

Appendix 3 General Fund & HRA Budget Proposals 2018-19 to 2021-22

General Fund Budget Proposals Summary
2018-19 to 2021-22

Agreed to MTFP V16

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	17	0	0	0	17
Housing Services	0	25	0	0	0	(100)	0	50	0	0	0	0	0	(183)	0	(208)
Regeneration & Economy	0	8	5	0	0	0	0	616	0	(8)	0	(30)	0	0	0	586
Business Improvement	45	368	6	(194)	0	0	0	0	0	0	0	0	0	0	0	219
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	25	0	0	0	25
Financial Services	0	198	0	0	0	0	1	0	0	0	0	0	8	0	0	198
Law & Governance	0	70	0	0	0	0	0	(50)	0	0	0	0	0	0	0	20
Planning, Sustainable Development & Regulatory Services	0	17	0	0	0	0	0	(50)	0	0	0	42	4	0	0	9
Community Services	0	180	3	(32)	0	0	0	8	0	0	0	(20)	0	0	0	136
Oxford Direct Services	0	0	0	0	0	160	0	(712)	0	0	0	0	0	0	0	(552)
Total	45	866	13.60	(226)	0.00	60	1	(138)	0.00	(8)	0.00	34	11.20	(183)	0.00	450

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Services	0	205	0	0	0	0	0	0	0	0	0	0	0	50	0	255
Regeneration & Economy	0	(50)	0	0	0	0	0	(544)	0	(7)	0	0	0	0	0	(601)
Business Improvement	45	23	0	(154)	(5)	0	0	0	0	0	0	0	0	0	0	(86)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	89	0	(65)	(2)	0	0	0	0	0	0	(31)	1	0	0	(7)
Law & Governance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Planning, Sustainable Development & Regulatory Services	0	0	0	0	0	0	0	0	0	0	0	(4)	0	0	0	(4)
Community Services	0	(75)	(2)	0	0	0	0	0	0	0	0	(35)	0	0	0	(110)
Oxford Direct Services	0	0	0	0	0	(193)	0	16	0	0	0	0	0	0	0	(177)
Total	45	192	(2)	(219)	(7)	(193)	0	(528)	0	(7)	0	(70)	1	50	0	(730)

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Services	0	0	0	0	0	0	0	0	0	0	0	0	0	(50)	0	(50)

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General Fund Budget Proposals Summary
2018-19 to 2021-22

Agreed to MTFP V16

Regeneration & Economy	0	0	0	0	0	0	0	(526)	0	(7)	0	0	0	0	0	(533)
Business Improvement	45	(195)	(5)	(93)	(2)	0	0	0	0	0	0	0	0	0	0	(243)
Welfare Reform Team	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financial Services	0	71	0	(65)	(2)	0	0	0	0	0	0	(11)	1	0	0	(5)
Law & Governance	0	0	0	0	0	0	0	50	0	0	0	0	0	0	0	50
Planning, Sustainable Development & Regulatory Services	0	0	0	0	0	0	0	0	0	0	0	(60)	0	0	0	(60)
Community Services	0	30	1	0	0	(20)	0	(48)	0	0	0	0	0	0	0	(38)
Oxford Direct Services	0	183	0	0	0	0	0	(61)	0	0	0	0	0	0	0	122
Total	45	89	(4)	(158)	(4)	(20)	0	(585)	0	(7)	0	(71)	1	(50)	0	(757)

General Fund Budget Proposals Summary
2018-19 to 2021-22

Agreed to MTFP V16

Total	180	1,701	4.60	(603)	(11.00)	(153)	1	(1,943)	0.00	(28)	0.00	(154)	14.60	(183)	0.00	(1,183)
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Risks - Efficiency Savings	2018-19	2019-20	2020-21	2021-22	Total
High	(42)	(65)	(155)	0	(262)
Medium	(45)	(153)	(55)	0	(253)
Low	(139)	(1)	52	0	(88)
Total	(226)	(219)	(158)	0	(603)

Contingency	2018-19	2019-20	2020-21	2021-22	Total
High - 30%	13	20	47	0	79
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
Total	13	20	47	0	79

Risks - Fees & Charges	2018-19	2019-20	2020-21	2021-22	Total
High	(50)	0	0	(110)	(160)
Medium	(569)	(278)	(435)	(413)	(1,695)
Low	481	(250)	(150)	(169)	(88)
Total	(138)	(528)	(585)	(692)	(1,943)

Contingency	2018-19	2019-20	2020-21	2021-22	Total
High - 30%	15	0	0	33	48
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
Total	15	0	0	33	48

Risks - Service Reductions	2018-19	2019-20	2020-21	2021-22	Total
High	0	0	0	0	0
Medium	0	0	0	0	0
Low	(8)	(7)	(7)	(6)	(28)
Total	(8)	(7)	(7)	(6)	(28)

Contingency	2018-19	2019-20	2020-21	2021-22	Total
High - 30%	0	0	0	0	0
Medium - 0%	0	0	0	0	0
Low - 0%	0	0	0	0	0
Total	0	0	0	0	0

Total Contingency	28	20	47	33	127
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**Chief Executive Budget Proposals Summary
2018-19 to 2021-22**

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		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	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	17	0.00	0	0.00	17
Housing Services	0	25	0.00	0	0.00	(100)	0.00	50	0.00	0	0.00	0	0.00	(183)	0.00	(208)
Total	0	25	0.00	0	0.00	(100)	0.00	50	0.00	0	0.00	17	0.00	(183)	0.00	(191)

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		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	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Housing Services	0	205	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	50	0.00	255
Total	0	205	0	0	0	0	0	0	0	0	0	0	0	50	0	255

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		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	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Housing Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(50)	0.00	(50)
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	(50)	0	(50)

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2021/22

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

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		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	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	17	0.00	0	0.00	17
Housing Services	0	230	0.00	0	0.00	(100)	0.00	50	0.00	0	0.00	0	0.00	(183)	0.00	(3)
Total	0	230	0	0	0	(100)	0	50	0	0	0	17	0	(183)	0	14

Assistant Chief Executive

Proposal

		2018-19	2019-20	2020-21	2021-22	FTE Impact					
		H/M/L	£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3											
4											
Total Pressures											
Efficiencies											
5											
6											
Total Efficiencies											
Invest to Save											
7											
8											
Total Invest to Save											
Fees and Charges											
9											
10											
Total Fees and Charges											
Service Reduction											
11											
12											
Total Service Reduction											
New Investments / Bids											
13	Communications	Bringing Resourcing for Filming In-House	17								
14											

Total New Investment/Bids

17

Total Assistant Chief Executive Bids & Savings

17

New/Amended Bids & Savings

Efficiency Savings

Risks:	2018-19	2019-20	2020-21	2021-22	Total
High					0
Medium					0
Low					0
Total	0	0	0	0	0

Fees & Charges

Risks:	2018-19	2019-20	2020-21	2021-22	Total
High					0
Medium					0
Low					0
Total	0	0	0	0	0

Service Reduction

Risks:	2018-19	2019-20	2020-21	2021-22	Total
High					0
Medium					0
Low					0
Total	0	0	0	0	0

Housing Services

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Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				
							2018-19	2019-20	2020-21	2021-22	Total
Contractual Inflation											
1:											
2:											
Total Contractual Inflation											
Pressures											
3:	Property Services	Repairs and Maintenance - uplift of expected costs of repairs and maintenance	5	5							
4:	Property Services	Reallocation of property service costs from capital to revenue	20								
5:	Housing Needs	Increase in Homelessness provisions		200							
Total Pressures			25	205							
Efficiencies											
6:											
7:											
Total Efficiencies											
Invest to Save											
8:	Housing Needs	Further Investment in National Homelessness property fund - linked to £5m Capital Bid	(100)								
9:											
Total Invest to Save			(100)								
Fees and Charges											
10:	Housing Services	Bad Debt provision associated with Temporary accommodation	L	50							
Total Fees and Charges				50							

Housing Services

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				
							2018-19	2019-20	2020-21	2021-22	Total
Service Reductions											
11:											
12:											
Total Service Reductions											
New Investments / Bids											
13:											
14:											
Total New Investment/Bids											
Fundamental Service Review											
15:	Housing Needs	Housing Bens Subsidy	(50)	100							
16:	Housing Needs	Reduced cost on temporary accommodation	(133)	(50)	(50)						
Total Fundamental Service Review			(183)	50	(50)						
Total Housing Services Bids & Savings			(208)	255	(50)						

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New/Amended Bids & Savings

Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0

Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low	50	0	0	0	50
	Total	50	0	0	0	50

Housing Services

Proposal

H/M/L	2018-19	2019-20	2020-21	2021-22	2018-19	FTE Impact			Total
	£000s	£000s	£000s	£000s		2019-20	2020-21	2021-22	
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total			
	High					0			
	Medium					0			
	Low	0	0	0	0	0			
	Total	0	0	0	0	0			

Regeneration & Economy Budget Proposals Summary
2018-19 to 2021-22

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Regeneration & Economy	0	8	5.00	0	0.00	0	0.00	616	0.00	(8)	0.00	(30)	0.00	0	0.00	586
Total	0	8	5.00	0	0.00	0	0.00	616	0.00	(8)	0.00	(30)	0.00	0	0.00	586

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Regeneration & Economy	0	(50)	0.00	0	0.00	0	0.00	(544)	0.00	(7)	0.00	0	0.00	0	0.00	(601)
Total	0	(50)	0.00	0	0.00	0	0.00	(544)	0.00	(7)	0.00	0	0.00	0	0.00	(601)

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Regeneration & Economy	0	0	0.00	0	0.00	0	0.00	(526)	0.00	(7)	0.00	0	0.00	0	0.00	(533)
Total	0	0	0.00	0	0.00	0	0.00	(526)	0.00	(7)	0.00	0	0.00	0	0.00	(533)

2021/22

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Regeneration & Economy	0	0	(4.00)	0	0.00	0	0.00	(529)	0.00	(6)	0.00	0	0.00	0	0.00	(535)
Total	0	0	(4.00)	0	0.00	0	0.00	(529)	0.00	(6)	0.00	0	0.00	0	0.00	(535)

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Regeneration & Economy	0	(42)	1.00	0	0.00	0	0.00	(983)	0.00	(28)	0.00	(30)	0.00	0	0.00	(1,083)
Total	0	(42)	1.00	0	0.00	0	0.00	(983)	0.00	(28)	0.00	(30)	0.00	0	0.00	(1,083)

Regeneration & Economy

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Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				
							2018-19	2019-20	2020-21	2021-22	Total
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Partnerships Team	Economic Development Manager	58				1.00				1.00
4	Partnerships Team	Structure changes	296	8	(70)		4.00		(4.00)		
5	Partnerships Team	Funding from reserves for the structural changes	(158)	(53)	26						
6	Partnerships Team	Recharge to OCHL	(109)	(3)	25						
7	Partnerships Team	Recharge to Capital	(79)	(2)	19						
Total Pressures			8	(50)			5.00	(4.00)		1.00	
Efficiencies											
8											
9											
Total Efficiencies											
Invest to Save											
10											
11											
Total Invest to Save											

Regeneration & Economy

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact					
							2018-19	2019-20	2020-21	2021-22	Total	
Fees and Charges												
12	Commercial Property	Movement in Commercial Property lease income from the overall portfolio on reviews.	L	405	(234)	(86)	(161)					
13	Commercial Property	Net Increases in Commercial Property lease income as a result of Portfolio Investment.	M	211	(310)	(440)	(368)					
Total Fees and Charges				616	(544)	(526)	(529)					
Service Reduction												
14	Partnerships Team	Reduce grant to Visit Oxfordshire funding by 10% p.a. and agreed in the Cooperation Agreement.	L	(8)	(7)	(7)	(6)					
15												
Total Service Reduction				(8)	(7)	(7)	(6)					
New Investments / Bids												
16	Commercial Property	Consultancy Advice Westgate Development - reversal of previous years bid		(30)								
Total New Investment/Bids				(30)								
Total Regeneration & Economy Bids & Savings				586	(601)	(533)	(535)	5.00	4.00	1.00		

New/Amended Bids & Savings

Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0

Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium	211	(310)	(440)	(368)	(907)
	Low	405	(234)	(86)	(161)	(76)
	Total	616	(544)	(526)	(529)	(983)

Proposal

Regeneration & Economy

	H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19 Total	FTE Impact			Total
		2018-19	2019-20	2020-21	2021-22		2019-20	2020-21	2021-22	
Service Reduction	Risks:									
	High					0				
	Medium					0				
	Low	(8)	(7)	(7)	(6)	(28)				
	Total	(8)	(7)	(7)	(6)	(28)				

Organisational Development & Corporate Services Budget Proposals Summary
2018-19 to 2021-22

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Business Improvement	45	368	5.60	(194)	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	219
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	25	0.00	0.00	0.00	25
Financial Services	0	198	0.00	0	0.00	0	1	0	0.00	0	0.00	0	7.70	0.00	0.00	198
Law & Governance	0	70	0.00	0	0.00	0	0	(50)	0.00	0	0.00	0	0.00	0.00	0.00	20
Total	45	636	5.60	(194)	0.00	0	1	(50)	0.00	0	0.00	25	7.70	0.00	0.00	462

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Business Improvement	45	23	0.00	(154)	(5.25)	0	0	0	0.00	0	0.00	0	0	0.00	0.00	(86)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0.00	0.00	0
Financial Services	0	89	0.00	(65)	(2.00)	0	0	0	0.00	0	0.00	(31)	1	0.00	0.00	(7)
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0	0.00	0.00	0
Total	45	112	0.00	(219)	(7.25)	0	0	0	0.00	0	0.00	(31)	1	0	0	(93)

65 2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Business Improvement	45	(195)	(5.00)	(93)	(2.25)	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	(243)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Financial Services	0	71	0.00	(65)	(1.50)	0	0	0	0.00	0	0.00	(11)	1.00	0.00	0.00	(5)
Law & Governance	0	0	0.00	0	0.00	0	0	50	0.00	0	0.00	0	0.00	0.00	0.00	50

Total	45	(124)	(5.00)	(158)	(3.75)	0	0	50	0.00	0	0.00	(11)	1.00	0.00	0.00	(198)
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2021/22

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Business Improvement	45	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	45
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Financial Services	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(7)	1.00	0.00	0.00	(7)
Law & Governance	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Total	45	0	0.00	0	0.00	0	0	0	0.00	0	0.00	(7)	1.00	0.00	0.00	38

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Business Improvement	180	196	0.60	(441)	(7.50)	0	0	0	0.00	0	0.00	0	0.00	0	0.00	(65)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	25	0.00	0	0.00	25
Financial Services	0	358	0.00	(130)	(3.50)	0	1	0	0.00	0	0.00	(49)	10.70	0	0.00	179
Law & Governance	0	70	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0	0.00	70
Total	180	624	0.60	(571)	(11.00)	0	1	0	0.00	0	0.00	(24)	10.70	0.00	0.00	209

Business Improvement

67

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	FTE Impact		Total	
							2018-19	2019-20	2020-21	2021-22	
Contractual Inflation											
1	Technology	NEW - ICT renewals contractual inflation	45	45	45	45					
2											
Total Contractual Inflation			45	45	45	45					
Pressures											
3	Technology	Digital Inclusion - reversal of previous bid		(15)							
4	Human Resources & Organisational	NEW Payroll system admin for additional work required for maintaining an additional payroll system for LATCo	23				0.60			0.60	
5	Human Resources & Organisational	Recharge to LATCO	(23)								
6	Human Resources & Organisational	Working in Partnership with other Local Authorities to offer employee related services - SAVING REMOVED	28								
7	Technology	Telecommunications contracted costs	138								
8	Customer Services	Vacancy factor to cover pressures on telecommunications costs and working in partnership with other LAs (lines 6 & 7)	(166)								
9	Technology	NEW ICT Restructure - additional cost of structure and out of hours provision TBC - refer to line 8	353	53	(195)		5.00	(5.00)			
10	Business Improvement & Performance	Business Improvement Business Partners Staffing Reductions - £53k removed in year 1 and £115k per annum ongoing									
11	Technology	Data Collection and Research	15	(15)							
Total Pressures			368	23	(195)		5.60	(5.00)		0.60	
Efficiencies											
12	Customer Services	Impact of Universal Credit rollout on Contact Centre - savings pushed back one year		(55)	(55)			(2.25)	(2.25)	(4.50)	
13	Customer Services	Shifting Service towards community settings and online self service	(45)	(98)				(3.00)		(3.00)	
14	Technology	FMS and Itrent Saving	(62)		52						
15	Business Improvement & Performance	Procurement work plan savings	(7)	(1)							
16	Technology	NEW Housing System rationalisation saving (ICT element)			(90)						
17	Customer Services	BTOP Phase 2 - Linked to Capital Project	(30)								

Business Improvement

Proposal		H/M/L	2018-19	2019-20	2020-21	2021-22	FTE Impact					
			£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total	
18	Transformation Reduction in Transformation Budget	L	(50)									
Total Efficiencies			(194)	(154)	(93)		(5.25)	(2.25)			(7.50)	
Invest to Save												
19												
20												
Total Invest to Save												
Fees and Charges												
21												
22												

Business Improvement

	Proposal	H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	FTE Impact			Total
							2019-20	2020-21	2021-22		
	Total Fees and Charges										
	Service Reduction										
23											
24											
	Total Service Reduction										
	New Investments / Bids										
25											
26											
	Total New Investment/Bids										
	Total Business Improvement Bids & Savings		219	(86)	(243)	45	5.60	(5.25)	(7.25)		(6.90)

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New/Amended Bids & Savings

	Risks:	2018-19	2019-20	2020-21	2021-22	Total
Efficiency Savings	High	(30)	0	(90)	0	(120)
	Medium	(45)	(153)	(55)	0	(253)
	Low	(119)	(1)	52	0	(68)
	Total	(194)	(154)	(93)	0	(441)
Fees & Charges	Risks:					
	High					0
	Medium	0	0	0	0	0
	Low					0
	Total	0	0	0	0	0
Service Reduction	Risks:					
	High					0
	Medium					0

Business Improvement

Proposal

H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	FTE Impact			Total
						2019-20	2020-21	2021-22	
Low					0				
Total	0	0	0	0	0				

Welfare Reform Team

71

	Proposal	H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
	Contractual Inflation										
1											
	Total Contractual Inflation										
	Pressures										
2											
	Total Pressures										
	Efficiencies										
3											
	Total Efficiencies										
	Invest to Save										
4											
	Total Invest to Save										
	Fees and Charges										
5											
	Total Fees and Charges										
	Service Reduction										
6											
	Total Service Reduction										
	New Investments / Bids										
7	Welfare Refrom Team	Emergency Hardship Fund to support Universal Credit Migration - current funding to be reviewed in Jan 2018	25								
	Total New Investment/Bids		25								
	Total Welfare Reform Team Bids & Savings		25								

New/Amended Bids & Savings

Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0

Proposal

Welfare Reform Team

	H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	FTE Impact			Total
							2019-20	2020-21	2021-22	
	Medium					0				
	Low					0				
	Total	0	0	0	0	0				
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				
	Medium					0				
	Low					0				
	Total	0	0	0	0	0				
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				
	Medium					0				
	Low					0				
	Total	0	0	0	0	0				

Financial Services

73

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				
							2018-19	2019-20	2020-21	2021-22	Total
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Revenues & Benefits	Double running of systems when Universal Credit is implemented reversal of previous expenditure pushed back a year	(25)								
4	Revenues & Benefits	Housing Benefit Admin Grant reduction, current amount £676k	223	89	71						
Total Pressures			198	89	71						
Efficiencies											
5	Revenues & Benefits	Impact of Universal Credit Rollout savings pushed back a year		(65)	(65)			(2.00)	(1.50)		(3.50)
6	Procurement & Payments	Procurement Staffing savings removed as the service is currently underresourced and there has been a struggle to recruit lateley. The contracts within the LATCo will mainly be in the Tekal company and therefore procurement support and expertise will still be required - £50k removed					0.00				
Total Efficiencies				(65)	(65)		(2.00)	(1.50)		(3.50)	
Invest to Save											
7	Incomes	Income maximisation - 1 new team leader	50				1.00				1.00
8	Incomes	Offset of team leader post from reduced provision of bad debts	(50)								
Total Invest to Save							1.00				1.00
Fees and Charges											
9											
10											

Financial Services

Proposal		H/M/L	2018-19	2019-20	2020-21	2021-22	FTE Impact						
			£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total		
Total Fees and Charges													
Service Reduction													
11													
12													
Total Service Reduction													
New Investments / Bids													
13	Accountancy Additional accounting resource to assist with the completion of the additional work associated with ODS and ODST ongoing activities, such as preparing financial statements, tax computations and returns, system reconciliations, bank reconciliations, debt collection and provision of financial advice, support and leadership. Link to line 15		110					1.70					1.70
14	Investigations Additional resources required in the Investigations service to meet the proposed Business Plan activities, additional growth in years 2-4 is subject to additional contracts being entered into - Links to line 8		289	38	39	38		6.00	1.00	1.00	1.00		9.00
15	Accountancy Recharge to LATCo for additional financial resources incurred due to the set up of the companies. Links to line 13		(110)										
16	Investigations Additional income received from the expansion of the Investigations service in line with the proposed Business Plan activities. Links to line 14		(289)	(69)	(50)	(45)							
Total New Investment/Bids				(31)	(11)	(7)		7.70	1.00	1.00	1.00		10.70
Total Financial Services Bids & Savings			198	(7)	(5)	(7)		8.70	(1.00)	(0.50)	1.00		8.20

New/Amended Bids & Savings

Efficiency Savings

Risks:	2018-19	2019-20	2020-21	2021-22	Total
High	0	(65)	(65)	0	(130)
Medium					0
Low	0	0	0	0	0

Financial Services

Proposal

	H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	FTE Impact			Total
							2019-20	2020-21	2021-22	
Total		0	(65)	(65)	0	(130)				
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High	0	0	0	0	0				
	Medium					0				
	Low					0				
	Total	0	0	0	0	0				
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				
	Medium					0				
	Low					0				
	Total	0	0	0	0	0				

Law & Governance

Proposal

		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				
							2018-19	2019-20	2020-21	2021-22	Total
Contractual Inflation											
1											
2											
Total Contractual Inflation			<hr/>				<hr/>				
Pressures											
3	Legal Services	Potential under achievement of high (£110K) external client income target, which in previous years has been met by underspends or over achievements elsewhere.	70								
4											
Total Pressures			<hr/>				<hr/>				
Efficiencies											
5											
6											
Total Efficiencies			<hr/>				<hr/>				
Invest to Save											
7											
8											
Total Invest to Save			<hr/>				<hr/>				
Fees & Charges											
9	Electoral Services	Grant from Cabinet Office to support additional costs of IER in Oxford	(50)		50						
10											
Total Fees & Charges			<hr/>				<hr/>				
Service Reduction											
11											
12											

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Law & Governance

Proposal	H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				
						2018-19	2019-20	2020-21	2021-22	Total
<hr/>										
Total Service Reduction										
<hr/>										
New Investments / Bids										
13										
14										
<hr/>										
Total New Investment/Bids										
<hr/>										
Total Law & Governance Bids & Savings		20		50						
<hr/>										

New/Amended Bids & Savings

Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0

Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium	(50)	0	50	0	0
	Low					0
	Total	(50)	0	50	0	0

Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0

**Sustainable City Budget Proposals Summary
2018-19 to 2021-22**

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	17	0.00	0	0.00	0	0.00	(50)	0.00	0	0.00	42	3.50	0	0.00	9
Community Services	0	180	3.00	(32)	0.00	0	0.00	8	0.00	0	0.00	(20)	0.00	0	0.00	136
Oxford Direct Services	0	0	0.00	0	0.00	160	0.00	(712)	0.00	0	0.00	0	0.00	0	0.00	(552)
Total	0	197	3.00	(32)	0.00	160	0.00	(754)	0.00	0	0.00	22	3.50	0	0.00	(407)

2019/20

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(4)	0	0	0.00	(4)
Community Services	0	(75)	(2.00)	0	0.00	0	0.00	0	0.00	0	0.00	(35)	0	0	0.00	(110)
Oxford Direct Services	0	0	0.00	0	0.00	(193)	0.00	16	0.00	0	0.00	0	0	0	0.00	(177)
Total	0	(75)	(2.00)	0	0.00	(193)	0.00	16	0.00	0	0.00	(39)	0	0	0.00	(291)

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(60)	0.00	0	0.00	(60)
Community Services	0	30	1.00	0	0.00	(20)	0.00	(48)	0.00	0	0.00	0	0.00	0	0.00	(38)
Oxford Direct Services	0	183	0.00	0	0.00	0	0.00	(61)	0.00	0	0.00	0	0.00	0	0.00	122
Total	0	213	1.00	0	0.00	(20)	0.00	(109)	0.00	0	0.00	(60)	0.00	0	0.00	24

2021/22

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Community Services	0	5	1.00	0	0.00	0	0.00	0	0.00	0	0.00	(40)	0.00	0	0.00	(35)
Direct Services	0	549	0.00	0	0.00	0	0.00	(163)	0.00	0	0.00	0	0.00	0	0.00	386
Total	0	554	1.00	0	0.00	0	0.00	(163)	0.00	0	0.00	(40)	0.00	0	0.00	351

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		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	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	17	0.00	0	0.00	0	0.00	(50)	0.00	0	0.00	(22)	3.90	0	0.00	(55)
Community Services	0	140	3.00	(32)	0.00	(20)	0.00	(40)	0.00	0	0.00	(95)	0.00	0	0.00	(47)
Oxford Direct Services	0	732	0.00	0	0.00	(33)	0.00	(920)	0.00	0	0.00	0	0.00	0	0.00	(221)
Total	0	889	3.00	(32)	0.00	(53)	0.00	(1,010)	0.00	0	0.00	(117)	3.90	0	0.00	(323)

Planning , Sustainable Development & Regulatory Services

08

Proposal		H/M/L	2018-19	2019-20	2020-21	2021-22	FTE Impact				Total
			£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Smart, Sustainable Cities	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 - Reversal of previous bid	(15)								
4	Development	Planning Service Transformation - Reversal of previous bid	(2)								
5	Environmental Health	Environmental Health Service Transformation - Reversal of previous bid	(6)								
6	Environmental Health	Legacy Income Targets - Building Control - Contra with Line 11	40								
Total Pressures			17								
Efficiencies											
7	Environmental Health	Extension of fee charging proactive work across private rented sector (moved back a year) -SAVING REMOVED									
8											
Total Efficiencies											
Invest to Save											
9											
10											
Total Invest to Save											
Fees and Charges											
11	Environmental Health	ADJUSTED - Re-base budget income estimate for Building Control - contra with line 6	H	(40)							
12	Development	NEW - Planning Performance Agreements	H	(10)							

Planning , Sustainable Development & Regulatory Services

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Proposal		2018-19				2019-20				2020-21				2021-22				FTE Impact				
		H/M/L	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total
Total Fees and Charges			(50)																			
Service Reduction																						
13																						
14																						
Total Service Reduction																						
New Investments / Bids																						
15	Smart, Sustainable Cities	Go Ultra Lo- Taxis - Reversal of previous bid	(18)																			
16	Spatial Development	NEW - Central Conservation Area Appraisal - Reversal of previous bid		(25)																		
17	Development	Posts funded by Planning fees (ring-fenced uplift from HMG) linked to line 23	140														3.00					3.00
18	Spatial Development	Post funded by Planning fees(ring-fenced uplift from HMG) linked to line 23	20														0.50					0.50
19	Environmental Sustainability	Project Manager for 2 days a week to support delivery of Oxford Flood Alleviation Scheme			21													0.40				0.40
20	Development	Increase in Planning fees linked to line 18 & 19	(160)																			
21	Environmental Quality	Waterways Management working with stakeholders and partners to improve and develop the canal and river areas	60			(60)																
Total New Investment/Bids			42	(4)	(60)												3.50	0.40				3.90
Total Planning , Sustainable Development & Regulatory Services Bids & Savings			9	(4)	(60)												3.50	0.40				3.90

New/Amended Bids & Savings

Efficiency Savings

Risks:	2018-19	2019-20	2020-21	2021-22	Total
High					0
Medium	0	0	0	0	0
Low					0
Total	0	0	0	0	0

Planning , Sustainable Development & Regulatory Services

Proposal	H/M/L	2018-19	2019-20	2020-21	2021-22	2018-19	FTE Impact			Total
		£000s	£000s	£000s	£000s		2019-20	2020-21	2021-22	
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High	(50)	0	0	0	(50)				
	Medium					0				
	Low					0				
	Total	(50)	0	0	0	(50)				
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				
	Medium					0				
	Low					0				
	Total	0	0	0	0	0.00				

Community Services

Proposal		H/M/L	2018-19	2019-20	2020-21	2021-22	FTE Impact					
			£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total	
Contractual Inflation												
1												
2												
Total Contractual Inflation												
Pressures												
3	Leisure Management	Fusion Horspath Sports Park Management Fee contracted	50			(25)						
4	Parks Development	Oxford in Bloom Income pressure due to lost sponsorship	20									
5	Facilities Management	Additional Cleaner Resource - St Aldates chamber intensity of use of offices	25				1.00					1.00
7	Culture	Additional Security at Events	15	(5)								
8	Parks Management	Barton Park - maintenance & Operation of Pitches / Pavillions			30	30			1.00	1.00		2.00
9	Community Safety	Two additional PCSO officers	70	(70)			2.00	(2.00)				
Total Pressures			180	(75)	30	5	3.00	(2.00)	1.00	1.00		3.00
Efficiencies												
10	Leisure Management	Reduction in fee paid to Fusion in line with contract, and contract extension saving	L	(20)								
11	Leisure Management	Procurement work plan savings	H	(12)								
Total Efficiencies				(32)								
Invest to Save												
12	Community Safety	Restorative Justice - Project to reduce demand across Council services through Community Volunteers and peer mentoring.			(20)							
13												
Total Invest to Save					(20)							
Fees and Charges												

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Community Services

Proposal		2018-19	2019-20	2020-21	2021-22	FTE Impact				
		£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total
14	Town Hall & Facilities	Town Hall 1930's extension - Rental & Service charge								
15	Community Centres	Rose hill Health Hub Income								
16	Leisure Management	Hinksey Heated Outdoor Pool: Food & Beverage provision - Linked to Capital project								
17	Leisure Management	Barton Leisure Centre Indoor cycling studio - Linked to Capital project								
18	Leisure Management	Full size 3G Artificial Turf Pitch (Horspath) - Linked to Capital project								

H/M/L	2018-19	2019-20	2020-21	2021-22	2018-19	2019-20	2020-21	2021-22	Total
L	(6)								
L	48		(48)						
M	(2)								
M	(2)								
M	(30)								

Community Services

Proposal		H/M/L	2018-19	2019-20	2020-21	2021-22	FTE Impact							
			£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total			
Total Fees and Charges			8		(48)									
Service Reduction														
19														
20														
Total Service Reduction														
New Investment / Bids														
21	Community Centres	Rose Hill Operating Costs (General Fund Share)	(20)											
22	Culture	Pegasus Theatre / MESH Festival	5	(5)										
23	Culture	Policy and Cultural Team - Reversal of previous year		(30)										
24	Community Centres	Cowley Community Centre equipment - Reversal of previous year	(2)											
25	Localities Team	Increase in Voluntary sector grants - Reversal of previous year	(43)											
26	Culture	Further funding for County seconded Archivist (salary costs & small amount for supplies) to continue work on document archive. Achieved: all TH basement documents identified & recorded; recovery, rescue & restoration of key TH collections; remedial works / refurbishment of TH archive storage areas; 60% of TH collection appraised, weeded & fully listed ready to be catalogued; approx 20% of full collection (OHC & TH) catalogued & ready to publish on line for first time (committee records; engineers plans and public health records). Phase 5 plan: publish catalogue of 20% of full collection (OHC & TH) on line and provide public access to it; fully appraise, weed & list 80% of TH collection; catalogue & publish on line 40% of full collection (OHC & Town Hall). Without further funding all work on the archive including public access will stop (no alternative resources available)	40			(40)								
Total New Investment/Bids			(20)	(35)		(40)								
Total Community Services Bids & Savings			136	(110)	(38)	(35)	3.00	2.00	1.00	1.00	3.00			

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Community Services

Proposal

	2018-19	2019-20	2020-21	2021-22	FTE Impact				
H/M/L	£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total

New/Amended Bids & Savings

Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High	(12)	0	0	0	(12)
	Medium					0
	Low	(20)	0	0	0	(20)
	Total	(32)	0	0	0	(32)
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium	(34)	0	0	0	(34)
	Low	42	0	(48)	0	(6)
	Total	8	0	(48)	0	(40)
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0

Oxford Direct Services

Proposal		H/M/L	2018-19	2019-20	2020-21	2021-22	FTE Impact				Total
			£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Off Street Parking	Oxpens Car Park loss of current contribution due to transfer to Oxwed, move back from 18-19 to 20-21			183	549					
4											
Total Pressures					183	549					
Efficiencies											
5											
6											
Total Efficiencies											

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Oxford Direct Services

Proposal		H/M/L	2018-19	2019-20	2020-21	2021-22	FTE Impact				Total
			£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	
Invest to Save											
7	Off Street Parking		160	(193)							
8											
Total Invest to Save			160	(193)							
Fees and Charges											
9	Off Street Parking	M	(496)	(40)	(45)	(45)					
10	Off Street Parking	M									
11	Off Street Parking	H				(110)					
12	Waste and Recycling Domestic	L	(16)	(16)	(16)	(8)					
13	Off Street Parking	M	(128)								
14	Off Street Parking	M	(72)	72							
Total Fees and Charges			(712)	16	(61)	(163)					

88

Oxford Direct Services

Proposal	H/M/L	2018-19	2019-20	2020-21	2021-22	FTE Impact				Total
		£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	
Service Reductions										
15										
16										
Total Service Reductions										
New Investments / Bids										
17										
18										
Total New Investment/Bids										
Total Oxford Direct Services Bids & Savings		(552)	(177)	122	386					

68

New/Amended Bids & Savings

Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High	0	0	0	(110)	(110)
	Medium	(696)	32	(45)	(45)	(754)
	Low	(16)	(16)	(16)	(8)	(56)
	Total	(712)	16	(61)	(163)	(920)
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0
		(105)	(30)	(25)	(110)	

HRA Detailed Budget Proposals 2018-19 to 2021-22

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Proposal		H/M/L	2018-19	2019-20	2020-21	2021-22	2018-19	2019-20	2020-21	2021-22	Total
			£000s	£000s	£000s	£000s					
Contractual Inflation											
1	HRA	Pay Inflation	32	27	27	27					
2	HRA	Utilities Inflation	50								
Total Contractual Inflation			82	27	27	27					
Pressures											
3	HRA	Energy Advice Officer (reversal of 17/18 pressure)	L (25)								
4	HRA	Energy Advice Officers (new)	80		(40)		2.00	(1.00)		1.00	
5	HRA	Flexible Tenancies (delayed implications costs)	L (18)								
7	HRA	Decants General	L (40)								
8	HRA	Electrical upgrades within planned maintenance	L	(300)							
9	HRA	Decants and Homeless costs - Associated with Regeneration & Development schemes.	L 65		(65)						
10	HRA	Communal Areas, staff, van and other costs (Fire Safety)	L	(77)			(2.00)			(2.00)	
11	HRA	IT Northgate Replacement (Support Staff Costs) - Reversal of previous bid	L	(180)							
12	HRA	Block Repair Improvements - Reversal of previous bid		(300)							
13	HRA	Salary Upgrades - Tenancy Management	51								
14	HRA	Resident Liaison Co-ordinator - For Capital Projects (Temp post made permanent)	38				1.00			1.00	
15	HRA	Universal Credits - Increased Court Costs & activity	150								
16	HRA	Income Officer - additional post	45				1.00			1.00	

17	HRA	Property Service to meet Health & Safety obligations	69				2.00				2.00
18	HRA	On-going Maintenance cost of car parking spaces	25								
19	HRA	Pest Control - improve bed bug treatment services	45								
20	HRA	Extra Service Costs and Repairs in Water Systems Testing	100								
21	HRA	Fire Safety add maintenance of emergency lightning and replacement of some alarm systems	60	(35)							
22	HRA	Additional works to communal areas - extend decoration and pre-paint repairs	100	(100)							
23	HRA	Tenant Involvement - establishing new TRAs and encouraging them to become self-sustaining - with a target of at least three new TRAs up and running by the end of the financial year 2019-20 -HRA	5		(5)						
24	HRA	Legal Fees, Tribunal costs in relation to Tower Block	50	(50)							
25	HRA	Revenue funding of - Capital Doors and Windows (Replacements)	50	(50)							
26	HRA	Revenue funding of - Capital Energy Efficiency Initiatives (leverage of external funding)	100	(100)							
27	HRA	Revenue funding of - Capital Extensions to create larger units	150	(150)							
28	HRA	Revenue funding of - Capital Fire Doors	250	(250)							

Total Pressures

1,351	(1,592)	(110)	6.00	(2.00)	(1.00)	3.00
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Efficiency Savings

29 HRA FSR fencing reductions

		(49)				
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Total Efficiency Savings

		(49)				
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Invest to Save

30
31

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Total Invest to Save

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Fees & Charges

32 HRA Telecommunications Lease Renewals

(17)						
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33 HRA Great Western Park (income 52k less costs 32k)

(20)						
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Total Fees & Charges

(37)						
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Service Reductions

34
35

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Total Service Reductions

New Investment

36	HRA	Removal of one off project costs Tower Blocks
37		

Total New Investment

Total HRA

Footnote:

HRA	Rent (currently in 1% reduction ending 20/21 then assuming CPI+1% and converging over 4 years)
HRA	Service Charges
HRA	Repairs Inflation (increase 2.5% decrease 1.5% until 20/21 then decrease is 1% as 15% reduction achieved)

		(100)					
		(100)					
		1,396	(1,665)	(132)	27	6.00	(2.00) (1.00) 3.00

		644	(227)	(529)	(1,356)		
		(28)	(28)	(30)	(30)		
		291	258	276	289		

LATCO

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	2019-20	2020-21	2021-22	Total
							FTE Impact				
Contractual Inflation											
1	Engineering	Materials @ 2.8%	13	13	14	14					
2	Engineering	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services	(9)	(9)	(10)	(10)					
3	Motor	Materials @ 2.8%	43	44	45	47					
4	Motor	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services	(30)	(31)	(32)	(33)					
5	Transport	Materials @ 5%	108	113	119	125					
6	Building Services	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services	(76)	(79)	(83)	(88)					
7	Building Services	Materials @ 2.8% - Non Trading Service Area	5	5	5	5					
8	Street Scenes	Materials @ 2.8% - Non Trading Service Area	2	2	2	2					
9	Waste and Recycling Domestic	Dry-Recyclate Price Increase for Domestic Waste at CPI 2.9%	5	5							
Total Contractual Inflation			61	63	60	62					
Pressures											
10	Parks - DS	Loss of income due to Quarry Pavilion being closed. Reversal of previous year.	(5)								
11	Parks - DS	Splash Pool Cutteslowe Pavilion, budget for Water & Sewerage costs.	7								
12	Parks - DS	Maintenance cost for various Pavilion sites and sports facilities. Income related to increased use.	15								
13	Parks - DS	Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids	5								
14	Parks - DS	Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids		5							
15	Parks - DS	Increase in revenue costs to maintain Parks car parks resurfacing (Florence Park) linked to capital bids		3							
16	Streetscenes	PHS Contract Cost Public Conveniences - higher usage	15								
17	Motor	Increased Maintenance cost due to previous decision in relation to extending the life of vehicles	3	8	10	12					
18	Off Street Parking	Rent pressure due to a 50% profit share agreement with the landlords of the Peartree P&R	46	4	4	4					
19	Off Street Parking	Rent Payable to Oxwed until Oxpens Car Park Closes -	231		(58)	(173)					
20	Motor	Fuel Savings whilst prices are at a low point - reversal of part of previous years savings	15	25							
21	Transport	Fleet management charges including fuel, non contracted repairs - 2 transit - Barton Park		19							
22	Parks - DS	3 FTE required for statutory grounds maintenance in public parks and highways. Linked to Community Services from Oct 19 increase in April 20		30	60			1.00	2.00		3.00
23	Streetscenes	Statutory street cleansing on highway maintainable land, requirement of two additional Streetscene Operatives - Barton Park. From October 19		27	27			2.00			2.00
24	Waste and Recycling Domestic	Continuation of Blue Bin League	74	58		(132)					
25	Pest Control	Expansion of Pest Control services, heat treatment works for Bed Bugs - 2 FTEs plus vehicle and equipment	64				2.00				2.00
26	Pest Control	PestControl - External Income	(19)								
27	Pest Control	PestControl - HRA Income	(45)								
Total Pressures			406	179	43	(289)	2.00	3.00	2.00		7.00
Efficiencies											
28	Building Services	Building Services - Arms Length Company	H	(100)	(25)	(25)	5.00				5.00
29	Local Overheads	Procurement work plan savings	L	(2)							
30	Waste and Recycling Domestic	Net saving on opening of recycling transfer station pushed back to January 2019	M	(80)	(240)						
Total Efficiencies				(182)	(265)	(25)	5.00				5.00
Invest to Save											
31											
32											
Total Invest to Save											
Fees and Charges											
33	Waste and Recycling Commercial	Growth and Development of the Business - potential additional net contribution	L	(45)	(10)						
34	Engineering	Additional Works net contribution	H	(5)	(5)						
35	Motor	DVSA Lane/Additional Works net contribution	L	(10)	(10)						
36	Transport	Reduction in subsidy in relation to pest control works	M	(10)	(10)	(10)	(10)				
37	Pest Control & Dog Wardens										
38	Direct Services	Additional net contribution to Council from LATCO	M		(150)	(200)	(150)				
39	Parks - DS	Income from Florence Park Car Park	M		(5)						
39	Parks - DS	Income from newly refurbish pavilions	M								
Total Fees and Charges				(70)	(190)	(210)	(160)				
Service Reductions											
40											
41											
Total Service Reductions											

New Investments / Bids

42	Parks - DS	Design Costs for Cowley Marsh Pavillion - reversal of previous years bid
43	Engineering	Small Cycle Schemes - reversal of previous years bid
44	Parks - DS	2 FTE Tree Team, repair/maintenance work Statutory duty, linked to Capital PID
45	Parks - DS	Fleet management charges including fuel, non contracted repairs - 1 Vehicle Tree Team linked to Capital Bid

(25)							
80	(25)				2.00		2.00
16							

Total New Investment/Bids

71	(25)				2.00		2.00
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Fundamental Service Review

46		
47		

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Total Fundamental Service Review

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Total Oxford Direct Services Bids & Savings

286	(238)	(132)	(387)	9.00	3.00	2.00	14.00
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New/Amended Bids & Savings

Efficiency Savings

Risks:	2018-19	2019-20	2020-21	2021-22	Total
High	(100)	(25)	(25)	0	(150)
Medium	(80)	(240)	0	0	(320)
Low	(2)	0	0	0	(2)
Total	(182)	(265)	(25)	0	(472)

Fees & Charges

Risks:	2018-19	2019-20	2020-21	2021-22	Total
High	(5)	(5)	0	0	(10)
Medium	(10)	(165)	(210)	(160)	(545)
Low	(55)	(20)	0	0	(75)
Total	(70)	(190)	(210)	(160)	(630)

Service Reduction

Risks:	2018-19	2019-20	2020-21	2021-22	Total
High					0
Medium					0
Low					0
Total	0	0	0	0	0

(105)	(30)	(25)	0
-31.5	-9	-7.5	0

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