

# Appendix 3 General Fund & HRA Budget Proposals 2017-18 to 2020-21

**General Fund Budget Proposals Summary  
2017-18 to 2020-21**

**2017/18**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Partnerships Team	0	35	0	0	0	0	0	0	0	(9)	0	25	3	51
Planning & Regulatory	0	226	0	0	0	0	0	(10)	0	0	0	(535)	0	(319)
Housing & Property	0	760	0	0	0	0	0	(275)	0	0	0	0	0	485
Environmental Sustainability	0	25	0	10	0	0	0	0	0	0	0	30	0	65
Community Services	32	74	0	(196)	0	0	0	(21)	0	(23)	0	2	0	(132)
Direct Services	61	35	2	(65)	0	(110)	0	(601)	14	0	0	0	0	(680)
Business Improvement & Organisational Development	5	190	0	(76)	0	0	0	(5)	0	0	0	50	0	164
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	58	0	(72)	(1)	0	0	(10)	0	0	0	0	0	(24)
Law & Governance	0	140	0	0	0	0	0	0	0	0	0	18	0	158
<b>Total</b>	<b>98</b>	<b>1,543</b>	<b>2.00</b>	<b>(399)</b>	<b>(1.00)</b>	<b>(110)</b>	<b>0</b>	<b>(922)</b>	<b>14.00</b>	<b>(32)</b>	<b>0.00</b>	<b>(410)</b>	<b>3.00</b>	<b>(232)</b>

**2018/19**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Partnerships Team	0	58	0	0	0	0	0	0	0	(8)	0	0	0	50
Planning & Regulatory	0	32	0	(45)	0	0	0	(50)	0	0	0	0	0	(63)
Housing & Property	0	25	0	0	0	0	0	11	0	0	0	(30)	0	6
Environmental Sustainability	0	(25)	0	0	0	0	0	0	0	0	0	(30)	0	(55)
Community Services	0	0	0	(20)	0	0	0	(26)	0	0	0	(20)	0	(66)
Direct Services	61	442	0	(85)	1	(160)	0	(1,123)	0	0	0	0	0	(865)
Business Improvement & Organisational Development	0	0	0	(183)	(4)	0	0	(10)	0	0	0	0	0	(193)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	198	0	(135)	(3)	0	0	0	0	0	0	0	0	63
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>61</b>	<b>730</b>	<b>0.00</b>	<b>(468)</b>	<b>(5.55)</b>	<b>(160)</b>	<b>0</b>	<b>(1,198)</b>	<b>0.00</b>	<b>(8)</b>	<b>0.00</b>	<b>(80)</b>	<b>0</b>	<b>(1,123)</b>

**General Fund Budget Proposals Summary  
2017-18 to 2020-21**

**2019/20**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Partnerships Team	0	0	0	0	0	0	0	0	0	(7)	0	0	0	(7)
Planning & Regulatory	0	0	0	0	0	0	0	0	0	0	0	(25)	0	(25)
Housing & Property	0	5	0	0	0	0	0	70	0	0	0	0	0	75
Environmental Sustainability	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Services	61	9	0	0	0	0	0	(81)	0	0	0	0	0	(11)
Business Improvement & Organisational Development	0	(15)	0	(108)	(3)	0	0	(10)	0	0	0	(50)	0	(183)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	89	0	(85)	(2)	0	0	0	0	0	0	0	0	4
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	(50)	0	(50)
<b>Total</b>	<b>61</b>	<b>88</b>	<b>0.00</b>	<b>(193)</b>	<b>(4.25)</b>	<b>0</b>	<b>0</b>	<b>(21)</b>	<b>0.00</b>	<b>(7)</b>	<b>0.00</b>	<b>(125)</b>	<b>0.00</b>	<b>(197)</b>

**2020/21**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Partnerships Team	0	0	0	0	0	0	0	0	0	(7)	0	0	0	(7)
Planning & Regulatory	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing & Property	0	0	0	0	0	0	0	(40)	0	0	0	0	0	(40)
Environmental Sustainability	0	0	0	0	0	(12)	0	0	0	0	0	0	0	(12)
Community Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Services	61	4	0	(25)	0	0	0	(155)	0	0	0	0	0	(115)
Business Improvement & Organisational Development	0	0	0	(74)	(3)	0	0	0	0	0	0	0	0	(74)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	71	0	0	0	0	0	0	0	0	0	0	0	71
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>61</b>	<b>75</b>	<b>0.00</b>	<b>(99)</b>	<b>(3.00)</b>	<b>(12)</b>	<b>0</b>	<b>(195)</b>	<b>0.00</b>	<b>(7)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(177)</b>

**General Fund Budget Proposals Summary  
2017-18 to 2020-21**

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Partnerships Team	0	93	0.00	0	0.00	0	0	0	0.00	(31)	0.00	25	3.00	87
Planning & Regulatory	0	258	0.00	(45)	0.00	0	0	(60)	0.00	0	0.00	(560)	0.00	(407)
Housing & Property	0	790	0.00	0	0.00	0	0	(234)	0.00	0	0.00	(30)	0.00	526
Environmental Sustainability	0	0	0.00	10	0.00	(12)	0	0	0.00	0	0.00	0	0.00	(2)
Community Services	32	74	0.00	(216)	0.00	0	0	(47)	0.00	(23)	0.00	(18)	0.00	(198)
Direct Services	244	490	2.00	(175)	1.00	(270)	0	(1,960)	14.00	0	0.00	0	0.00	(1,671)
Business Improvement & Organisational Development	5	175	0.00	(441)	(9.30)	0	0	(25)	0.00	0	0.00	0	0.00	(286)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	416	0.00	(292)	(5.50)	0	0	(10)	0.00	0	0.00	0	0.00	114
Law & Governance	0	140	0.00	0	0.00	0	0	0	0.00	0	0.00	(32)	0.00	108
<b>Total</b>	<b>281</b>	<b>2,436</b>	<b>2.00</b>	<b>(1,159)</b>	<b>(13.80)</b>	<b>(282)</b>	<b>0</b>	<b>(2,336)</b>	<b>14.00</b>	<b>(54)</b>	<b>0.00</b>	<b>(615)</b>	<b>3.00</b>	<b>(1,729)</b>

**General Fund Budget Proposals Summary  
2017-18 to 2020-21**

<b>Risks - Efficiency Savings</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>Total</b>
High	0	(165)	(90)	(25)	(280)
Medium	0	(100)	(55)	(126)	(281)
Low	(399)	(203)	(48)	52	(598)
<b>Total</b>	<b>(399)</b>	<b>(468)</b>	<b>(193)</b>	<b>(99)</b>	<b>(1,159)</b>

**Contingency**

High - 30%	0	50	27	8	84
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>50</b>	<b>27</b>	<b>8</b>	<b>84</b>

<b>Risks - Fees &amp; Charges</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>Total</b>
High	(317)	(421)	(5)	(110)	(853)
Medium	(141)	(711)	(50)	(45)	(947)
Low	(464)	(66)	34	(40)	(536)
<b>Total</b>	<b>(922)</b>	<b>(1,198)</b>	<b>(21)</b>	<b>(195)</b>	<b>(2,336)</b>

**Contingency**

High - 30%	95	126	2	33	256
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
<b>Total</b>	<b>95</b>	<b>126</b>	<b>2</b>	<b>33</b>	<b>256</b>

<b>Risks - Service Reductions</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>Total</b>
High	0	0	0	0	0
Medium	0	0	0	0	0
Low	(32)	(8)	(7)	(7)	(54)
<b>Total</b>	<b>(32)</b>	<b>(8)</b>	<b>(7)</b>	<b>(7)</b>	<b>(54)</b>

**Contingency**

High - 30%	0	0	0	0	0
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total Contingency</b>	<b>95</b>	<b>176</b>	<b>29</b>	<b>41</b>	<b>340</b>
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**Chief Executive Budget Proposals Summary  
2017-18 to 2020-21**

**2017/18**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>

**2018/19**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2019/20**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>

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**2020/21**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>

## Assistant Chief Executive

Proposal

H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
					2017-18	2018-19	2019-20	2020-21	Total
<b>Contractual Inflation</b>									
1									
2									
<b>Total Contractual Inflation</b>									
<b>Pressures</b>									
3									
4									
<b>Total Pressures</b>									
<b>Efficiencies</b>									
5									
6									
<b>Total Efficiencies</b>									
<b>Invest to Save</b>									
7									
8									
<b>Total Invest to Save</b>									
<b>Fees and Charges</b>									
9									
10									
<b>Total Fees and Charges</b>									
<b>Service Reduction</b>									
11									
12									
<b>Total Service Reduction</b>									
<b>New Investments / Bids</b>									
13									
14									
<b>Total New Investment/Bids</b>									
<b>Total Assistant Chief Executive Bids &amp; Savings</b>									

New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontroll able	Net Exp/(Inc)	FTE
Assistant Chief Executive	118,702	0	0	118,702	1
Communicatio ns	231,930	(12,000)	(205,267)	14,663	6
Policy & Partnership	339,970	(44,000)	(251,090)	44,880	4.23



**Regeneration & Housing Budget Proposals Summary  
2017-18 to 2020-21**

**2017/18**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	35	0.00	0	0.00	0	0	0	0.00	(9)	0.00	25	3.00	51
Planning & Regulatory	0	226	0.00	0	0.00	0	0	(10)	0.00	0	0.00	(535)	0.00	(319)
Housing & Property	0	760	0.00	0	0.00	0	0	(275)	0.00	0	0.00	0	0.00	485
<b>Total</b>	<b>0</b>	<b>1,021</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(285)</b>	<b>0.00</b>	<b>(9)</b>	<b>0.00</b>	<b>(510)</b>	<b>3.00</b>	<b>217</b>

**2018/19**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	58	0.00	0	0.00	0	0	0	0.00	(8)	0.00	0	0	50
Planning & Regulatory	0	32	0.00	(45)	0.00	0	0	(50)	0.00	0	0.00	0	0	(63)
Housing & Property	0	25	0.00	0	0.00	0	0	11	0.00	0	0.00	(30)	0	6
<b>Total</b>	<b>0</b>	<b>115</b>	<b>0.00</b>	<b>(45)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(39)</b>	<b>0.00</b>	<b>(8)</b>	<b>0.00</b>	<b>(30)</b>	<b>0</b>	<b>(7)</b>

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**2019/20**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(7)	0.00	0	0.00	(7)
Planning & Regulatory	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(25)	0.00	(25)
Housing & Property	0	5	0.00	0	0.00	0	0	70	0.00	0	0.00	0	0.00	75
<b>Total</b>	<b>0</b>	<b>5</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>0.00</b>	<b>(7)</b>	<b>0.00</b>	<b>(25)</b>	<b>0.00</b>	<b>43</b>

**2020/21**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	0	0.00	0	0.00	0	0	0	0.00	(7)	0.00	0	0.00	(7)
Planning & Regulatory	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Housing & Property	0	0	0.00	0	0.00	0	0	(40)	0.00	0	0.00	0	0.00	(40)
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(40)</b>	<b>0.00</b>	<b>(7)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(47)</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Partnerships Team	0	93	0.00	0	0.00	0	0	0	0.00	(31)	0.00	25	3.00	87
Planning & Regulatory	0	258	0.00	(45)	0.00	0	0	(60)	0.00	0	0.00	(560)	0.00	(407)
Housing & Property	0	790	0.00	0	0.00	0	0	(234)	0.00	0	0.00	(30)	0.00	526
<b>Total</b>	<b>0</b>	<b>1,141</b>	<b>0.00</b>	<b>(45)</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(294)</b>	<b>0.00</b>	<b>(31)</b>	<b>0.00</b>	<b>(565)</b>	<b>3.00</b>	<b>206</b>

## Partnership Team

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
<b>Contractual Inflation</b>											
1											
2											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
3	Economic Development	Economic Development Manager	5	58							
4	City Centre Management	County Council Contribution to City Centre Manager Post	30								
<b>Total Pressures</b>			35	58							
<b>Efficiencies</b>											
5											
6											
<b>Total Efficiencies</b>											
<b>Invest to Save</b>											
7											
8											
<b>Total Invest to Save</b>											
<b>Fees and Charges</b>											
9											
10											
<b>Total Fees and Charges</b>											
<b>Service Reduction</b>											
11	Tourism Expenses	Reduce grant to Visit Oxfordshire funding by 10% p.a. and agreed in the Cooperation Agreement.	(9)	(8)	(7)	(7)					
12											
<b>Total Service Reduction</b>			(9)	(8)	(7)	(7)					
<b>New Investments / Bids</b>											
13	Oxford Regeneration Programme	Oxford Station contribution to Governance for railway investment projects (GRIP) stage 3 - reversal of previous year bid	(25)								

## Partnership Team

Proposal	H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				
		£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	Total
14: Oxford Regeneration Programme	Oxpens Development Partner Procurement - Reversal of previous year bid	(100)								
15: Economic Development	Principal Economic Development Officer	52				1.00				1.00
16: Oxford Regeneration Programme	Principal Regeneration Officer	55				1.00				1.00
17: Oxford Regeneration Programme	Oxford Regeneration Project Support Officer	43				1.00				1.00
<b>Total New Investment/Bids</b>		<b>25</b>				<b>3.00</b>				<b>3.00</b>
<b>Total Partnership Team Bids &amp; Savings</b>		<b>51</b>	<b>50</b>	<b>(7)</b>	<b>(7)</b>	<b>3.00</b>				<b>3.00</b>

### New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Partnership Team	621,337	(115,000)	30,656	536,993	6

## Planning & Regulatory

### Proposal

H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	2017-18	FTE Impact 2018-19	2019-20	2020-21	Total
<b>Contractual Inflation</b>									
1									
2									
<b>Total Contractual Inflation</b>									
<b>Pressures</b>									
3	Development	Planning Service Transformation	39	(2)					
4	Environmental Health	Environmental Health Service Transformation	32	(6)					
5	Environmental Health	Legacy Income Targets - Environmental Health (Enforcement of the Housing Act £20k, Street Trading Licences £25k, Primary Authority Scheme £40k)	85						
6	Environmental Health	Legacy Income Targets - Building Control	70	40					
<b>Total Pressures</b>									
<b>Efficiencies</b>									
7	Environmental Health	Extension of fee charging proactive work across private rented sector (moved back a year)		(45)					
8									
<b>Total Efficiencies</b>									
<b>Invest to Save</b>									
7									
8									
<b>Total Invest to Save</b>									
<b>Fees and Charges</b>									
9	Development	ADJUSTED - Re-base budget income estimate for Building Control.		(40)					
10	Development	NEW - Planning Performance Agreements	(10)	(10)					
<b>Total Fees and Charges</b>									
<b>Service Reduction</b>									
11									

## Planning & Regulatory

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				Total
			2017-18	2018-19	2019-20	2020-21	2017-18	2018-19	2019-20	2020-21	
12											
<b>Total Service Reduction</b>											
<b>New Investments / Bids</b>											
13	Spatial Development	Grenoble Road Planning application fee reversal	(560)								
14	Spatial Development	NEW - Central Conservation Area Appraisal	25		(25)						
<b>Total New Investment/Bids</b>			(535)		(25)						
<b>Total Planning &amp; Regulatory Bids &amp; Savings</b>			(319)	(63)	(25)						

**New/Amended Bids & Savings**

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Development	746,367	(935,000)	290,344	101,711	12
Support Services	146,867	(15,000)	329,709	461,576	1.6
Information Services	21,265	(213,650)	115,656	(76,729)	0
Spatial Development	1,634,870	(168,500)	230,347	1,696,717	20
Environmental Health	1,941,201	(1,754,500)	738,258	924,959	49.2

## Housing & Property

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
<b>Contractual Inflation</b>											
1:											
2:											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
3:	Property Services	Repairs and Maintenance spend currently in Capital Programme to revenue	400								
5:	Property Services	Repairs and Maintenance - uplift of expected costs of repairs and maintenance	5	5	5						
6:	Property Services	Reallocation of property service costs from capital to revenue	355	20							
<b>Total Pressures</b>			760	25	5						
<b>Efficiencies</b>											
7:	Property Services	Office Rationalisation - Removed									
8:											
<b>Total Efficiencies</b>											
<b>Invest to Save</b>											
9:											
10:											
<b>Total Invest to Save</b>											
<b>Fees and Charges</b>											
11:	Commercial Property	Increases in Commercial property lease income on reviews.	(230)	11	70	(40)					
12:	Property Services	Garage increase of 5% net of Bad Debt	(45)								
<b>Total Fees and Charges</b>			(275)	11	70	(40)					
<b>Service Reductions</b>											
13:											
14:											
<b>Total Service Reductions</b>											
<b>New Investments / Bids</b>											

## Housing & Property

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
15	Commercial Property	Consultancy Advice Westgate Development - reversal of previous years bid		(30)							
16											
Total New Investment/Bids				(30)							
Total Housing & Property Bids & Savings			485	6	75	(40)					

**New/Amended Bids & Savings**

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Community Housing & Strategy	599,183	(150)	107,124	706,157	9.3
Housing Needs	4,288,433	(782,410)	249,473	3,755,496	42.25
Property Services	1,760,908	(1,946,880)	(369,081)	(555,053)	26.24
Commercial Property	1,177,056	(11,759,700)	1,214,884	(9,367,760)	1.7
Office Accommodation	556,980	0	(552,998)	3,982	0
Property Support Services	1,163,125	(30,000)	(771,594)	361,531	15

**Organisational Development & Corporate Services Budget Proposals Summary  
2017-18 to 2020-21**

**2017/18**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement & Organisational Development	5	190	0.00	(76)	0.00	0	0	(5)	0.00	0	0.00	50	0.00	164
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	58	0.00	(72)	(1.00)	0	0	(10)	0.00	0	0.00	0	0.00	(24)
Law & Governance	0	140	0.00	0	0.00	0	0	0	0.00	0	0.00	18	0.00	158
<b>Total</b>	<b>5</b>	<b>388</b>	<b>0.00</b>	<b>(148)</b>	<b>(1.00)</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>68</b>	<b>0.00</b>	<b>298</b>

**2018/19**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement & Organisational Development	0	0	0.00	(183)	(3.55)	0	0	(10)	0.00	0	0.00	0	0	(193)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0
Financial Services	0	198	0.00	(135)	(3.00)	0	0	0	0.00	0	0.00	0	0	63
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0
<b>Total</b>	<b>0</b>	<b>198</b>	<b>0.00</b>	<b>(318)</b>	<b>(6.55)</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(130)</b>

**2019/20**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement & Organisational Development	0	(15)	0.00	(108)	(2.75)	0	0	(10)	0.00	0	0.00	(50)	0.00	(183)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	89	0.00	(85)	(1.50)	0	0	0	0.00	0	0.00	0	0.00	4
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(50)	0.00	(50)
<b>Total</b>	<b>0</b>	<b>74</b>	<b>0.00</b>	<b>(193)</b>	<b>(4.25)</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(100)</b>	<b>0.00</b>	<b>(229)</b>

**2020/21**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement & Organisational Development	0	0	0.00	(74)	(3.00)	0	0	0	0.00	0	0.00	0	0.00	(74)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	71	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	71
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>71</b>	<b>0.00</b>	<b>(74)</b>	<b>(3.00)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(3)</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement & Organisational Development	5	175	0.00	(441)	(9.30)	0	0	(25)	0.00	0	0.00	0	0.00	(286)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Financial Services	0	416	0.00	(292)	(5.50)	0	0	(10)	0.00	0	0.00	0	0.00	114
Law & Governance	0	140	0.00	0	0.00	0	0	0	0.00	0	0.00	(32)	0.00	108
<b>Total</b>	<b>5</b>	<b>731</b>	<b>0.00</b>	<b>(733)</b>	<b>(14.80)</b>	<b>0</b>	<b>0</b>	<b>(35)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(32)</b>	<b>0.00</b>	<b>(64)</b>



## Business Improvement & Organisational Development

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				Total
							2017-18	2018-19	2019-20	2020-21	
<b>Contractual Inflation</b>											
1	Technology	Other software maintenance & licensing - Inflation on software contracts for system owned and maintained by the City Council	5								
2											
<b>Total Contractual Inflation</b>			<b>5</b>								
<b>Pressures</b>											
3	Human Resources	Apprenticeship Levy	175								
5	Technology	Digital Inclusion	15		(15)						
<b>Total Pressures</b>			<b>190</b>		<b>(15)</b>						
<b>Efficiencies</b>											
6	Customer Services	Impact of Universal Credit rollout on Contact Centre - savings pushed back one year		(55)	(55)			(2.25)	(2.25)		(4.50)
7	Customer Services	Shifting Service towards community settings and online self service - savings pushed back one year				(126)				(3.00)	(3.00)
8	Technology	Idox contract									
9	Business Improvement & Performance	Business Improvement Business Partners Staffing Reductions - £53k of savings pushed back on year		(62)	(53)		0.00	(1.30)	(0.50)		(1.80)
10	Technology	FMS and Irent Saving	(6)	(66)		52					
<b>Total Efficiencies</b>			<b>(76)</b>	<b>(183)</b>	<b>(108)</b>	<b>(74)</b>		<b>(3.55)</b>	<b>(2.75)</b>	<b>(3.00)</b>	<b>(9.30)</b>
<b>Invest to Save</b>											
11											
12											
<b>Total Invest to Save</b>											
<b>Fees and Charges</b>											
13	Human Resources	Working in Partnership with other Local Authorities to offer employee related services	(5)	(10)	(10)						
14											
<b>Total Fees and Charges</b>			<b>(5)</b>	<b>(10)</b>	<b>(10)</b>						

## Business Improvement & Organisational Development

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				Total
							2017-18	2018-19	2019-20	2020-21	
<b>Service Reduction</b>											
15											
16											
<b>Total Service Reduction</b>											
<b>New Investments / Bids</b>											
17	Organisational Development	Responding to the results of the staff survey and liP assessment	50		(50)						
<b>Total New Investment/Bids</b>			50		(50)						
<b>Total Business Improvement &amp; Organisational Development Bids &amp; Savings</b>			164	(193)	(183)	(74)	(3.55)	(2.75)	(3.00)	(9.30)	

**New/Amended Bids & Savings**

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Transformation Projects	376,940	0	(36,504)	340,436	0
Business Improvement & Performance	1,708,844	0	(1,418,135)	290,709	30.32
Technology	3,133,218	0	(3,094,149)	39,069	18.8
Customer Services	2,293,513	0	(2,307,186)	(13,673)	75.52
Human Resources	670,461	(23,000)	(411,547)	235,914	12.02
Organisational Development	987,298	0	(966,570)	20,728	7.3

# Welfare Reform Team

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	2017-18	FTE Impact				Total
								2018-19	2019-20	2020-21		
1	Contractual Inflation											
	Total Contractual Inflation											
2	Pressures											
	Total Pressures											
3	Efficiencies											
	Total Efficiencies											
4	Invest to Save											
	Total Invest to Save											
5	Fees and Charges											
	Total Fees and Charges											
6	Service Reduction											
	Total Service Reduction											
7	New Investments / Bids											
	Total New Investment/Bids											
	Total Welfare Reform Team Bids & Savings											

New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Welfare Reform	152,098	0	16,838	168,936	6

## Financial Services

### Proposal

2017-18					2018-19					2019-20					2020-21					FTE Impact																													
H/M/L					£000s					£000s					£000s					£000s					2017-18					2018-19					2019-20					2020-21					Total				

## Financial Services

Proposal		2017-18	2018-19	2019-20	2020-21	FTE Impact			
	H/M/L	£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21
15									
16									
Total New Investment/Bids									
Total Financial Services Bids & Savings		(24)	63	4	71	(1.00)	(3.00)	(1.50)	(5.50)

### New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Accountancy	1,197,569	0	(1,130,959)	66,610	21.73
Corporate Finance	296,300	33,000	(329,274)	26	0
Investigations	163,370	(18,300)	93,402	238,472	5.72
Procurement & Payments	501,528	(53,000)	(306,198)	142,330	10
Revenues & Benefits	2,030,310	(1,370,990)	2,506,281	3,165,601	30.73
Incomes	60,343	(4,250)	0	56,093	2

## Law & Governance

### Proposal

H/M/L

2017-18  
£000s

2018-19  
£000s

2019-20  
£000s

2020-21  
£000s

2017-18

FTE Impact  
2018-19  
2019-20  
2020-21

Total

### Contractual Inflation

1		
2		



### Total Contractual Inflation

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### Pressures

3	Election Services	Reversal of one off IER Grant in 16/17
4	Members Services	Salary for committee officer servicing Housing Company, Oxwed and Growth Board net of income
5	Legal Services	Increase in fees payable to Her Majesty's Court Service to issue and conduct court proceedings on the Council's behalf. The budget is held centrally by Legal Services. Fees are fixed by legislation and have been increased on several occasions in the last couple of years with no corresponding increase in budget. The level of increase can no longer be absorbed within the existing Service budget. 15/16 approved budget £12,500 - expenditure £23,000 . 16/17 approved budget £12,500 expenditure to date £17,500 and projected to continue at this rate throughout the year. Orders for costs are generally sought from the courts but are awarded entirely at the court's discretion.

97			
23			
20			


### Total Pressures

140			
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### Efficiencies

6		
7		



### Total Efficiencies

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### Invest to Save

8		
9		



### Total Invest to Save

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### Fees & Charges

10		
11		



### Total Fees & Charges

0	0	0	0
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### Service Reduction

## Law & Governance

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
12											
13											
<b>Total Service Reduction</b>											
<b>New Investments / Bids</b>											
14	Legal Services	This is the cessation of funding for an Archivist to be seconded to work on cataloguing that part of the City archive which is held in the Town Hall basement.		(32)							
15	Legal Services	Funding for Archivist ( salary costs & supplies and services) seconded from County Council to continue work on the City Archive held in the Town Hall basement. 3rd Phase of funding drawing to a close. Achievements:- scoped material held and location list produced; urgent remedial works to existing archive areas and valuable collections at risk; minor refurbishment of some underused spaces to accommodate some collections; feasibility study for long term storage of archive; ongoing assessment and listing of valuable archive collections; cataloguing structure for documents created. Phase 4 : continue work on assessment and listing of archive collections; develop catalogue by inputting listed material; agree strategy for public access to material to enable publication of catalogue to coincide with opening of New Museum; agree strategy for developing permanent long term storage solution for archive	50		(50)						
<b>Total New Investment/Bids</b>			18	(50)							
<b>Total Law &amp; Governance Bids &amp; Savings</b>			158	(50)							

### New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Committees & Members Services	613,690	0	(588,577)	25,113	5.5
Election Services	349,836	(100,440)	109,203	358,599	4.5
Legal Services	1,039,298	(171,200)	(927,330)	(59,232)	14.7
Executive Support	801,260	0	(760,953)	40,307	5.16

**Community Services Budget Proposals Summary  
2017-18 to 2020-21**

**2017/18**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	25	0.00	10	0.00	0	0	0	0.00	0	0.00	30	0.00	65
Community Services	32	74	0.00	(196)	0.00	0	0	(21)	0.00	(23)	0.00	2	0.00	(132)
Direct Services	61	35	2.00	(65)	0.00	(110)	0	(601)	14.00	0	0.00	0	0.00	(680)
<b>Total</b>	<b>93</b>	<b>134</b>	<b>2.00</b>	<b>(251)</b>	<b>0.00</b>	<b>(110)</b>	<b>0</b>	<b>(622)</b>	<b>14.00</b>	<b>(23)</b>	<b>0.00</b>	<b>32</b>	<b>0.00</b>	<b>(747)</b>

**2018/19**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	(25)	0.00	0	0.00	0	0	0	0.00	0	0.00	(30)	0	(55)
Community Services	0	0	0.00	(20)	0.00	0	0	(26)	0.00	0	0.00	(20)	0	(66)
Direct Services	61	442	0.00	(85)	1.00	(160)	0	(1,123)	0.00	0	0.00	0	0	(865)
<b>Total</b>	<b>61</b>	<b>417</b>	<b>0.00</b>	<b>(105)</b>	<b>1.00</b>	<b>(160)</b>	<b>0</b>	<b>(1,149)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(50)</b>	<b>0</b>	<b>(986)</b>

**2019/20**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Community Services	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Direct Services	61	9	0.00	0	0.00	0	0	(81)	0.00	0	0.00	0	0.00	(11)
<b>Total</b>	<b>61</b>	<b>9</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>(81)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(11)</b>

**2020/21**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	0	0.00	0	0.00	(12)	0	0	0.00	0	0.00	0	0.00	(12)
Community Services	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0
Direct Services	61	4	0.00	(25)	0.00	0	0	(155)	0.00	0	0.00	0	0.00	(115)
<b>Total</b>	<b>61</b>	<b>4</b>	<b>0.00</b>	<b>(25)</b>	<b>0.00</b>	<b>(12)</b>	<b>0</b>	<b>(155)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(127)</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	0	0.00	10	0.00	(12)	0	0	0.00	0	0.00	0	0.00	(2)
Community Services	32	74	0.00	(216)	0.00	0	0	(47)	0.00	(23)	0.00	(18)	0.00	(198)
Direct Services	244	490	2.00	(175)	1.00	(270)	0	(1,960)	14.00	0	0.00	0	0.00	(1,671)
<b>Total</b>	<b>276</b>	<b>564</b>	<b>2.00</b>	<b>(381)</b>	<b>1.00</b>	<b>(282)</b>	<b>0</b>	<b>(2,007)</b>	<b>14.00</b>	<b>(23)</b>	<b>0.00</b>	<b>(18)</b>	<b>0.00</b>	<b>(1,871)</b>



## Environmental Sustainability

59

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				Total
							2017-18	2018-19	2019-20	2020-21	
<b>Contractual Inflation</b>											
1											
2											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
3	Sustainable City	To enable delivery of the sustainability programme (Go Ultra Low), to base budget fund a new project manager role which is not funded by grant.	25	(25)							
4											
<b>Total Pressures</b>			25	(25)							
<b>Efficiencies</b>											
5	Environmental Quality	ED Efficiencies - reversal of primarily additional income in 16/17. Income target based on PPA/Pre-App. Major projects now ending and no others coming forward.	10								
6											
<b>Total Efficiencies</b>			10								
<b>Invest to Save</b>											
8	Energy and Natural Resources	Decarbonising Leisure Centres- funding of £250k (profiled over three years) to achieve 5% corporate carbon reduction target. Expected return of £25k pa over . 20+ years. Starting half way through 20/21 - links to capital bid for £250k				(12)					
<b>Total Invest to Save</b>						(12)					
<b>Fees and Charges</b>											
9											
10											
<b>Total Fees and Charges</b>											
<b>Service Reduction</b>											
11											
12											
<b>Total Service Reduction</b>											

## Environmental Sustainability

Proposal		2017-18	2018-19	2019-20	2020-21	FTE Impact				
	H/M/L	£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	Total
<b>New Investments / Bids</b>										
13	Environmental Quality	One off payment to resource work to move air quality monitoring station from High St to St Clements.								
14										
<b>Total New Investment/Bids</b>		<b>30</b>	<b>(30)</b>							
<b>Total Environmental Sustainability Bids &amp; Savings</b>		<b>65</b>	<b>(55)</b>		<b>(12)</b>					

### New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Environmental Quality	273,099	(18,000)	49,695	304,794	4.6
Energy & Natural Resources	254,185	0	60,890	315,075	3.5
Smart, Sustainable Cities	154,231	0	10,183	164,414	2

## Community Services

61

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
<b>Contractual Inflation</b>											
1	Leisure Management	Annual Leisure Management Contract RPIx adjustment (5% assumption).	(3)								
2	Leisure Management	Oxford Living wage uplift	35								
<b>Total Contractual Inflation</b>			32								
<b>Pressures</b>											
3	Leisure Management	Increased fee payable to Fusion under original contract due to equipment replacement costs	74								
4											
<b>Total Pressures</b>			74								
<b>Efficiencies</b>											
5	Leisure Management	Reduction in fee paid to Fusion in line with contract, and contract extension saving	(196)	(20)							
6	Parks Development	Review and development of sports facilities (Linked to Line 11)									
<b>Total Efficiencies</b>			(196)	(20)							
<b>Invest to Save</b>											
7											
8											
<b>Total Invest to Save</b>											
<b>Fees and Charges</b>											
9	Town Hall & Facilities	Town Hall 1930's extension - Rental & Service charge	(6)	(6)							
10	Town Hall & Facilities	Increased Town Hall Income	(15)								
11	Sports Development	Review and development of sports facilities		(20)							
<b>Total Fees and Charges</b>			(21)	(26)							
<b>Service Reduction</b>											
12	Town Hall & Facilities	Reduce Facilities Management - impact on 1.0 FTE (Saving no longer being made but replaced by line 10)									
13	Leisure Management	Educational Attainment	(23)								

## Community Services

Proposal		2017-18	2018-19	2019-20	2020-21	FTE Impact				
	H/M/L	£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	Total
<b>Total Service Reduction</b>		<b>(23)</b>								
<b>New Investment / Bids</b>										
14	Community Centres	Rose Hill Operating Costs (General Fund Share)	(3)	(20)						
15	Culture	Pegasus Theatre / MESH Festival	5							
<b>Total New Investment/Bids</b>		<b>2</b>	<b>(20)</b>							
<b>Total Community Services Bids &amp; Savings</b>		<b>(132)</b>	<b>(66)</b>							

### New/Amended Bids & Savings

Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE
Leisure Management	931,787	(314,567)	1,174,295	1,791,515	4
Oxford Sport and Physical Activity	953,729	(953,729)	114,727	114,727	12.5
Sports Development	196,485	(37,090)	33,492	192,887	6
Parks Development	287,460	(20,000)	489,353	756,813	4.6
Community Centres	727,195	(487,923)	512,511	751,783	14.7
Youth Ambition	424,644	(33,840)	34,997	425,801	5
Town Hall & Facilities	1,115,465	(850,000)	(1,529)	263,936	22.2
Culture	803,031	(426,740)	101,077	477,368	10
Community Safety	1,704,191	(888,000)	391,709	1,207,900	35
Localities Team	1,913,013	0	(90,431)	1,822,582	12.9

## Direct Services

### Proposal

H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
					2017-18	2018-19	2019-20	2020-21	Total
1 Engineering	13	13	13	13					
2 Street Scenes	2	2	2	2					
3 Motor Transport	43	43	43	43					
4 Direct Building services stores	108	108	108	108					
5 Direct services	(115)	(115)	(115)	(115)					
6 Parks - DS	5	5	5	5					
7 Waste Services	5	5	5	5					
<b>Total Contractual Inflation</b>	<b>61</b>	<b>61</b>	<b>61</b>	<b>61</b>					

### Contractual Inflation

1 Engineering	Materials @ 2.8%
2 Street Scenes	Materials @ 2.8%
3 Motor Transport	Materials @ 2.8%
4 Direct Building services stores	Materials @ 5%
5 Direct services	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services
6 Parks - DS	Materials @ 2.8%
7 Waste Services	Dry-Recyclate Price Increase for Domestic Waste at CPI 0.6%

### Total Contractual Inflation

### Pressures

8 Waste and Recycling Domestic	Impact of Waste Changes
9 Waste and Recycling Commercial	Additional waste disposal costs which will be subject to legal challenge
10 Waste and Recycling Domestic	net saving on opening of recycling transfer station pushed back
11 Streetscene	PHS Contract Cost for servicing the upgraded Public Conveniences
12 Streetscene	Statutory street cleansing increased public areas and high specification of footpaths, requirement for two additional Streetscene Operatives, due to the reopening of Westgate
13 Streetscene	Fleet management charges including fuel, non-contracted repairs - 1 no New Hot wash
14 Parks - DS	Replacement and refurbishment of Parks' Furniture (bins, signs & benches)
15 Parks - DS	Loss of income due to Quarry Pavilion being closed
16 Parks - DS	Increase in revenue costs to maintain Cemeteries infrastructure (footpaths, fences and Walls). Links to capital bid Cemeteries Infrastructure Improvements Project
17 Parks - DS	Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) links to capital bids

22									
(110)	0								
	(320)								
15									
27	27	1	4	2.00					2.00
19									
0									
5	(5)	0							
	0	0							
	5								

## Direct Services

64

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
18	Parks - DS	Maintenance cost for various Pavilions sites and sports facilities	15								
19	Parks - DS	Splash Pool Cutteslowe Park, New Capital project A4834. Increased revenue budget costs for Water & Sewerage as original plan to utilise recycled water unable to be implemented.	7								
20	Motor Transport	Increased Maintenance cost due to previous decision in relation to extending the of life of vehicles	15	3	8						
21	Off Street Parking	Oxpens Car Park loss of current contribution due to transfer to Oxwed, which will be offset by dividend and interest from Oxwed (Line 32)		732							
22	Local Overheads	Pension Cost Saving from Employees not in Pension Scheme being reversed out	20								
<b>Total Pressures</b>			<b>35</b>	<b>442</b>	<b>9</b>	<b>4</b>	<b>2.0</b>				<b>2.0</b>
<b>Efficiencies</b>											
23	Local Overheads	Fuel Savings whilst prices are at a low point - reversal of part of previous years savings	L 10	15	25						
24	Building Services	Building Services - Arms Length Company	H	(100)	(25)	(25)		1.00			1.00
25	Various	Vacancy Factor	L (75)								
<b>Total Efficiencies</b>			<b>(65)</b>	<b>(85)</b>	<b>(25)</b>		<b>1.00</b>				<b>1.00</b>
<b>Invest to Save</b>											
26	Off Street Parking	Increase income from Seacourt Park & Ride Extension. (Projected opening date slipped from Jan 17 to Oct 2017). Parking charges currently £2.00 rising to £3.00 in 2017/18.	(110)	(160)							
27											
<b>Total Invest to Save</b>			<b>(110)</b>	<b>(160)</b>							
<b>Fees and Charges</b>											
28	Off Street Parking	Additional income from car parking charges	M (83)	(43)	(40)	(45)					
29	Off Street Parking	Increase Park & Ride Charges from £2 to £3 per day	M	(500)							
30	Off Street Parking	Review of Off Street Parking (additional income moved back through various reasons including development delays and planning re Diamond Place), Oxpens removed due to car parks closing in March 18	H			(110)					

## Direct Services

65

Proposal		H/M/L	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	FTE Impact				
							2017-18	2018-19	2019-20	2020-21	Total
31	Off Street Parking	Share of Income in relation to Oxpens car park with decking from Oxwed until site redeveloped		(366)							
32	Waste and Recycling Domestic	Garden Waste 5% increase in charges reaches £52 per annum by 2019-20	(16)	(16)	(16)						
33	Waste and Recycling Commercial	Growth and Development of the Business - potential additional net contribution	(97)	(45)	(10)		3.00				3.00
34	Engineering	Additional Works net contribution	(307)	(5)	(5)		10.00				10.00
35	Motor Transport	DVSA Lane/Additional Works net contribution	(45)	(10)	(10)		1.00				1.00
36	Pest Control & Dog Wardens	Reduction in subsidy in relation to pest control works	(10)	(10)							
37	Off Street Parking	Additional Income from additional Park & Ride Usage	(43)	(128)							
<b>Total Fees and Charges</b>			<b>(601)</b>	<b>(1,123)</b>	<b>(81)</b>	<b>(155)</b>	<b>14.00</b>				<b>14.00</b>
<b>Service Reductions</b>											
38											
39											
<b>Total Service Reductions</b>											
<b>New Investments / Bids</b>											
40											
41											
<b>Total New Investment/Bids</b>											
<b>Total Direct Services Bids &amp; Savings</b>			<b>(680)</b>	<b>(865)</b>	<b>(11)</b>	<b>(115)</b>	<b>16.00</b>	<b>1.00</b>			<b>17.00</b>
<b>New/Amended Bids &amp; Savings</b>											

## Direct Services

### Proposal

H/M/L	2017-18	2018-19	2019-20	2020-21	FTE Impact				Total
	£000s	£000s	£000s	£000s	2017-18	2018-19	2019-20	2020-21	
Area	Gross Expenditure	Gross Income	Uncontrollable	Net Exp/(Inc)	FTE				
Building Planned Operations	8,377,788	(11,024,726)	119,911	(2,527,027)	98				
Building - Responsive Operations	7,598,070	(7,372,360)	159,709	385,419	117				
Off Street Parking	3,287,474	(6,549,738)	764,800	(2,497,464)	16.16				
Waste & Recycling Domestic	5,049,307	(1,412,787)	688,100	4,324,620	103				
Waste & Recycling Commercial	2,274,997	(3,390,003)	123,740	(991,266)	14				
Engineering	4,175,427	(4,750,000)	179,121	(395,452)	30				
Street Scenes	5,063,994	(1,429,700)	459,497	4,093,791	122				
Motor Transport	3,363,863	(5,096,780)	1,397,731	(335,186)	28.57				
Caretaking & Misc	768,651	(971,030)	80,150	(122,229)	22.12				
Local Overheads	3,465,717	(163,760)	279,952	3,581,909	48.81				
Direct Building Services Stores	651,075	0	54,116	705,191	13				
Pest Control & Dog Wardens	209,542	(141,000)	54,977	123,519	4				
Parks - DS	2,803,151	(1,124,450)	1,017,118	2,695,819	54.67				