens Holiday Activities	145,368	-	145,368
2,850	Postive Futures Account	2,850	(7,000)	(4,150)
-	Youth Ambition Programme	286,432	-	286,432
<b>133,150</b>	<b>Total Positive Futures</b>	<b>434,650</b>	<b>(7,000)</b>	<b>427,650</b>
<b>3,490,282</b>	<b>Total Leisure and Parks</b>	<b>5,546,589</b>	<b>(1,958,111)</b>	<b>3,588,478</b>
<b>1,911,498</b>	<b>SLAs And Capital Charges</b>			<b>1,880,592</b>
<b>5,401,780</b>	<b>Total Net Budget</b>			<b>5,469,070</b>

**Subjective Analysis 2013/14**

Expenditure/Income	Employees	Premises	Transport	Supplies & Services	External Income	SLA's and Capital	Total Net Budget
	£	£	£	£	£	£	£
Leisure Management	257,828	493,000	393	408,864	(152,205)	1,022,063	2,029,943
Oxford Sports Partnership	400,938	-	7,257	494,220	(900,761)	77,361	79,015
Sports Development	151,089	3,630	4,550	16,400	(44,011)	54,638	186,296
Allotments	-	13,633	-	6,043	(18,529)	22,805	23,952
Burial Services	222,945	25,278	61,547	26,654	(312,333)	49,813	73,904
Countryside	85,555	2,749	41,989	11,644	(15,716)	28,389	154,610
Parks	1,205,136	165,070	361,994	462,756	(342,415)	247,464	2,100,005
Parks Management & Administration	127,125	21,588	4,577	27,487	(165,141)	364,768	380,404
Positive Futures	46,432	2,850	-	385,368	(7,000)	13,291	440,941
<b>Total Net Budget</b>	<b>2,497,048</b>	<b>727,798</b>	<b>482,307</b>	<b>1,839,436</b>	<b>(1,958,111)</b>	<b>1,880,592</b>	<b>5,469,070</b>

**Savings & Pressures 2013/14**

Reference	Description	2013-14 £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s
12SV2224	Deliver tennis coaching / tennis contracts for coaches to hire our courts		(5)	(5)	(5)
12SV2201	Commission Sports Development to deliver activities to schools and other districts.	(1)	(2)		(3)
14FC2201	Income generated from a commercially funded football facility.		(10)	(30)	
14FC2202	External grants for green spaces		(5)		
14FC2203	Commissioned tree team to do other work to help to subsidise their costs.	(25)	(14)	(17)	(18)
14FC2204	Grounds Maintenance team to undertake works for other organisations to help to subsidise their operating costs.	(7)	(10)		(5)
14FC2205	Commission Landscaping team to undertake works for other organisations to help to subsidise their operating costs.		(10)		(10)
12SV2230	Income for Parks through large Park events		(6)		
12SV2232	Increase fees from sports bookings	(1)	(1)		
14FC2206	Review leisure fees and charges			(10)	
14SR2201	Increased community management of facilities e.g. bowls greens and pavilions.		(30)		
14EF2201	Reduction in fee paid to Fusion in line with contract. Increase in 2014-15 fees due to lifecycle costs associated with equipment replacement.	(48)	36		(13)
14EF2202	Leisure Investment management fee reduction from investment works	(70)			
14EF2203	Further reduction in Management Structure once all other changes are in place	(15)			
14EF2204	Grounds maintenance service review.				(13)
14EF2205	Reduction in nursery costs (type / volume of				(8)
14EF2206	Review the management of Horspath Sports Park Management saving Temple cowley Pool - Re competition swimming pool		(10)	(10)	
			(300)		
14CI2201	Annual Leisure Management Contract RPIx adjustment (5% assumption).	12	12	6	2
14PR2201	Bury Knowle Property Service Charge	8			
13NI2201	Cricket Festival	(2)			
13NI2202	Football Pitches	(25)			
13NI2206	Cowley Marsh Cricket Cage	(5)			
13NI2207	Cowley Marsh Tennis nets	(2)			
14EF4104	Efficiency gains from youth ambition programmes		(5)	(5)	
<b>Total Savings &amp; Pressure</b>		<b>(181)</b>	<b>(360)</b>	<b>(71)</b>	<b>(73)</b>

# **Direct Services**

**Direct Services Budget 2013-14**

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
(1,262,417)	Building Planned Operations	9,283,578	(11,925,714)	(2,642,136)
(645,104)	Building - Responsive Operations	5,010,253	(5,348,446)	(338,193)
(4,458,806)	Off Street Parking	3,141,582	(7,865,642)	(4,724,060)
2,826,165	Waste & Recycling Domestic	4,129,152	(1,313,000)	2,816,152
(1,114,289)	Waste & Recycling Commercial	1,274,845	(2,691,177)	(1,416,332)
(261,305)	Engineering	2,178,606	(2,389,868)	(211,262)
3,910,141	Street Scenes	4,937,524	(1,078,284)	3,859,240
(2,078,418)	Motor Transport	2,801,276	(4,725,646)	(1,924,370)
(74,416)	Garages	86,626	(160,385)	(73,759)
(228,006)	Caretaking & Miscellaneous	713,473	(941,029)	(227,556)
2,153,490	Local Overheads	2,025,777	(82,706)	1,943,071
120,222	Direct Building Services Stores	1,148,977	(34,475)	1,114,502
(1,112,743)	Total Direct Services	36,731,669	(38,556,372)	(1,824,703)
4,808,775	SLAs And Capital Charges			4,459,888
<b>3,696,032</b>	<b>Total Net Budget</b>			<b>2,635,185</b>



Subjective Analysis 2013/14

Expenditure/Income	Employees £	Premises £	Transport £	Supplies & Services £	External Income £	SLA's and Capital £	Total Net Budget £
Building Planned Operations	5,108,294	1,264,985	379,832	2,530,467	(11,925,714)	148,540	(2,493,596)
Building - Responsive Operations	3,381,151	520,000	452,834	656,268	(5,348,446)	151,900	(186,293)
Off Street Parking	556,900	2,292,459	26,997	265,226	(7,865,642)	1,340,941	(3,383,119)
Waste & Recycling Domestic	2,563,788	68,658	1,095,913	400,793	(1,313,000)	418,506	3,234,658
Waste & Recycling Commercial	239,044	-	310,561	725,240	(2,691,177)	72,893	(1,343,439)
Engineering	736,847	114,802	265,855	1,061,102	(2,389,868)	89,125	(122,137)
Street Scenes	3,423,172	354,367	859,520	300,465	(1,078,284)	240,652	4,099,892
Motor Transport	701,649	14,500	1,464,844	620,283	(4,725,646)	1,696,959	(227,411)
Garages	86,059	-	567	-	(160,385)	16,554	(57,205)
Caretaking & Miscellaneous	582,302	21,279	89,120	20,772	(941,029)	20,936	(206,620)
Local Overheads	1,291,924	378,573	14,048	341,232	(82,706)	186,974	2,130,045
Direct Building Services Stores	699,382	109,234	103,709	236,652	(34,475)	75,908	1,190,410
<b>Total Net Budget</b>	<b>19,370,512</b>	<b>5,138,857</b>	<b>5,063,800</b>	<b>7,158,500</b>	<b>(38,556,372)</b>	<b>4,459,888</b>	<b>2,635,185</b>

Savings & Pressures 2013/14

Reference	Description	2013-14 £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s
14CI2301	Materials inflation rates of between 2.8% to 5%	140	145	151	159
14CI2302	Fuel Price increases 2.8% for 2013/14	26			
14FC2301	Inflationary uplift in overall car parking charges	(120)	(113)	(116)	(150)
14FC2302	Increase in Park & Ride Charges from £1.50 to £2.00	(150)			
14FC2303	Garden Waste 5% increase in charges	(16)	(16)	(16)	(16)
14FC2304	Mattress and Other Recycling Net Contribution	(18)			
13FC2303	Commercial waste : Growth in Business	(90)	(90)		
14FC2305	Commercial Waste Price Increase	(25)		(25)	(25)
14FC2306	Increased net contribution from further work being obtained from Corporate Assets and supplemented in later years from external contracts	(77)	(77)	(33)	(33)
14FC2307	Depot Rent reduction	(100)			
14FC2308	Hard Standings and drainage in HRA (Net contribution)	(80)			
14FC2309	Additional Private Works/Cycle Scheme net contribution	(32)	(20)	(30)	(30)
14FC2310	Increase Private Works net contribution	(70)			
14FC2311	Auction Contribution	(15)			
14FC2312	Additional Private Works net contribution	(44)	(60)		
14FC2313	Service Charge Income	(22)		22	
14FC2314	Service Charge Income			(22)	
14FC2315	Salary Recharge for Engineering Manager	(40)			
14EF2301	Recycling Centre Contract Changes	(20)			
13EF2302	Commercial waste food tipping charges	(40)	(40)		
14EF2302	Garden Waste - pay only by Direct debit, saving on seasonal temporary staff		(20)		
14EF2303	Savings Arising from Service Review	(80)			
14EF2304	Better management of sickness absence		(25)		
14EF2305	Rationalise the management of the Depot				(150)
14EF2306	Relinquishing of Additional Car parking Horspath Road	(40)			
14EF2307	Utility Savings	(20)			
14EF2308	Management Restructure	(100)			
14PR2301	St Clements Re-opening Sept 2014	0	(110)	(110)	
14PR2302	Additional costs for pay machine, signage & Shelters	30			
13PR2304	Additional Bank Holiday (Diamond Jubilee)	(14)			
14PR2303	Loss of contribution from reduction in workload	177			
14PR2304	Impact of Street Arising Legislation Change	80			
14PR2305	West Oxfordshire District Council Shop mobility net contribution ceased	12			
14PR2306	Impact of Oxfordshire Waste Partnership arrangement		27	34	28
14PR2307	Impact of Christmas Bank Holiday Catch Up	22			
14PR2308	Charging for Bulky Waste has limited demand but not generated the income expected	4			
14PR2309	Sales Executive to attract new business	60			
13NI2302	Additional equipment to clear snow from footways	(12)			
13NI2303	New pathway from ground floor of Westgate car park to street allowing easy access and egress	(15)			
13NI2304	Conversion of remaining Council flat sites to fortnightly collections, with recycling and improved bin stores	27			
14IS2301	Domestic waste and recycling in cab technology - on-going revenue costs (real time information between crew and contact centre)	11			
<b>Total Savings &amp; Pressure</b>		<b>(651)</b>	<b>(399)</b>	<b>(145)</b>	<b>(217)</b>

# **Organisational Development & Corporate Services**

**Organisational Development and Corporate Services Directorate 2013-14**

Executive Director: Jacqueline Yates

Contact Number: 01865 (25)2339

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
375,639	Transformation Projects	375,639	-	375,639
315,244	Business Improvement & Performance	328,589	-	328,589
271,052	Strategic Procurement	316,469	(84,153)	232,316
3,012,761	Technology	3,179,256	(2,500)	3,176,756
<b>3,974,696</b>	<b>Business Improvement &amp; Technology</b>	<b>4,199,953</b>	<b>(86,653)</b>	<b>4,113,300</b>
1,220,675	Accountancy	1,207,227	(9,000)	1,198,227
144,801	Internal Audit	85,000	-	85,000
25	Concessionary Bus Fares	-	-	-
400,389	Corporate Finance	201,300	33,500	234,800
65,317	Investigations	260,150	(160,183)	99,967
377,575	Revenues	374,501	-	374,501
<b>2,208,782</b>	<b>Finance Services</b>	<b>2,128,178</b>	<b>(135,683)</b>	<b>1,992,495</b>
645,950	Human Resources	707,764	-	707,764
40,014	Health & Safety	77,014	-	77,014
309,407	Organisational Learning & Development	390,361	-	390,361
82,913	Payroll	84,652	-	84,652
74,034	Facilities Management	1,017,059	(834,746)	182,313
<b>1,152,318</b>	<b>Human Resources &amp; Facilities</b>	<b>2,276,850</b>	<b>(834,746)</b>	<b>1,442,104</b>
214,748	Committees	185,087	(61)	185,026
159,152	Election Services	183,904	(3,435)	180,469
697,633	Legal Services	851,809	(96,456)	755,353
450,104	Member Services	473,918	(217)	473,701
52,728	Scrutiny	47,565	-	47,565
873,498	Executive Support	930,444	(72,000)	858,444
<b>2,447,863</b>	<b>Law and Governance</b>	<b>2,672,727</b>	<b>(172,169)</b>	<b>2,500,558</b>
1,808,747	Customer Contact	1,916,826	-	1,916,826
70,000	Customer First Programme	50,000	-	50,000
447,632	Housing Benefit	1,444,142	(822,855)	621,287
214,539	Revenues (NNDR & Council Tax)	754,888	(557,130)	197,758
(4,989)	Scanning	-	-	-
<b>2,535,929</b>	<b>Customer Services</b>	<b>4,165,856</b>	<b>(1,379,985)</b>	<b>2,785,871</b>
<b>12,319,588</b>	<b>Total Organisational Development and Corporate Services</b>	<b>15,443,564</b>	<b>(2,609,236)</b>	<b>12,834,328</b>
<b>(9,054,065)</b>	<b>SLAs And Capital Charges</b>			<b>(8,097,530)</b>
<b>3,265,523</b>	<b>Total Net Budget</b>			<b>4,736,798</b>

# **Business Improvement & Technology**

**Business Improvement & Technology Budget 2013-14**

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
	<b>Transformation Projects</b>			
375,639	Transformation Projects	375,639	-	375,639
<b>375,639</b>	<b>Total Transformation Projects</b>	<b>375,639</b>	-	<b>375,639</b>
	<b>Business Improvement &amp; Performance</b>			
224,065	Business Transformation Management	238,015	-	238,015
91,179	Performance Management	90,574	-	90,574
<b>315,244</b>	<b>Total Business Improvement &amp; Performance</b>	<b>328,589</b>	-	<b>328,589</b>
	<b>Strategic Procurement</b>			
48,854	Oxfordshire District Procurement Hub	28,854	-	28,854
222,198	Contracts & Procurement	287,615	(84,153)	203,462
<b>271,052</b>	<b>Total Strategic Procurement</b>	<b>316,469</b>	<b>(84,153)</b>	<b>232,316</b>
	<b>Technology</b>			
104,412	General Telephone	117,503	(2,500)	115,003
4,745	Main Systems	-	-	-
66,544	Agresso	-	-	-
43,242	Academy/DIP	-	-	-
-	IT Project & Equipment Costs (HRA)	441,493	-	441,493
53	Citrix	-	-	-
-	ICT Applications	715,098	-	715,098
2,793,765	Staff/Running Costs	1,905,162	-	1,905,162
<b>3,012,761</b>	<b>Total Technology</b>	<b>3,179,256</b>	<b>(2,500)</b>	<b>3,176,756</b>
<b>3,974,696</b>	<b>Total Business Improvement and Technology</b>	<b>4,199,953</b>	<b>(86,653)</b>	<b>4,113,300</b>
<b>(3,266,382)</b>	<b>SLAs And Capital Charges</b>			<b>(3,445,439)</b>
<b>708,314</b>	<b>Total Net Budget</b>			<b>667,861</b>

### Subjective Analysis 2013/14

Expenditure/Income	Employees £	Premises £	Transport £	Supplies & Services £	External Income £	SLA's and Capital £	Total Net Budget £
Transformation Projects	-	-	-	375,639	-	8,492	384,131
Business Improvement & Performance	328,230	-	209	150	-	(328,896)	(307)
Technology	775,044	-	1,040	2,403,172	(2,500)	(2,930,597)	246,159
Strategic Procurement	309,742	-	86	6,641	(84,153)	(194,438)	37,878
<b>Total Net Budget</b>	<b>1,413,016</b>	<b>-</b>	<b>1,335</b>	<b>2,785,602</b>	<b>(86,653)</b>	<b>(3,445,439)</b>	<b>667,861</b>

### Savings & Pressures 2013/14

Reference	Description	2013-14 £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s
13EF3102	Re-entering of the City ICT contract and optimisation of the Cloud			(150)	
13EF3103	Reduce the number of users as the charge is based on number of PC's			(50)	
12SV3106	Reduction in telephone bill as home/flexible working increases and more calls are transacted across the web	(2)	(2)		
12SV3112	Reduce number of links required and associated costs by changing telephony infrastructure	(3)			
14EF0301	Application portfolio review.		(50)	(100)	
12SV0301	Procurement work plan for each year	(30)	(30)	(29)	(20)
12SV0301	Introduce a nominal charge for supplier training	(1)	(1)		
12SV0301	Online tendering and quoting system	(10)			
13EF0302	Improved contract management	(5)	(5)		
13CI3101	ICT Contract Inflation - inflation related to the Core ICT Systems	13	13		
13CI3102	County Charges :- Inflation related to the provision of ICT services	50	52		
13CI3103	Other software maintenance & licensing	25	26	25	25
13PR3103	Public Sector Network Future Requirements	10	0		
14FC0301	Training and business process improvement services provided to outside bodies				(7)
<b>Total Savings &amp; Pressure</b>		<b>47</b>	<b>3</b>	<b>(304)</b>	<b>(2)</b>

# **Law & Governance**

Law & Governance Budget 2013-14

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
	<b>Committees</b>			
7,438	Executive Board - Running Costs	2,233	-	2,233
3,770	Council - Running Costs	3,770	-	3,770
196,359	Democratic Services	176,903	(61)	176,842
3,702	Scrutiny Committees - Running Costs	-	-	-
3,479	Other Committees - Running Costs	2,181	-	2,181
<b>214,748</b>	<b>Total Committees</b>	<b>185,087</b>	<b>(61)</b>	<b>185,026</b>
	<b>Election Services</b>			
52,006	City Council Elections	59,186	(1,180)	58,006
107,146	Electoral Register	124,718	(2,255)	122,463
<b>159,152</b>	<b>Total Election Services</b>	<b>183,904</b>	<b>(3,435)</b>	<b>180,469</b>
	<b>Legal Services</b>			
(32,000)	Support Team	118,789	-	118,789
759,633	Legal Services	733,020	(61,456)	671,564
(30,000)	Legal Hub	-	(35,000)	(35,000)
<b>697,633</b>	<b>Total Legal Services</b>	<b>851,809</b>	<b>(96,456)</b>	<b>755,353</b>
	<b>Member Services</b>			
28,668	Lord Mayors Secretariat	31,841	(217)	31,624
345,513	Members Allowances	373,477	-	373,477
75,923	Members Support	68,600	-	68,600
<b>450,104</b>	<b>Total Member Services</b>	<b>473,918</b>	<b>(217)</b>	<b>473,701</b>
	<b>Scrutiny</b>			
52,728	Scrutiny	47,565	-	47,565
<b>52,728</b>	<b>Total Scrutiny</b>	<b>47,565</b>	<b>-</b>	<b>47,565</b>
	<b>Executive Support</b>			
(21,382)	St Giles Fair	50,622	(72,000)	(21,378)
889,290	CHEX, Directors & Corp Secretariat	877,171	-	877,171
5,590	Emergency Planning	2,651	-	2,651
<b>873,498</b>	<b>Total Executive Support</b>	<b>930,444</b>	<b>(72,000)</b>	<b>858,444</b>
<b>2,447,863</b>	<b>Total Law and Governance</b>	<b>2,672,727</b>	<b>(172,169)</b>	<b>2,500,558</b>
<b>(2,287,567)</b>	<b>SLAs And Capital Charges</b>			<b>(2,187,182)</b>
<b>160,296</b>	<b>Total Net Budget</b>			<b>313,376</b>



Subjective Analysis 2013/14

Expenditure/Income	Employees	Premises	Transport	Supplies & Services	External Income	SLA's and Capital	Total Net Budget
	£	£	£	£	£	£	£
Committees	172,676	-	546	11,865	(61)	(186,032)	(1,006)
Election Services	123,485	12,883	1,182	46,354	(3,435)	34,674	215,143
Legal Services	791,762	-	1,052	58,995	(96,456)	(654,614)	100,739
Member Services	411,258	2,195	4,038	56,427	(217)	(472,033)	1,668
Scrutiny	45,294	-	112	2,159	-	(47,971)	(406)
Executive Support	852,855	6,194	2,798	68,597	(72,000)	(861,206)	(2,762)
<b>Total Net Budget</b>	<b>2,397,330</b>	<b>21,272</b>	<b>9,728</b>	<b>244,397</b>	<b>(172,169)</b>	<b>(2,187,182)</b>	<b>313,376</b>

Savings & Pressures 2013/14

Reference	Description	2013-14 £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s
12SV3401	Income from Legal Hub - Collaborative working between all Oxfordshire authorities.	(5)	(5)	(5)	
12SV3413	Deletion of a Support Assistant post			(28)	
14EF3401	Committees printing costs saving due to Ipad roll out to members	(10)	(3)	(3)	
12SV3410	Increased use of on-line electoral registration			(1)	
12SV3416	Reduction of 0.6 FTE lawyer.	(30)			
14EF3402	Members Support supplies and services efficiencies	(5)			
12SV3412	Time Recording system: Replacement of existing system (reversal of 12/13 investment bid)	(14)			
14PR3401	A £10k income target in Democratic Services	10			
14PR3402	Electoral Register Canvassing Costs.	15			
14PR3403	City Election Costs.	6			
14PR3404	Approved Establishment shortfall.	79			
<b>Total Savings &amp; Pressure</b>		<b>46</b>	<b>(8)</b>	<b>(37)</b>	<b>0</b>

# **Customer Services**

### Customer Services Budget 2013-14

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
	<b>Customer Services</b>			
1,808,747	Customer Contact	1,916,826	-	<b>1,916,826</b>
70,000	Customer First Programme	50,000	-	<b>50,000</b>
447,632	Housing Benefit	1,444,142	(822,855)	<b>621,287</b>
214,539	Revenues (NNDR & Council Tax)	754,888	(557,130)	<b>197,758</b>
(4,989)	Scanning	-	-	-
<b>2,535,929</b>	<b>Total Customer Services</b>	<b>4,165,856</b>	<b>(1,379,985)</b>	<b>2,785,871</b>
<b>2,535,929</b>	<b>Total Customer Services</b>	<b>4,165,856</b>	<b>(1,379,985)</b>	<b>2,785,871</b>
<b>(194,237)</b>	<b>SLAs And Capital Charges</b>			<b>541,705</b>
<b>2,341,692</b>	<b>Total Net Budget</b>			<b>3,327,576</b>

### Subjective Analysis 2013/14

Expenditure/Income	Employees £	Premises £	Transport £	Supplies & Services £	External Income £	SLA's and Capital £	Total Net Budget £
Customer Contact	1,611,418	28,907	845	275,656	-	(1,918,792)	(1,966)
Customer First Programme	20,000	-	-	30,000	-	-	50,000
Housing Benefit Revenues	1,314,714	-	2,006	127,422	(822,855)	1,558,061	2,179,348
	535,174	-	2,553	217,161	(557,130)	902,436	1,100,194
<b>Total Net Budget</b>	<b>3,481,306</b>	<b>28,907</b>	<b>5,404</b>	<b>650,239</b>	<b>(1,379,985)</b>	<b>541,705</b>	<b>3,327,576</b>

### Savings & Pressures 2013/14

Reference	Description	2013-14 £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s
12SV2109	Plan to increase in Court Fees.	(13)	(14)		
14EF2101	Efficiencies from combined contact centre		(25)	(116)	(50)
13EF2102	Efficiency savings due to successful implementation of Customer Service Excellence Standard	(30)			
14EF2102	Efficiency from impact of Welfare Reform				(45)
14EF2103	Resilience Contract Costs for two years as a result of 10% increase in call volume.			(75)	(75)
13IS2101	Implementation of Customer Service Excellence for Customer Contact (Reversal of 12/13 Invest to Save Bid)	(35)			
13IS2102	Implementation of e-capture services (Reversal of 12/13 Invest to Save Bid)	(18)			
13IS2103	Project management of Local Council Tax Benefit Scheme (Reversal of 12/13 Invest to Save Bid)	(40)			
14IS2101	Project Manager for Comments and Complaints Portal-1 yr Contract	20	(20)		
13PR2101	Double running of systems when Universal Credit is implemented	25		(25)	
12PR2102	CRM Roll out £70k of funding in 2011-12, service needs £30k from 13-14 onwards	(40)			
14PR2101	Templars Square - revenue Implications of capital bid	35			
14PR2102	Resilience Contract Costs for two years as a result of 10% increase in call volume.	150			
	HB and CT Admin Grant	198			
<b>Total Savings &amp; Pressure</b>		<b>252</b>	<b>(59)</b>	<b>(216)</b>	<b>(170)</b>

# Finance

**Finance Services Budget 2013-14**

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
	<b>Accountancy</b>			
1,220,675	Accountancy	1,277,227	(9,000)	1,268,227
<b>1,220,675</b>	<b>Total Accountancy</b>	<b>1,277,227</b>	<b>(9,000)</b>	<b>1,268,227</b>
	<b>Internal Audit</b>			
144,801	Internal Audit	85,000	-	85,000
<b>144,801</b>	<b>Total Internal Audit</b>	<b>85,000</b>	<b>-</b>	<b>85,000</b>
	<b>Concessionary Bus Fares</b>			
25	Pub.Transport Co-Ord.- Buses	-	-	-
<b>25</b>	<b>Total Concessionary Bus Fares</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Corporate Finance</b>			
34,000	Cash Van Contract	3,500	-	3,500
450	Other Misc. Finance Expenses	-	-	-
66,000	Bad Debts Contribution	-	51,000	51,000
50,000	Bank Charges	45,000	(15,000)	30,000
252,800	District Audit	152,800	-	152,800
(361)	Criminal Damage Compensation	-	-	-
(2,500)	Other Miscellaneous Income	-	(2,500)	(2,500)
<b>400,389</b>	<b>Total Corporate Finance</b>	<b>201,300</b>	<b>33,500</b>	<b>234,800</b>
	<b>Investigations</b>			
65,317	Investigations	260,150	(160,183)	99,967
<b>65,317</b>	<b>Total Investigations</b>	<b>260,150</b>	<b>(160,183)</b>	<b>99,967</b>
	<b>Revenues</b>			
377,575	Revenues	304,501	-	304,501
<b>377,575</b>	<b>Total Revenues</b>	<b>304,501</b>	<b>-</b>	<b>304,501</b>
<b>2,208,782</b>	<b>Total Finance Services</b>	<b>2,128,178</b>	<b>(135,683)</b>	<b>1,992,495</b>
<b>(1,940,571)</b>	<b>SLAs And Capital Charges</b>			<b>(1,765,459)</b>
<b>268,211</b>	<b>Total Net Budget</b>			<b>227,036</b>

**Subjective Analysis 2013/14**

<b>Expenditure/Income</b>	<b>Employees</b>	<b>Premises</b>	<b>Transport</b>	<b>Supplies &amp; Services</b>	<b>External Income</b>	<b>SLA's and Capital</b>	<b>Total Net Budget</b>
	£	£	£	£	£	£	£
<b>Accountancy</b>	1,080,209	85	2,319	124,614	(9,000)	(1,202,789)	(4,562)
<b>Internal Audit</b>	-	-	-	85,000	-	(84,997)	3
<b>Corporate Finance</b>	-	-	-	201,300	33,500	(170,983)	63,817
<b>Investigations</b>	236,097	-	436	23,617	(160,183)	67,939	167,906
<b>Revenues</b>	369,501	-	1,000	4,000	-	(374,629)	(128)
<b>Total Net Budget</b>	<b>1,685,807</b>	<b>85</b>	<b>3,755</b>	<b>438,531</b>	<b>(135,683)</b>	<b>(1,765,459)</b>	<b>227,036</b>

**Savings & Pressures 2013/14**

<b>Reference</b>	<b>Description</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
		£000s	£000s	£000s	£000s
14SR3201	Reduce Internal Audit programme to meet target Programme. Reduces number of audit days to 220 in 2012-13. Framework agreement with Cherwell from 2013/14 has reduced cost by additional £40k	(60)			
14EF3201	Procurement saving on External Audit Fees post Audit Commission.	(100)			
12SV3217	Reduced banking and stationery costs as a consequence of going cashless, and moving to payment by BACS. Reduction in bank charges and cash collection contract	(10)	(4)		
12SV3218	Reduction in bad debt provision budget as a consequence of improved collection through increased use of direct debits	(15)			
13EF3203	Reduction in posts resulting from self service			(40)	
14EF3202	Implement Purchase to Pay to automate commitment accounting and payment processing. Saving in temporary posts		(25)	(30)	
<b>Total Savings &amp; Pressure</b>		<b>(185)</b>	<b>(29)</b>	<b>(70)</b>	<b>0</b>

# **Human Resources & Facilities**



### Human Resources and Facilities Budget 2013-14

12/13 Budget £	Service	2013/14		
		Gross Expenditure £	Gross Income £	Net Expenditure £
	<b>Human Resources</b>			
626,439	Human Resources	538,784	-	<b>538,784</b>
19,511	Unison	18,980	-	<b>18,980</b>
-	Apprentices Scheme	150,000	-	<b>150,000</b>
<b>645,950</b>	<b>Total Human Resources</b>	<b>707,764</b>	-	<b>707,764</b>
	<b>Health &amp; Safety</b>			
40,014	Occupational Health	77,014	-	<b>77,014</b>
<b>40,014</b>	<b>Total Health &amp; Safety</b>	<b>77,014</b>	-	<b>77,014</b>
	<b>Organisational Learning &amp; Development</b>			
309,407	Organisational Learning & Development	390,361	-	<b>390,361</b>
<b>309,407</b>	<b>Total Organisational Learning &amp; Development</b>	<b>390,361</b>	-	<b>390,361</b>
	<b>Payroll</b>			
82,913	Payroll	84,652	-	<b>84,652</b>
<b>82,913</b>	<b>Total Payroll</b>	<b>84,652</b>	-	<b>84,652</b>
	<b>Facilities Management</b>			
272,580	Caretaking - City Centre	-	-	-
(92,578)	Town Hall Civic Management	597,142	(592,705)	<b>4,437</b>
-	Facilities	300,525	-	<b>300,525</b>
(65,862)	Copier Services	118,761	(193,304)	<b>(74,543)</b>
(40,106)	Carfax Tower	631	(48,737)	<b>(48,106)</b>
<b>74,034</b>	<b>Total Facilities Management</b>	<b>1,017,059</b>	<b>(834,746)</b>	<b>182,313</b>
<b>1,152,318</b>	<b>Total Human Resources and Facilities</b>	<b>2,276,850</b>	<b>(834,746)</b>	<b>1,442,104</b>
<b>(1,365,308)</b>	<b>SLAs And Capital Charges</b>			<b>(1,241,155)</b>
<b>(212,990)</b>	<b>Total Net Budget</b>			<b>200,949</b>

Subjective Analysis 2013/14

Expenditure/Income	Employees £	Premises £	Transport £	Supplies & Services £	External Income £	SLA's and Capital £	Total Net Budget £
Human Resources	669,093	-	530	38,141	-	(501,741)	206,023
Health & Safety	-	-	-	77,014	-	(77,010)	4
Organisational Learning & Development	382,450	-	-	7,911	-	(449,802)	(59,441)
Payroll	124,632	-	(40,608)	628	-	(84,958)	(306)
Facilities Management	762,539	57,797	6,778	189,945	(834,746)	(127,644)	54,669
<b>Total Net Budget</b>	<b>1,938,714</b>	<b>57,797</b>	<b>(33,300)</b>	<b>313,639</b>	<b>(834,746)</b>	<b>(1,241,155)</b>	<b>200,949</b>

Savings & Pressures 2013/14

Reference	Description	2013-14 £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s
13FC3301	Income generated from selling Human Resources services		(20)	(20)	
14FC3301	Reduction on the current income budget, driven by increasing the utilisation of Town Hall space.	85		(50)	(50)
12SV0102	Carfax Tower income, annual fee increase	(1)	(1)	(1)	
13EF3301	Withdraw South East Employers subscription	(6)		0	0
14EF3301	Further reduction in mileage rates (2p saves £2k)				(2)
14EF3302	Salary sacrifice scheme (childcare £2k)	(2)			
12SV1416	Cleaning & Caretaking	(12)			
14EF3303	Efficient ordering of facilities supplies, for example stationary and cleaning	(2)	(2)		(1)
14EF3304	Saving from furniture budget	(50)			
13EF3303	Implementation of e-recruitment module	(26)			
14SR3301	Human Resources Management Post funded from reserves for 2012-13 and 2013-14		(55)		
14PR3301	Occupational Health contract budget pressure based on current 13/14 onwards	37			
13PR0101	Staff Increase - Extra Staff member to support additional Town Hall business	24			
14PR3302	Main Hall out of action for 3 months over summer whilst ceiling redecorated			40	(40)
14PR3303	Apprenticeships additional funding	100			
14PR3304	Travel Plan - Environmental development post	25	(25)		
14PR3305	Human Resources Management Post		55		
14IS3301	Relaunch of Town Hall	20	(10)		
<b>Total Savings &amp; Pressure</b>		<b>192</b>	<b>(58)</b>	<b>(31)</b>	<b>(93)</b>

**To: City Executive Board**

**Date: 13<sup>th</sup>. February 2013**

**Report of: Finance and Performance Panel**

**Title of Report: Consultation Budget and Medium Term Financial Strategy 2013 - 2017**

### **Summary and Recommendations**

**Purpose of report:** To present the conclusions and recommendations of the Scrutiny Budget Review Group (RG) on the Consultation Budget and Medium Term Financial Strategy 2013-2017

**Key decision? No**

**Scrutiny Lead Member: Councillor Rowley**

**Executive Lead Member: Councillor Turner**

**Policy Framework: The Councils Corporate Plan and Budget**

#### **Recommendations**

##### **Recommendation 1**

**The Business Rate Retention Scheme becomes the focus of more robust modelling and detailed forecasting within the MTFs.**

##### **Recommendation 2**

**That the Trading Strategy is reconsidered, in particular its links with the MTFs, with the aim of minimising the amount of the Councils budget used to under right the risks associated with trading activities.**

##### **Recommendation 3**

**To reconsider our methods of providing for contingencies individually by producing a strategy that allows for the consolidation and pooling of risk.**

##### **Recommendation 4**

**That there is a clear recognition of the structural and operational needs to deliver on increased income and trading targets and those Service Areas most affected are reviewed to ensure best practice.**

**Recommendation 5**

**That Equality Impact Assessments are required for all budget changes and these are available at the earliest opportunity but certainly through the budget consultation.**

**Recommendation 6**

**That a briefing note is provided to all councillors as soon as possible outlining the use of the various pots of money within the Green Deal.**

**Introduction and Background**

1. The Budget Review Group (RG) this year consisted of Councillors Rowley, Simmons, Fooks, Mills, Fry and Kennedy with Councillor Rowley taking the lead. The RG would like to thank officers and members for their help and co-operation and hope that members find their comments and recommendations helpful.
2. The RG did not set any specific lines of inquiry instead decide to gather information around a set of questions based on testing robustness and some of the underlying principles used in framing proposals.
3. Available to the RG were the papers making up the Consultation Budget alongside extra data provided at the request of the RG to aid their scrutiny process. The list of questions and replies is available on request from:

Pat Jones – Principal Scrutiny Officer  
Email: [phjones@oxford.gov.uk](mailto:phjones@oxford.gov.uk)  
Tele: 01865 252191

4. The RG would like to congratulate the organisation on the continued excellent delivery of the budget and preparations for challenging times ahead.

**Conclusions and recommendations****5. Business Rate Retention Proposals**

The RG asked for and received a more detailed model for the likely scenario for Oxford within Business Rate Retention proposals. It was clear that this scheme has the potential to be positive for Oxford based on what we know about growth and volatility but there are clearly risks because of links between collection rates and tariffs and retention and other specific grants. Business Rates is not currently modelled in detail in the MTFS but these changes would suggest a greater focus is needed.

## **Recommendation 1**

**The Business Rate Retention Scheme becomes the focus of more robust modelling and detailed forecasting within the MTFS.**

### **6. Contingencies**

Planned increases in contingencies continue from £3.145m in 12/13 to a proposed £3.633m 13/14, £5.285m 14/15, £6.907m 15/16 and £8.204m 16/17. The main reasons for these increases are money set aside for the none achievement of service reductions, efficiencies and increases in fees and increases in employee pay.

7. The RG saw information and discussed in detail with officers how and why these amounts had been set aside. The RG noted particularly:

- The robust performance of the Council in delivering on its service reductions, efficiencies and income increases with no call on the reserve set aside for none delivery.
- For good reason none of the £650k homelessness provision will be used in 12/13.
- The negotiating position for pay increases was not set to use the contingency provided.
- About £2.1m of the contingencies set aside in 12/13 remain unused and will be carried forward (in addition to the ongoing amounts provided for in the MTFS).
- The Council is likely to see from 2013 the adverse affects in communities and calls for service as a result of Welfare Benefit Reform.
- The Finance Settlement was worse than expected and in some part contingencies will allow the Council to cope with these reductions.
- Not every risk in the budget has a contingency set against it.
- Income from commercial work (trading) was treated the same way as any other income.

8. Of particular discussion and without complete agreement were the budget position and the treatment of those risks associated with commercial activities (trading) particularly because of the greater reliance and prevalence of these activities to fund services and contribute to overheads. The RG saw that the current position was to set a contingency against income expected from trading depending on the judgement of the risk associated with it. In effect to use the Councils budget to underpin the risks of commercial work. Within our current structures the arguments for operating in this way are clear but as this type of activity becomes more common these operating principles need to be reconsidered within our structures and the flexibility of our work force to allow commercial work to stand or fall on its own.

9. In conclusion the RG considered contingencies overall and in particular the methods used to produce the numbers that appear in

the MTFS. The aim was to try to make a judgement on whether they struck the right balance between prudence and the need to provide as much money as possible to support services. They based this on: the information provided; outcomes from previous budgeting and what is known about future funding.

10. It was agreed unanimously that these are uncertain times with many pressures facing the Council and the communities it serves. Sensible prudence is necessary to secure the future as far as we are able. The RG did however feel that taking a cautious approach to all risks individually and aggregating these together provided for a position that did not strike the correct balance between caution and spending. For the future the RG would like to see an overarching risk strategy for the MTFS that consolidates and pools risk.

**Recommendation 2**

**That the Trading Strategy is reconsidered, in particular its links with the MTFS, with the aim of minimising the amount of the Councils budget used to under right the risks associated with trading activities.**

**Recommendation 3**

**To reconsider our methods of providing for contingencies individually by producing a strategy that allows for the consolidation and pooling of risk.**

**11. Fees, Charges and Trading**

The RG saw projections within the MTFS which showed the significant shift in the make up of the funding position of the Council. The most significant shifts show income from fees and charges (including trading) moving from 53% to 61% of our gross expenditure and Revenue Support Grant (including changed Business Rates) moving from 23% to 12% of our gross expenditure. The RG heard that this trend is likely to continue. This increased reliance on income must bring about a consideration of structure and how the Council is managed and the work force configured to ensure the best use of resources (some of this has been highlighted by the RG in paragraph 7). The RG would like to see structural reviews in those areas most affected by these changes.

**Recommendation 4**

**That there is a clear recognition of the structural and operational needs to deliver on increased income and trading targets and those Service Areas most affected are reviewed to ensure best practice.**

**12. Impacts of Budget Changes**

The Equalities Impact Assessment published with the consultation budget did not clearly judge the impact of budget changes on Oxford's communities and the groups within that. The RG heard that a more detailed document was being prepared and this was provided to the RG on the 31<sup>st</sup> January 2013. This document gave a much more detailed picture. The RG felt that this information should be considered in a much more timely fashion with individual budget proposals at internal consideration being required to have an equality impact assessment and these being available publicly as the budget is consulted on.

**Recommendation 5**

**That Equality Impact Assessments are required for all budget changes and these are available at the earliest opportunity but certainly through the budget consultation.**

**13. Green Deal**

The RG was pleased to see proposals for the Green Deal and the extra award of £310 as an addition to these. It was hoped that some of the extra award could give opportunities to substitute some of our costs and share overheads. The RG asked for a briefing on how the various monies would be used so they could be sure of the best use of resources. At the point of writing this had not been provided.

**Recommendation 6**

**That a briefing note is provided to all councillors as soon as possible outlining the use of the various pots of money within the Green Deal.**

**Board Member and Director Comments**

Comments from the Board Member and Director will be made at the meeting of the City Executive Board.

**Name and contact details of author:**

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Principal Scrutiny Officer  
Law and Governance  
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**List of background papers:**

**Version number: 2**

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