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

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

2018/19

| Service Area: | Contractual Inflation | Press | ures | Efficiency | / Savings | Invest | to Save | Fees & C | harges | Service Red | ductions | Ne Investme | | | mental 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 | (25) | 0 | 0 | 0 | 591 |
| 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 | 10 | 0 | 0 | 0 | 30 |
| 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 | 42 | 0 | 0 | 0 | 30 | 0 | 0 | 0 | 220 |
| 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 | (104) | 0.00 | (8) | 0.00 | 99 | 11.20 | (183) | 0.00 | 549 |

2019/20

| | Contractual | _ | | | | | | | | | | Ne | | | mental | |
|-------------------------------------|-------------|--------|-------|------------|-----------|--------|---------|----------|--------|-------------|----------|----------|----------|---------|---------|-----------------|
| Service Area: | Inflation | Press | ures | Efficiency | / Savings | Invest | to Save | Fees & C | harges | Service Red | ductions | Investme | ent/Bids | Service | Reviews | Total Variation |
| Σ | £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 | 23 | 0 | 50 | 0 | 278 |
| Regeneration & Economy | 0 | (50) | 0 | 0 | 0 | 0 | 0 | (544) | 0 | (7) | 0 | (5) | 0 | 0 | 0 | (606) |
| 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 | (4) | 0 | 0 | 0 | (35) | 0 | 0 | 0 | (114) |
| 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 | (532) | 0 | (7) | 0 | (52) | 1 | 50 | 0 | (716) |

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

2020/21

| Service Area: | Contractual Inflation | Press | ures | Efficiency | / Savings | Invest t | to Save | Fees & C | harges | Service Rec | ductions | Ne Investme | | Funda 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 | 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 | 57 | 0 | (50) | 0 | 7 |
| 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 | Ò |
| 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 | (50) | 0 | 0 | 0 | (88) |
| 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 | (64) | 1 | (50) | 0 | (750) |

2021/22

| Service Area: | Contractual Inflation | Press | sures | Efficiency | / Savings | Invest | to Save | Fees & C | harges | Service Red | ductions | Ne Investme | | Funda Service | mental 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 | 4 | 0 | 0 | 0 | 4 |
| Regeneration & Economy | 0 | 0 | (4) | 0 | 0 | 0 | 0 | (529) | 0 | (6) | 0 | 0 | 0 | 0 | 0 | (535) |
| Business Improvement | 45 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 45 |
| Welfare Reform Team | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Financial Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (7) | 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 | 0 | 0 | 0 | 0 | 0 |
| Community Services | 0 | 5 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (40) | 0 | 0 | 0 | (35) |
| Oxford Direct Services | 0 | 549 | 0 | 0 | 0 | 0 | 0 | (163) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 386 |
| Total | 45 | 554 | (3) | 0 | 0 | 0 | 0 | (692) | 0 | (6) | 0 | (43) | 1 | 0 | 0 | (142) |

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

Total Summary

| | Contractual | | | | | | | | | | | Ne | W | Funda | mental | |
|-------------------------------------|-------------|--------|-------|------------|-----------|--------|---------|----------|--------|-------------|----------|----------|----------|---------|---------|-----------------|
| Service Area: | Inflation | Press | ures | Efficiency | y Savings | Invest | to Save | Fees & C | harges | Service Red | ductions | Investme | ent/Bids | 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 | 230 | 0 | 0 | 0 | (100) | 0 | 50 | 0 | 0 | 0 | 84 | 0 | (183) | 0 | 81 |
| Regeneration & Economy | 0 | (42) | 1 | 0 | 0 | 0 | 0 | (983) | 0 | (28) | 0 | (30) | 0 | 0 | 0 | (1,083) |
| Business Improvement | 180 | 196 | 1 | (441) | (8) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (65) |
| Welfare Reform Team | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25 | 0 | 0 | 0 | 25 |
| Financial Services | 0 | 358 | 0 | (130) | (4) | 0 | 1 | 0 | 0 | 0 | 0 | (49) | 11 | 0 | 0 | 179 |
| Law & Governance | 0 | 70 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10 | 0 | 0 | 0 | 80 |
| Planning, Sustainable Development & | | | | | | | | | | | | | | | | |
| Regulatory Services | 0 | 17 | 0 | 0 | 0 | 0 | 0 | (50) | 0 | 0 | 0 | (22) | 4 | 0 | 0 | (55) |
| Community Services | 0 | 140 | 3 | (32) | 0 | (20) | 0 | (10) | 0 | 0 | 0 | (95) | 0 | 0 | 0 | (17) |
| Oxford Direct Services | 0 | 732 | 0 | 0 | 0 | (33) | 0 | (920) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (221) |
| Total | 180 | 1,701 | 4.60 | (603) | (11.00) | (153) | 1 | (1,913) | 0.00 | (28) | 0.00 | (60) | 14.60 | (183) | 0.00 | (1,059) |

| Risks - Efficiency Savings | 2018-19 | 2019-20 | 2020-21 | 2021-22 | lotai |
|----------------------------|----------|---------|---------|---------|-------|
| 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 | <u>.</u> | - | - | - | - |
| 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 | (535) | (280) | (435) | (413) | (1,663) |
| Low | 481 | (250) | (150) | (169) | (88) |
| Total | (104) | (530) | (585) | (692) | (1,911) |
| Contingency | | | | | |
| 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 | | • | | | |
| 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 |

Chief Executive Budget Proposals Summary 2018-19 to 2021-22

2018/19

| | Contractual | | | | | | | | | | | Ne | ew | Fundar | nental | Total |
|---------------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|------------|-----------|----------|----------|--------|--------|-----------|
| Service Area: | Inflation | Press | sures | Efficiency | y Savings | Invest | to Save | Fees & | Charges | Service Re | eductions | Investme | ent/Bids | Serv | rice | 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

| 2013/20 | | | | | | | | | | | | | | | | |
|---------------------------|-------------|--------|-------|-----------|-----------|--------|---------|--------|---------|------------|-----------|----------|----------|--------|--------|-----------|
| | Contractual | | | | | | | | | | | Ne | ew . | Fundan | nental | Total |
| Service Area: | Inflation | Press | sures | Efficienc | y Savings | Invest | to Save | Fees & | Charges | Service Re | eductions | Investme | ent/Bids | Serv | /ice | 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 | 23 | 0.00 | 50 | 0.00 | 278 |
| Total | 0 | 205 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 23 | 0 | 50 | 0 | 278 |

2020/21

| | 2020/2: | | | | | | | | | | | | | | | | |
|---|---------------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|------------|-----------|----------|----------|--------|--------|-----------|
| | | Contractual | | | | | | | | | | | Ne | :W | Fundar | nental | Total |
| _ | Service Area: | Inflation | Press | sures | Efficiency | y Savings | Invest | to Save | Fees & | Charges | Service Re | eductions | Investme | ent/Bids | Serv | rice | Variation |
| 0 | | £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 | 57 | 0.00 | (50) | 0.00 | 7 |
| | Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 57 | 0 | (50) | 0 | 7 |

2021/22

| | Contractual | | | | | | | | | | | Ne | w | Fundar | nental | Total |
|---------------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|-----------|-----------|----------|----------|--------|--------|-----------|
| Service Area: | Inflation | Press | sures | Efficiency | y Savings | Invest | to Save | Fees & | Charges | Service R | eductions | Investme | ent/Bids | Serv | /ice | 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 | 4 | 0.00 | 0 | 0.00 | 4 |
| Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 4 |

Total Summary

| • | Contractual | | | | | | | | | | | Ne | w | Fundar | nental | Total |
|---------------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|------------|-----------|----------|----------|--------|--------|-----------|
| Service Area: | Inflation | Press | sures | Efficiency | y Savings | Invest | to Save | Fees & | Charges | Service Re | eductions | Investme | ent/Bids | Serv | /ice | 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 | 84 | 0.00 | (183) | 0.00 | 81 |
| Total | 0 | 230 | 0 | 0 | 0 | (100) | 0 | 50 | 0 | 0 | 0 | 101 | 0 | (183) | 0 | 98 |

Assistant Chief Executive

Contractual Inflation Total Contractual Inflation Pressures Total Pressures Efficiencies Total Efficiencies Invest to Save **Total Invest to Save** Fees and Charges **Total Fees and Charges Service Reduction** 12 **Total Service Reduction**

FTE Impact

2018-19 2019-20 2020-21 2021-22

£000s

£000s

£000s

H/M/L

£000s

108

Proposal

| 10 Communications | Dringing Decoursing for Citation In House |
|-------------------|---|
| 13 Communications | Brinding Resourcing for Filming in-House |
| | |
| 4.4 | |
| 14: | |
| | |

17

Total New Investment/Bids

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

| | | Proposal | H/M/L | 2018-19 £000s | 2019-20 £000s | 2020-21 £000s | 2021-22 £000s | 2018-19 | 2019-20 ETE | 2020-21 Impac | 2021-22 | Total |
|----|------------------------|--|-------|------------------|------------------|------------------|------------------|----------|----------------|------------------|----------|-------|
| | Contractual Inflation | | | | | | | | | | | |
| 1 | | | | | | | | | | | | |
| 2 | | | | | <u> </u> | | | | | | | |
| | Total Contractual Infl | ation | | | | | | | | | | |
| | Pressures | | | | | | | | | | | |
| 3 | Property Services | Repairs and Maintenance - uplift of expected costs of repairs and maintenance | | 5 | 5 | | | | | | | |
| | Property Services | Reallocation of property service costs from capital to revenue | | 20 | | | | | <u> </u> | | | |
| 5 | Housing Needs | Increase in Homelessness provisions | | | 200 | | | | | | | |
| | Housing Needs | Homelessness prevention | | 622 | | | | | | | | |
| | Housing Needs | Homelessness prevention - Grant funding to be received | | (622) | | | | | | | | |
| | Housing Needs | Homelessness New Burdens | | 68 | 72 | | | | | | | |
| | Housing Needs | Homelessness New Burdens - Grant funding | | (68) | (72) | | | ļ | | <u>.</u> | <u>j</u> | |
| | Housing Needs | Homelessness - Rough Sleepers & Single Homelessness | | 100 | | | | | | | | |
| | Housing Needs | Homelessness - Reserve Funding of Rough Sleepers & Single Homelessness | | (100) | | | | | | | | |
| 12 | Housing Needs | Homeslessness - Rough Sleeping Charter Development and Citywide Partnership | | 25 | 25 | | | | | | | |
| 13 | Housing Needs | Homeslessness - Reserve Funding of Rough Sleeping Charter Development and Citywide Partnership | | (25) | (25) | | | | | | | |
| 14 | Housing Needs | Homeslessness - Staffing Capacity of Rough Sleepers and Single Homelessness Team | | 50 | 50 | | | | | | | |
| 15 | Housing Needs | Homeslessness - Reserve Funding of Staffing Capacity of Rough | | (50) | (50) | | | | | | | |
| | | Sleepers and Single Homelessness Team | | | | | | <u> </u> | | | | |
| | Total Pressures | | | 25 | 205 | | | | | | | |
| | Efficiencies | | | | | | _ | | | | | _ |
| | | | | | | | | | | | | |
| | | | | <u> </u> | <u></u> | | | | <u>l</u> | | | l |
| | Total Efficiencies | | | | | - | | | | • | | |

Housing Services

| | Proposal | H/M/L | 2018-19 £000s | 2019-20 £000s | 2020-21 £000s | 2021-22 £000s | 2018-19 | 2019-20 H | 5020-21 Impac | 2021-22 | Total |
|--------------------------------------|---|-------|------------------|------------------|------------------|------------------|---------|---|---|---|----------|
| Invest to Save | | | | | | | • | • | • | • | • |
| 16 Housing Needs | Further Investment in National Homelessness property fund - linked to £5m Capital Bid | | (100) | | | | | | | | |
| Total Invest to Save | | : | (100) | <u>i</u> | i. | | | i. | i | i | |
| Fees and Charges 17 Housing Services | Bad Debt provision associated with Temporary accommodation | L | 50 | | | | | | | | |
| Total Fees and Char | | | 50 | | i. | | | | | | |
| Service Reductions | | ; | · | | | | [| | | ······································ | |
| | | | | | | | | | | | |
| Total Service Reduc | tions | | | | | | | | | | |
| New Investments / Bids | | | | | | | | | | | |
| 18 Housing Needs | Transfer to homelessness reserves | | | 23 | 57 | 4 | | | | | |
| Total New Investme | nt/Bids | | | 23 | 57 | 4 | | | | | |
| Fundamental Service | e Review | | | | | | | | | | |
| 19 Housing Needs 20 Housing Needs | Housing Bens Subsidy Reduced cost on temporary accommodation | | (50) (133) | 100 (50) | (50) | | | | | | |
| Total Fundamental S | Service Review | | (183) | 50 | (50) | | | | | | <u> </u> |
| Total Housing Servi | ces Bids & Savings | | (208) | 278 | 7 | 4 | | | | | |

New/Amended Bids & Savings

| Proposal | Housing Services | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | FTE | Impac | :t | |
|----------|--------------------|----------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| ., | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| | Efficiency Savings | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| | | High | | | | | 0 | | | | |
| | | Medium | | | | | 0 | | | | |
| | | Low | | | | | 0 | | | | |
| | | Total | 0 | 0 | 0 | 0 | 0 | | | | |
| | 5 0 Ob | District | 0040.40 | 0040.00 | 0000 04 | 0004.00 | T-1-1 | | | | |
| | Fees & Charges | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| | | High | | | | | 0 | | | | |
| | | Medium | 50 | 9 | | • | 0 | | | | |
| | | Low | 50 | 0 | 0 | 0 | 50 | | | | |
| | | Total | 50 | 0 | 0 | 0 | 50 | | | | |
| | Service Reduction | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| | | High | | | | | 0 | | | | |
| | | Medium | | | | | 0 | | | | |
| | | 1 | 1 | | | | 1 | | | | |

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

2018/19

| | Contractual | | | | | | | | | | | New Inve | stment/ | Fundar | mental | Total |
|------------------------|-------------|--------|-------|------------|-----------|----------|--------|----------|---------|------------|----------|----------|---------|-----------|---------|-----------|
| Service Area: | Inflation | Press | ures | Efficiency | / Savings | Invest t | o Save | Fees & 0 | Charges | Service Re | ductions | Bid | ls | Service F | Reviews | 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 | (25) | 0.00 | 0 | 0.00 | 591 |
| Total | 0 | 8 | 5.00 | 0 | 0.00 | 0 | 0.00 | 616 | 0.00 | (8) | 0.00 | (25) | 0.00 | 0 | 0.00 | 591 |

2019/20

| | Contractual | | | | | | | | | | | New Inve | stment/ | Fundan | nental | Total |
|------------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|------------|----------|----------|---------|-----------|---------|-----------|
| Service Area: | Inflation | Press | ures | Efficiency | / Savings | Invest | to Save | Fees & | Charges | Service Re | ductions | Bid | ls | Service F | Reviews | 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 | (5) | 0.00 | 0 | 0.00 | (606) |
| Total | 0 | (50) | 0.00 | 0 | 0.00 | 0 | 0.00 | (544) | 0.00 | (7) | 0.00 | (5) | 0.00 | 0 | 0.00 | (606) |

2020/21

| | Contractual | | | | | | | | | | | New Inve | stment/ | Fundar | nental | Total |
|------------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|------------|----------|----------|---------|-----------|---------|-----------|
| Service Area: | Inflation | Press | ures | Efficiency | / Savings | Invest | to Save | Fees & | Charges | Service Re | ductions | Bid | ls | Service F | Reviews | 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) |
| $\overline{\omega}$ | | | | | | | | | | | | | | | • | |

2021/22

| | Contractual | | | | | | | | | | | New Inve | stment/ | Fundan | nental | Total |
|------------------------|-------------|--------|--------|------------|-----------|----------|--------|----------|---------|------------|----------|----------|---------|-----------|---------|-----------|
| Service Area: | Inflation | Press | ures | Efficiency | / Savings | Invest t | o Save | Fees & 0 | Charges | Service Re | ductions | Bid | s | Service F | Reviews | 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

| | Contractual | | | | | | | | 0.1 | | | New Inve | | Fundar | | Total |
|------------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|------------|-----------|----------|-------|-----------|---------|-----------|
| Service Area: | Inflation | Press | ures | Efficiency | / Savings | Invest | to Save | Fees & | Charges | Service Re | eductions | Bid | IS | Service I | Reviews | 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

| Proposal | H/M/L | 2018-19 £000s | 2019-20 £000s | 2020-21 £000s | 2021-22 £000s | 2018-19 | 2019-20 E | | Total |
|--|--|---|------------------|--|--|--|--|--|---|
| n | : " | | | | | | | | |
| | <u></u> | | | | | | | | |
| flation | - - | | | | | | | | |
| | | | | | | | | | |
| Economic Development Manager | | 58 | | | | 1.00 | | | 1.00 |
| Structure changes | · | 296 | 8 | (70) | | 4.00 | | (4.00) | , |
| Funding from reserves for the structural changes | | (158) | (53) | 26 | | | | | 1 |
| Recharge to OCHL | | (109) | (3) | 25 | | | | | |
| Recharge to Capital | | (79) | (2) | 19 | | | | | |
| | • - - | 8 | (50) | <u>i</u> | | 5.00 | i | (4.00 | 1.00 |
| | | | | | | | | | |
| | <u>.</u> | | | | | | | | |
| | <u>-</u> | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | - - | | | | | | | | |
| | n Inflation Economic Development Manager Structure changes Funding from reserves for the structural changes Recharge to OCHL Recharge to Capital | n Inflation Economic Development Manager Structure changes Funding from reserves for the structural changes Recharge to OCHL Recharge to Capital | n filation | h/M/L £000s £000s n Inflation Economic Development Manager Structure changes Funding from reserves for the structural changes Recharge to OCHL Recharge to Capital (109) (3) (79) (2) 8 (50) | H/M/L £000s £000s £000s n Inflation Economic Development Manager Structure changes Funding from reserves for the structural changes Recharge to OCHL Recharge to Capital (79) (2) 19 8 (50) | H/M/L £000s £000 | H/M/L £000s £000s £000s £000s £000s 1 | H/M/L £000s £000 | H/M/L £000s |

Regeneration & Economy

| | | Proposal | H/M/L | 2018-19 £000s | 2019-20 £000s | 2020-21 £000s | 2021-22 £000s | 2018-19 | 2019-20 ± | 2020-21 Impac | 2021-22 | Total |
|------------|--------------------------|--|----------------|------------------|------------------|------------------|------------------|---------|-----------|---------------|---------|-------|
| | Fees and Charg | es | | | | | | | | | | |
| 1 | 2 Commercial Property | Movement in Commercial Property lease income from the overall portfolio on reviews. | L | 405 | (234) | (86) | (161) | | | | | |
| 1 | 3 Commercial | Net Increases in Commercial Property lease income as a result of Portfolio Investment. | М | 211 | (310) | (440) | (368) | | | | | |
| | Property | Portiono investment. | | <u> </u> | <u>i</u> . | | | L | | | | |
| | Total Fees and | Charges | | 616 | (544) | (526) | (529) | | | | | |
| | Service Reducti | | | | | | | | | | | |
| 1 | 4 Partnerships Tea | m Reduce grant to Visit Oxfordshire funding by 10% p.a. and agreed in the Cooperation Agreement. | L | (8) | (7) | (7) | (6) | | | | | |
| 1 | 5 | | | | į | | | | | | <u></u> | |
| | Total Service Re | eduction | | (8) | (7) | (7) | (6) | | | | | |
| | New Investment | | | | | | | | | | | |
| _ | 6 Commercial Property | Consultancy Advice Westgate Development - reversal of previous years bid | | (30) | | | | | | | | |
| ා 1 | 7 Partnerships Tea | m Project Management for promotion of Oxford Living Wage | | 5 | (5) | | | | | | | |
| | Total New Inves | tment/Bids | | (25) | (5) | | | | | | | |
| | Total Regenerat | ion & Economy Bids & Savings | | 591 | (606) | (533) | (535) | 5.00 | | | 4.00 | 1.00 |
| | rotal Regenerat | ion a conomy stas a cavings | • | 001 | (000) | (000) | (000) | 0.00 | | | 4.00 | 1.00 |
| | | New/Amended Bids & Savings | | | | | | | | | | |
| | | Efficiency Saving | gs Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| | | | High Medium | | | | | 0 | | | | |

Low **Total**

0

0

0

Regeneration & Economy

| Proposal | | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | FTE | Impac | t | |
|----------|---------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| | Fees & Charges R | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| | F | ligh | | | | | 0 | | | | |
| | N | /ledium | 211 | (310) | (440) | (368) | (907) | | | | |
| | L | .ow | 405 | (234) | (86) | (161) | (76) | | | | |
| | T | otal | 616 | (544) | (526) | (529) | (983) | | | | |
| | _ | | | | | | | | | | |
| | Service Reduction R | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| | F | ligh | | | | | 0 | | | | |
| | N | /ledium | | | | | 0 | | | | |
| | L | .ow | (8) | (7) | (7) | (6) | (28) | | | | |
| | T | otal | (8) | (7) | (7) | (6) | (28) | | | | |

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

2018/19

| | Contractual | | | | | | | | | | | New Inv | estment/ | Fundamen | tal Service | Total |
|----------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|-----------|-----------|---------|----------|----------|-------------|-----------|
| Service Area: | Inflation | Pres | sures | Efficiency | y Savings | Invest | to Save | Fees & | Charges | Service R | eductions | Bi | ids | Rev | iews | 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 | 10 | 0.00 | 0.00 | 0.00 | 30 |
| Total | 45 | 636 | 5.60 | (194) | 0.00 | 0 | 1 | (50) | 0.00 | 0 | 0.00 | 35 | 7.70 | 0.00 | 0.00 | 472 |

2019/20

| _0.0/_0 | | | | | | | | | | | | | | | | |
|----------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|-----------|-----------|----------|----------|----------|-------------|-----------|
| | Contractual | | | | | | | | | | | New Inve | estment/ | Fundamen | tal Service | Total |
| Service Area: | Inflation | Pres | sures | Efficiency | y Savings | Invest | to Save | Fees & | Charges | Service R | eductions | Bi | ds | Revi | iews | 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) |

2020/21

| | Contractual | | | | | | | | | | | New Inve | estment/ | Fundamen | tal Service | Total |
|----------------------|-------------|--------|--------|------------|-----------|--------|--------|--------|---------|-----------|-----------|----------|----------|----------|-------------|-----------|
| Service Area: | Inflation | Press | sures | Efficiency | y Savings | Invest | o Save | Fees & | Charges | Service R | eductions | Bi | ds | Rev | iews | 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) |

2021/22

| | Contractual | | | | | | | | | | | New Inve | estment/ | Fundamen | tal Service | Total |
|----------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|-----------|-----------|----------|----------|----------|-------------|-----------|
| Service Area: | Inflation | Press | sures | Efficiency | / Savings | Invest | to Save | Fees & | Charges | Service R | eductions | Bi | ds | Rev | iews | 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

| Total Summary | | | | | | | | | | | | | | | | |
|----------------------|-------------|--------|-------|-----------|-----------|----------|--------|--------|---------|-----------|-----------|---------|----------|----------|-------------|-----------|
| | Contractual | | | | | | | | | | | New Inv | estment/ | Fundamen | tal Service | Total |
| Service Area: | Inflation | Press | sures | Efficienc | y Savings | Invest t | o Save | Fees & | Charges | Service R | eductions | Bi | ds | Rev | iews | 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 | 10 | 0.00 | 0 | 0.00 | 80 |
| Total | 180 | 624 | 0.60 | (571) | (11.00) | 0 | 1 | 0 | 0.00 | 0 | 0.00 | (14) | 10.70 | 0.00 | 0.00 | 219 |

Business Improvement

| | Proposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | FTI | E Impact | | |
|------------------------------------|---|-------|---------|---------|---------|---------|---------|---------|----------|---------|-------|
| | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| Contractual Inflation | | | | | | | | | | | |
| 1 Technology | NEW - ICT renewals contractual inflation | | 45 | 45 | 45 | 45 | | | | | |
| 2 | | | | | | | | | | | |
| Total Contractual Inflat | ion | | 45 | 45 | 45 | 45 | | | | | |
| Pressures 3 Technology | Digital Inclusion - reversal of previous bid | | | (15) | | | [| | | | |
| 4 Human Resources & | NEW Payroll system admin for additional work required for | | 23 | (19) | | | 0.60 | | | | 0.60 |
| Organisational | maintaining an additional payroll system for LATCo | | 20 | | | | 0.00 | | | | 0.00 |
| 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 | Business Improvement Business Partners Staffing Reductions - £53k | | | | | | | | | | |
| & Performance | removed in year 1 and £115k per annum ongoing | | | | į | | | | | | |
| 11 Technology | Data Collection and Research | | 15 | (15) | | | | | | | |
| Total Pressures | · | | 368 | 23 | (195) | | 5.60 | | (5.00) | | 0.60 |
| i otal Fiessules | | | 300 | 23 | (199) | | 3.00 | | (3.00) | | 0.00 |

120

Business Improvement

| | Proposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | F | TE Impact | | |
|--|---|-------|---------|---------|---------|---------|---------|---------|-----------|---------|--------|
| | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| Efficiencies | | | | | | | | | | | - |
| 12 Customer Services | Impact of Universal Credit rollout on Contact Centre - savings pushed back one year | M | | (55) | (55) | | | (2.25) | (2.25) | | (4.50) |
| 3 Customer Services | Shifting Service towards community settings and online self service | М | (45) | (98) | | | | (3.00) | | | (3.00) |
| 14 Technology | FMS and Itrent Saving | L | (62) | | 52 | | | | | | |
| 5 Business Improvement & Performance | Procurement work plan savings | L | (7) | (1) | | | | | | | |
| 6 Technology | NEW Housing System rationalisation saving (ICT element) | Н | | | (90) | | | | | | |
| 17 Customer Services | BTOP Phase 2 - Linked to Capital Project | Н | (30) | | | | | | | | |
| 18 Transformation | Reduction in Transformation Budget | L | (50) | | | | | | | | |
| Total Efficiencies Invest to Save | | | (194) | (154) | (93) | | | (5.25) | (2.25) | | (7.50) |
| Total Invest to Save | | | | | | | | | | | |
| Fees and Charges | | | | | | | | | | | |
| Total Fees and Charges Service Reduction | S | | | | | | | | | | |
| 23 24 | | | | | | | | | | | |
| Total Service Reduction | n | | | | | | | | | | |

Business Improvement

| | Proposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | F | TE Impac | t | |
|----|---|-------|---------|---------|---------|---------|---------|---------|----------|---------|--------|
| | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | :019-20 | :020-21 | 2021-22 | otal |
| | New Investments / Bids | | | | | | N | 8 | 8 | N | _ |
| 25 | | | | | | | | | | | |
| 26 | | | | | į | | | | <u> </u> | | |
| | Total New Investment/Bids | | | | | | | | | | |
| | Total Business Improvement Bids & Savings | | 219 | (86) | (243) | 45 | 5.60 | (5.25) | (7.25) | | (6.90) |

New/Amended Bids & Savings

Efficiency Savings

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

Service Reduction

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

121

Welfare Reform Team

| Proposal | | 2018-19 | | 2020-21 2021-22 | 2021-22 | | | | | | |
|--|-------|---------|-------|-----------------|---------|---------|---------|----------|----------|-------|--|
| | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | |
| Contractual Inflation | | | | | | | | | | | |
| Total Contractual Inflation | | | | | | ii. | i | | | | |
| Pressures | | | | | | | | | | | |
| Total Pressures | | | | <u></u> | | | | <u>j</u> | | | |
| Efficiencies 3 | | | | | | | | | | | |
| Total Efficiencies | | | | | | | | | | | |
| Invest to Save | | | | | | | | | <u> </u> | | |
| Total Invest to Save | | | | | | | | | | | |
| Fees and Charges | | | | | | | | | | | |
| 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 | | | | | | | <u> </u> | | |
| Total New Investment/Bids | | 25 | | | | | | | | | |
| Total Welfare Reform Team Bids & Savings | | 25 | | | | | | | | | |

New/Amended Bids & Savings

Welfare Reform Team

| | TTOHALO INCIONIN TOAN | • | | | | | | | | | |
|----------|-----------------------|-----------------------|---------|---------|---------|---------|-------------|---------|---------|---------|-------|
| Proposal | | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | FTE | Impac | ;t | |
| | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| | Efficiency Savings | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| | | High Medium Low | | | | | 0 0 0 | | | | |
| | | Total | 0 | 0 | 0 | 0 | 0 | | | | |
| | | I | | | | | | | | | |
| | Fees & Charges | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| | | High Medium Low | | | | | 0 | | | | |
| | | Total | 0 | 0 | 0 | 0 | 0 | | | | |
| | | | | - 1 | - 1 | | | | | | |
| | Service Reduction | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| | | High Medium | | | | | 0 | | | | |
| | | Low | | | | | 0 | | | | |
| | | Total | 0 | 0 | 0 | 0 | 0 | | | | |
| | | | | | | | | | | | |

Financial 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 |
| Contractual Inflation | | | | | | | | | | | |
| 1 2 | | | | | | | | | | | |
| Total Contractual Inf | ilation | | | | | | | | | | |
| 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 | Н | | (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 | Н | | | | | 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 | Partial offset of team leader post from reduced provision of bad debts | | (50) | | | | | | | | |
| Total Invest to Save | | | | | | | 1.00 | | | | 1.00 |

Financial Services

| | Proposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | FTE | E Impa | ct | |
|--------------------|---|-------|----------|---------|---------|---------|----------|---------|---------|---------|-------|
| | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| Fees and Charge | es | | | | | | Ñ | 7 | 7 | 7 | |
| | | | | | | | | | | | |
| Total Fees and C | harges | | | i | | | | | | j | |
| Service Reductio | on | | | | | | | | | | |
| | | | | | | | | | | | , |
| | | | <u> </u> | <u></u> | | | <u> </u> | i | <u></u> | i | |
| Total Service Red | duction | | | | | | | | | | |
| New Investments | s / Bids | | | | | | | | | | |
| 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 |
| | | | | | | | | | | | |
| 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 |
| Accountancy | Recharge to LATCo for additional financial resources incurred due to the set up of the companies. Links to line 13 | | (110) | | | | | | | | |
| 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 Invest | ment/Bids | | | (31) | (11) | (7) | 7.70 | 1.00 | 1.00 | 1.00 | 10.70 |
| Total Financial So | ervices Bids & Savings | | 198 | (7) | (5) | (7) | 8.70 | (1.00) | (0.50) | 1.00 | 8.20 |
| . J.a. i manolai O | or rious blas a savings | | 130 | (1) | (3) | (*) | 0.70 | (1.00) | (3.00) | 1.00 | 0.20 |

New/Amended Bids & Savings

Financial Services

| Proposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | FTE Ir | npact | | |
|--------------------|--------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| 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 | | | | |
| | Total | 0 | (65) | (65) | 0 | (130) | | | | |
| | | т т | | | | | | | | |
| 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 | 2018-19 | 2019-20 ± | Z020-21 Impa | ದ 2021-22 | Total |
|-----------------------|--|-------|--|------------------|------------------|------------------|-------------|-----------|--------------|--------------|-------|
| Contractual Inflation | on | | | | | | | | | | |
| | | | | | | | | | | | |
| Total Contractual I | nflation | | | | | | | | | | |
| Pressures | | | | | | | | | | | |
| 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 | | | | | | | | |
| | olomicio. | | | | | | | | | | |
| Total Pressures | | | 70 | | | | | | | | |
| Efficiencies | | | ······································ | | | | ········· | | | | |
| | | | | | | | | | | | |
| Total Efficiencies | | | | | | | | i. | i. | | |
| Invest to Save | | | ······· | | | | | | | | |
| | | | | | | | | | | | |
| Total Invest to Sav | е | | | | | | | | | | |
| Fees & Charges | | | | | | | | | | | |
| Electoral Services | Grant from Cabinet Office to support additional costs of IER in Oxford | М | (50) | | 50 | | | | | | |
| | | | | | <u></u> | | | | | | |
| Total Fees & Charg | | | (50) | | 50 | | | | | | |

Law & Governance

| Proposal | H/M/L | 2018-19 £000s | 2019-20 £000s | 2020-21 £000s | 2021-22 £000s | ر 9 | -20 | F Imba | ~ | |
|--|-------|------------------|------------------|------------------|------------------|-------------------|---|------------|---------|-------|
| | | | | | | 2018- | 2019- | 2020- | 2021-2; | Fotal |
| Service Reduction | | | | | | • | • | • | • • • | • |
| 11 | | | | į | | | | | | |
| 12 | | | <u>i</u> | <u></u> | | | | <u>l</u> . | | |
| Total Service Reduction | | | | | | | | | | |
| New Investments / Bids | | | | | | | | | | |
| 13 Member Services Members allowances following report of independent remuneration panel | | 10 | | | | | | | | |
| 14 | | L | | <u> </u> | | | İ | İ. | | |
| Total New Investment/Bids | | 10 | | | | | | | | |
| Total Law & Governance Bids & Savings | | 30 | | 50 | | | | | | |

New/Amended Bids & Savings

Efficiency Savings

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

Fees & Charges

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

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

2018/19

| | Contractual | | | | | | | | | | | Ne | w | Funda | mental | Total |
|-----------------------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|-----------|-----------|----------|----------|---------|---------|-----------|
| Service Area: | Inflation | Press | sures | Efficiency | / Savings | Invest | to Save | Fees & | Charges | Service R | eductions | Investme | ent/Bids | Service | Reviews | 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 | 42 | 0.00 | 0 | 0.00 | 30 | 0.00 | 0 | 0.00 | 220 |
| 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 | (720) | 0.00 | 0 | 0.00 | 72 | 3.50 | 0 | 0.00 | (323) |

2019/20

| | Contractual | | | | | | | | | | | Ne | w | Funda | mental | Total |
|-----------------------------------|-------------|--------|--------|------------|-----------|--------|---------|--------|---------|-----------|-----------|----------|----------|---------|---------|-----------|
| Service Area: | Inflation | Press | sures | Efficiency | / Savings | Invest | to Save | Fees & | Charges | Service R | eductions | Investme | ent/Bids | Service | Reviews | 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 | (4) | 0.00 | 0 | 0.00 | (35) | 0 | 0 | 0.00 | (114) |
| Oxfor Sirect Services Total | 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 | 12 | 0.00 | 0 | 0.00 | (39) | 0 | 0 | 0.00 | (295) |

2020/21

| 2020/21 | | | | | | | | | | | | | | | | |
|-----------------------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|-----------|-----------|----------|----------|---------|---------|-----------|
| | Contractual | | | | | | | | | | | Ne | W | Funda | mental | Total |
| Service Area: | Inflation | Press | sures | Efficiency | y Savings | Invest | to Save | Fees & | Charges | Service R | eductions | Investme | ent/Bids | Service | Reviews | 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 | (50) | 0.00 | 0 | 0.00 | (88) |
| 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 | (110) | 0.00 | 0 | 0.00 | (26) |

2021/22

| | Contractual | | | | | | | | | | | Ne | w | Funda | mental | Total |
|-----------------------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|-----------|-----------|----------|----------|---------|---------|-----------|
| Service Area: | Inflation | Press | ures | Efficiency | / Savings | Invest | to Save | Fees & | Charges | Service R | eductions | Investme | ent/Bids | Service | Reviews | 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

| • | Contractual | | | | | | | | | | | Ne | w | Funda | mental | Total |
|-----------------------------------|-------------|--------|-------|------------|-----------|--------|---------|--------|---------|-----------|-----------|----------|----------|---------|---------|-----------|
| Service Area: | Inflation | Press | sures | Efficiency | y Savings | Invest | to Save | Fees & | Charges | Service R | eductions | Investme | ent/Bids | Service | Reviews | 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 | (10) | 0.00 | 0 | 0.00 | (95) | 0.00 | 0 | 0.00 | (17) |
| 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 | (980) | 0.00 | 0 | 0.00 | (117) | 3.90 | 0 | 0.00 | (293) |

Planning , Sustainable Development & Regulatory 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 |
| Contractual Inflation | on | ٠. | | , | | | | | | | |
| 1 2 | | | | | | | | | | | |
| Total Contractual I | nflation | - | | | | | | | | | |
| 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 5 Environmental | Planning Service Transformation - Reversal of previous bid Environmental Health Service Transformation - Reversal of previous | | (2) (6) | | | | | | | | |
| Health 6 Environmental Health | bid Legacy Income Targets - Building Control - Contra with Line 11 | | 40 | | | | | | | | |
| Total Pressures | | - - | 17 | | | | | | | | |
| Efficiencies | | | | | | | | | | | |
| 7 Environmental Health 8 | Extension of fee charging proactive work across private rented sector (moved back a year) -SAVING REMOVED | M | | | | | | | | | |
| Total Efficiencies | | - - | | | | | | | | | |
| Invest to Save | | | | | | | | | | | |
| Total Invest to Sav | е | <u>.</u> | | | | | | | | | |
| Fees and Charges 11 Environmental Health | ADJUSTED - Re-base budget income estimate for Building Control - contra with line 6 | Н | (40) | | | | | | | | |
| 12 Development | NEW - Planning Performance Agreements | Н | (10) | | | | | | | | |

Planning , Sustainable Development & Regulatory 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 | Fotal |
| Total Fees and Cha | arges | | (50) | | | | | | | | |
| Service Reduction | | | | | | | | | | | |
| 13 14 | | | | | | | | | | | |
| · · · · · · · · · · · · · · · · · · · | | : | | | | | | | | | |
| Total Service Redu | ction | , | | | | | | | | | |
| New Investments / | Bids | | | | | | | | | | |
| 15 Smart, Sustainable Cities | Go Ultra Lo- Taxis - Reversal of previous bid | | (18) | | | | | | | | |
| 6 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 |
| 9 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 Environmetal Quality | Waterways Management working with stakeholders and partners to improve and develop the canal and river areas | | 60 | | (60) | | | | | | |
| Total New Investme | ent/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

Planning , Sustainable Development & Regulatory Services

| Proposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | FTE I | mpact | | |
|--------------------|--------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| 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 | | | | |
| Fees & Charges | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| i ees a onaiges | High | (50) | 0 | 0 | 0 | (50) | | | | |
| | Medium | (50) | | O | O O | 0 | | | | |
| | Low | | | | | 0 | | | | |
| | Total | (50) | 0 | 0 | 0 | (50) | | | | |
| | T | | | | | | | | | |
| Service Reduction | | 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 | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | FTE | Impac | et | |
|--------|--------------------------|---|--------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| | | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| | Contractual Inflation | on | | | | | | g | ······ | | , | |
| 1 2 | | | | | | | | | | | | |
| | Total Contractual I | nflation | - | | | | | | | | | |
| | Pressures | | | | | | | | | | | |
| _ | Leisure Management | Fusion Horspath Sports Park Management Fee contracted | | 50 | | | (25) | | | | | |
| | | Oxford in Bloom Income pressure due to lost sponsorship | | 20 | | | | | | | | |
| _ | Facilities Management | Additional Cleaner Resource - St Aldates chamber intensity of use of offices | | 25 | | | | 1.00 | | | | 1.00 |
| | | 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 | Funding equivalent to two PCSOs in partnership with TVP | | 70 | (70) | | | 2.00 | (2.00) | | | |
| | Total Pressures | | - - | 180 | (75) | 30 | 5 | 3.00 | (2.00) | 1.00 | 1.00 | 3.00 |
| | Efficiencies | | | | | | | | | | | |
| | Leisure | Reduction in fee paid to Fusion in line with contract, and contract | L | (20) | | | | | | | | |
| | Management Leisure | extension saving Procurement work plan savings | Н | (12) | | | | | | | | ļ |
| | Management | r couronicht work plan savings | | (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 Sav | e | - | | | (20) | | | | | | |

<u>1</u>3

Community Services

| | | Proposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | FTE | Impac | t | |
|----------|------------------------|--|-------|---------|---------|---------|---------|---------|---------|---------|---------|----------|
| | | | H/M/L | £000s | £000s | £000s | £000s | 2018-10 | 2019-20 | 2020-21 | 2021-22 | Total |
| | Fees and Charges | | | | | | | | | | | |
| 14 | Town Hall & Facilities | Town Hall 1930's extension - Rental & Service charge | L | (6) | | | | | | | | |
| 15 | Community Centres | Rose hill Health Hub Income | L | 48 | | (48) | | | | | | |
| 16 | Management | Hinksey Heated Outdoor Pool: Food & Beverage provision - Linked to Capital project | M | 0 | 0 | | | | | | | |
| | Leisure Management | Five Mile Drive Pavillion income - Linded to Capital project | | | (2) | | | | | | | |
| 17 | Management | Barton Leisure Centre Indoor cycling studio - Linked to Capital project | M | 0 | (2) | | | | | | | |
| 18 | Leisure Management | Full size 3G Artificial Turf Pitch (Horspath) - Linked to Capital project | М | 0 | 0 | | | | | | | |
| 1 | Total Fees and Cha | arges | | 42 | (4) | (48) | | | | | | |
| | Service Reduction | | | | | | | · | | | | <u>.</u> |
| 19 20 | ` ; | | | | | | | | | | | |
| | Total Service Redu | ction | | | | | | | | | | |

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 Investment / | Bids | | | | | | (4 | (4 | (4 | (4 | _ |
| 21 Community Centre | s Rose Hill Operating Costs (General Fund Share) | | (20) | | | | | | | | |
| 22 Culture | Pegasus Theatre / MESH Festival | | 5 | (5) | | | | | 1 | | |
| 23 Culture | Policy and Cultural Team - Reversal of previous year | | | (30) | | | | | | | |
| 24 Community Centre | s 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) | | | | | |
| 27 Culture | Match Funding for ACE Applications (£20k); Cultural Educational Partnership (£20k); Service Level Agreements (£10k) | | 50 | | (50) | | | | | | |
| Total New Investm | nent/Bids | | 30 | (35) | (50) | (40) | | | | | |
| Total Community | Services Bids & Savings | • | 220 | (114) | (88) | (35) | 3.00 | 2.00 | 1.00 | 1.00 | 3.00 |

New/Amended Bids & Savings

Community Services

| F | oposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | FTE I | mpact | | |
|---|--------------------|--------|----------|---------|------------|---------|----------|----------|---------|--------------|-------|
| - | | | | | | | | | | | |
| | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | |
| | | | | | | | - 6 | <u>6</u> | ģ | , | tal |
| | | | | | | | 20 | 20 | 203 | 203 | Total |
| | | | | | | | | | | | |
| | 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) | | | | |
| | | | <u> </u> | | | | <u> </u> | | | | |
| | Fees & Charges | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| | | High | | | | | 0 | | | | |
| | | Medium | 0 | (2) | 0 | 0 | (2) | | | | |
| | | Low | 42 | 0 | (48) | 0 | (6) | | | | |
| | | Total | 42 | (2) | (48) | 0 | (8) | | | | |
| | | - | * | ` ' | ` '! | | | | | | |
| | Service Reduction | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| | | High | | | | | 0 | | | | |
| | | Medium | | | | | 0 | | | | |
| | | Low | | | | | 0 | | | | |
| | | Total | 0 | 0 | 0 | 0 | 0 | | | | |
| | | ļ | | | <u>-</u> _ | | | | | | |

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Oxford Direct Services

| £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
|-------|-------|-------|-------|---------|---------|---------|---------|---------|
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| 0 | | 183 | 549 | | | | | |
| | | | | | | | | |
| | | 183 | 549 | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | k | i i | | | | | |
| | | | 183 | 183 549 | 183 549 | 183 549 | 183 549 | 183 549 |

Oxford Direct Services

| | Proposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | | FTE Imp | act | |
|---------------------------------------|--|-------|---------|---------|----------|---------|---------|---------|---|---------|-------|
| | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Fotal |
| Invest to Sav | e | | | | | | • | • | • | • | |
| 7 Off Street Parking | Increase income from Seacourt Park & Ride Extension. (Projected opening date slipped from Oct 17 to April 19). Parking charges currently £2.00 rising to £3.00 in 2018/19. | | 160 | (193) | | | | | | | |
| 8 | | | | | <u> </u> | | |] | | | |
| Total Invest t | to Save | - | 160 | (193) | | | | | | | |
| Fees and Ch | arnas | - | | | | | | | | | |
| 9 Off Street Parking | Additional income from car parking charges - 1% increase | М | (496) | (40) | (45) | (45) | | | | | |
| 10 Off Street Parking | Increase Park & Ride Charges from £2 to £3 per day | М | | | | | | | | | |
| 11 Off Street Parking | Review of Off Street Parking (additional income moved back through various reasons including development delays and planning re Diamond Place) | Н | | | | (110) | | | | | |
| 12 Waste and Recycling Domestic | Garden Waste 5% increase in charges reaches £52 per annum by 2019-20 | L | (16) | (16) | (16) | (8) | | | | | |
| 13 Off Street Parking | Additional Income from additional Park & Ride Usage | М | (128) | | | | | | | | |
| 14 Off Street Parking | Additional Income from increase City Centre Car Parks Usage due potential initial impact of Westgate Centre Opening | М | (72) | 72 | | | | | | | |
| Total Fees a | ad Charges | - | (712) | 16 | (61) | (163) | | | | | |
| i Otal Fees al | iu Oliaiyes | | (/ 14) | 10 | (01) | (103) | | | | | |

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Oxford Direct Services

| Proposal | | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | F | TE Impa | ct | |
|--|-----------------------------------|---|--|---------------------------------------|--------------------------------------|---|--|---------|---------|---------|--|
| | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | |
| ervice Reductions | | | | | | | 7 | 7 | 7 | 8 | |
| | | | | | | | | | | | |
| | <u></u> | Į | | <u>j</u> | İ | i | L | | İ | | |
| otal Service Reductions | | • | | | | | | | | | |
| ew Investments / Bids | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | Į | | <u> </u> | | | | | L | | |
| otal New Investment/Bids | | | | | | | | | | | |
| otal Oxford Direct Services Bids & Savings | | - | (552) | (177) | 122 | 386 | | | | | |
| New/Amended Bids & Savings | Efficiency Savings | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| New/Amended Bids & Savings | | | | | | | | | | | |
| New/Amended Bids & Savings | | Risks: | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total | | | | |
| New/Amended Bids & Savings | | High | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total 0 | | | | |
| New/Amended Bids & Savings | | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 0 | | | | |
| New/Amended Bids & Savings | | High Medium | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 0 | | | | |
| New/Amended Bids & Savings | | High Medium Low Total | 0 | 0 | 0 | 0 | 0 0 0 | | | | |
| New/Amended Bids & Savings | Fees & Charges | High Medium Low Total Risks: High | 0 2018-19 0 | 2019-20 | 2020-21 | 2021-22 (110) | 0 0 0 0 Total (110) | | | | |
| New/Amended Bids & Savings | Fees & Charges | High Medium Low Total Risks: High Medium | 2018-19 0 (696) | 0 2019-20 0 32 | 0 2020-21 0 (45) | 0 2021-22 (110) (45) | 0 0 0 0 Total (110) (754) | | | | |
| New/Amended Bids & Savings | Fees & Charges | High Medium Low Total Risks: High Medium Low | 0 2018-19 0 (696) (16) | 0 2019-20 0 32 (16) | 0 2020-21 0 (45) (16) | 2021-22 (110) (45) (8) | 0 0 0 0 Total (110) (754) (56) | | | | |
| New/Amended Bids & Savings | Fees & Charges | High Medium Low Total Risks: High Medium | 2018-19 0 (696) | 0 2019-20 0 32 | 0 2020-21 0 (45) | 0 2021-22 (110) (45) | 0 0 0 0 Total (110) (754) | | | | |
| New/Amended Bids & Savings | Fees & Charges Service Reduction | High Medium Low Total Risks: High Medium Low Total Risks: | 0 2018-19 0 (696) (16) | 0 2019-20 0 32 (16) | 0 2020-21 0 (45) (16) | 0 2021-22 (110) (45) (8) (163) | 0 0 0 0 Total (110) (754) (56) | | | | |
| New/Amended Bids & Savings | Fees & Charges Service Reduction | High Medium Low Total Risks: High Medium Low Total Risks: High | 0 2018-19 0 (696) (16) (712) | 0 2019-20 0 32 (16) 16 | 0 (45) (16) (61) | 0 2021-22 (110) (45) (8) (163) | 0 0 0 0 Total (110) (754) (56) (920) | | | | |
| New/Amended Bids & Savings | Fees & Charges Service Reduction | High Medium Low Total Risks: High Medium Low Total Risks: High Medium | 0 2018-19 0 (696) (16) (712) | 0 2019-20 0 32 (16) 16 | 0 (45) (16) (61) | 0 2021-22 (110) (45) (8) (163) | 0 0 0 0 Total (110) (754) (56) (920) | | | | |
| New/Amended Bids & Savings | Fees & Charges Service Reduction | High Medium Low Total Risks: High Medium Low Total Risks: High Medium Low Cotal | 0 2018-19 0 (696) (16) (712) 2018-19 | 0 2019-20 0 32 (16) 16 | 2020-21 0 (45) (16) (61) | 2021-22 (110) (45) (8) (163) | Total (110) (754) (56) (920) Total 0 0 | | | | |
| New/Amended Bids & Savings | Fees & Charges Service Reduction | High Medium Low Total Risks: High Medium Low Total Risks: High Medium | 0 2018-19 0 (696) (16) (712) | 0 2019-20 0 32 (16) 16 | 0 (45) (16) (61) | 0 2021-22 (110) (45) (8) (163) | 0 0 0 0 Total (110) (754) (56) (920) | | | | |

| | | 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 |
|-----|------------|--|-------|-----------------------|------------------|------------------|------------------|---------|---------|---------|---|--------|
| 1 2 | HRA HRA | ual Inflation Pay Inflation Utilities Inflation ntractual Inflation | | 32 50 82 | | 27 27 | 27 27 | | | | | |
| | Pressure | - | ··• | | | | | | | , | | |
| 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 Homeloss 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 |

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| | | Proposal | / / . | | | 2020-21 | - | 6 | | _ | 8 | |
|-------------|------------------|---|-------|-------|---------|------------------|-------|---------|---------|---------|---------|-------|
| | | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| 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 | | | | | | İ | | |
| 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 | | <mark>(5)</mark> | | | | | | |
|) 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 Pro | essures | | 1,351 | (1,592) | (110) | | 6.00 | (2.00) | (1.00) | | 3.00 |
| 29 | Efficiend HRA | y Savings FSR fencing reductions | | | | (49) | | | | i | | |
| | Total Eff | iciency Savings | • | | | (49) | | | | | | |

Invest to Save

| | Proposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | | | | |
|----|----------------------|-------------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| 30 | | | | | | | | | • | | į |
| 31 | | | | | | | | | i | | |
| | Total Invest to Save | | | | | | | | | | |

| | | Proposal | H/M/L | 2018-19 £000s | 2019-20 £000s | 2020-21 £000s | 2021-22 £000s | 19 | .50 | <u>2</u> | -52 | |
|----------|-------------------------------------|---|-------|---------------------------|--------------------------|--------------------------|------------------|---------|---------|----------|---------|-------|
| | | | | | | | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| 32 33 | Fees & C HRA HRA Total Fee | harges Telecommunications Lease Renewals Great Western Park (income 52k less costs 32k) es & Charges | | (17) (20) (37) | | | | | | | | |
| 34 35 | Service F | Reductions | | | | | | | | <u> </u> | | |
| | Total Ser | vice Reductions | | | | | | | | | | |
| | New Inve | estment | | | | | | | | | | |
| 36 37 | HRA | Removal of one off project costs Tower Blocks | | | (100) | | | | | | | |
| | Total Nev | w Investment | • | | (100) | | | | | | | |
| | Total HR | A | • | 1,396 | (1,665) | (132) | 27 | 6.00 | (2.00) | (1.00) | | 3.00 |
| | Footnote | : | | | | | | | | | | |
| | HRA | Rent (currently in 1% reduction ending 20/21 then assuming CPI+1% and converging over 4 years) | | 644 | (227) | (529) | (1,356) | | | | | |
| | HRA HRA | Service Charges Repairs Inflation (increase 2.5% decrease 1.5% until 20/21 then decrease is 1% as 15% reduction achieved) | | (<mark>28)</mark> 291 | <mark>(28)</mark> 258 | <mark>(30)</mark> 276 | | | | | | |

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| | | Proposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | | FTE Imp | act | |
|---|---|---|-------|-------------------------------|---------|------------|---------|---------------------------------------|---------|---------|---------|----------|
| | | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 7 | 22 | |
| | | | | | | | | ۵ | မ | 9 | Σ. | <u> </u> |
| | | | | | | | | 2 | 2 | 2020-21 | 2021-22 | Total |
| | | | | | | | | ., | ., | • | ., | _ |
| C | Contractual In | flation | | | | | | | | | | |
| | ngineering | Materials @ 2.8% | | 13 | 13 | 14 | 14 | ! | | | | |
| | ngineering | Potential Procurement Savings on price increases @ 70% of | | (9) | (9) | (10) | (10) | | | | | |
| 2 E | rigineering | | | (9) | (9) | (10) | (10) | | | | | |
| | | identified inflation pressures for traded services | | | | <u>-</u> - | | ļi. | | | | |
| | /lotor | Materials @ 2.8% | | 43 | 44 | 45 | 47 | | - | | | į |
| | ransport | | | | | | | | | | | |
| | /lotor | Potential Procurement Savings on price increases @ 70% of | | (30) | (31) | (32) | (33) | | | | | İ |
| | ransport | identified inflation pressures for traded services | | | | <u> </u> | |] | | | | į |
| 5 B | Building | Materials @ 5% | | 108 | 113 | 119 | 125 | | - | | | İ |
| S | Services | | | | | | | | | | | |
| 6 B | Building | Potential Procurement Savings on price increases @ 70% of | | (76) | (79) | (83) | (88) | | | | | |
| S | Services | identified inflation pressures for traded services | | | | | | | | | | |
| 7 P | Parks - DS | Materials @ 2.8% - Non Trading Service Area | | 5 | 5 | 5 | 5 | | | | | |
| 8 S | Street Scenes | Materials @ 2.8% - Non Trading Service Area | | 2 | 2 | 2 | 2 | | | | | |
| | Vaste and | Dry-Recyclate Price Increase for Domestic Waste at CPI 2.9% | | 5 | 5 | | | | | | | |
| | Recycling | , , | | | | | | | - 1 | | | |
| | Domestic | | | | | | | | İ | | | |
| : | | .ij | : | | | | i | 3i. | i. | i | i | ······i |
| т | otal Contract | ual Inflation | • | 61 | 63 | 60 | 62 | | | | | |
| • | | | ! | <u> </u> | | | | | | | | |
| P | Pressures | | | | | | | | | | | |
| | | | | | | | | | | | | |
| 10: | Parks DS | Loss of income due to Quarry Pavilian being closed. Powered of | : | (5) | | | | · · · · · · · · · · · · · · · · · · · | | | | |
| | Parks - DS | Loss of income due to Quarry Pavilion being closed. Reversal of | | (5) | | | | | | | | |
| | | previous year. | | | | | | | | | | |
| | Parks - DS Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage | | (5) 7 | | | | | | | | |
| 11 P | Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. | | 7 | | | | | | | | |
| 11 P | | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. | | | | | | | | | | |
| 11 P | Parks - DS Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. | | 7 15 | | | | | | | | |
| 11 P | Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing | | 7 | | | | | | | | |
| 11 P 12 P 13 P | Parks - DS Parks - DS Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids | | 7 15 | | | | | | | | |
| 11 P 12 P 13 P | Parks - DS Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing | | 7 15 | 5 | | | | | | | |
| 11 P 12 P 13 P 14 P | Parks - DS Parks - DS Parks - DS Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids | | 7 15 | | | | | | | | |
| 11 P 12 P 13 P 14 P | Parks - DS Parks - DS Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing | | 7 15 | 5 3 | | | | | | | |
| 11 P 12 P 13 P 14 P | Parks - DS Parks - DS Parks - DS Parks - DS Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Florence Park) linked to capital bids | | 7 15 | | | | | | | | |
| 11 P 12 P 13 P 14 P | Parks - DS Parks - DS Parks - DS Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Florence Park) linked to capital bids PHS Contract Cost Public Conveniences - higher usage | | 7 15 | | | | | | | | |
| 11 P 12 P 13 P 14 P | Parks - DS Parks - DS Parks - DS Parks - DS Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Florence Park) linked to capital bids | | 7 15 5 | | 10 | 12 | | | | | |
| 11 P . | Parks - DS Parks - DS Parks - DS Parks - DS Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Florence Park) linked to capital bids PHS Contract Cost Public Conveniences - higher usage | | 7 15 5 | 3 | 10 | 12 | | | | | |
| 11 P 12 P 13 P 14 P 15 P 16 S 17 N | Parks - DS Parks - DS Parks - DS Parks - DS Parks - DS Parks - DS | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Florence Park) linked to capital bids PHS Contract Cost Public Conveniences - higher usage Increased Maintenance cost due to previous decision in relation to extending the of life of vehicles | | 7 15 5 | 3 | 10 | 12 | | | | | |
| 11 P 12 P 13 P 14 P 15 P 16 S 17 N T 18 C | Parks - DS Parks - DS Parks - DS Parks - DS Parks - DS Parks - DS Otreetscenes Motor Transport Off Street | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Florence Park) linked to capital bids PHS Contract Cost Public Conveniences - higher usage Increased Maintenance cost due to previous decision in relation to extending the of life of vehicles Rent pressure due to a 50% profit share agreement with the landlords | | 7 15 5 15 3 | 3 8 | | | | | | | |
| 11 P :: P :: 13 P :: 14 P :: 15 P :: 16 S: 17 N T :: 18 C P :: 18 | Parks - DS Parks - DS Parks - DS Parks - DS Parks - DS Streetscenes Motor Transport Off Street | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Florence Park) linked to capital bids PHS Contract Cost Public Conveniences - higher usage Increased Maintenance cost due to previous decision in relation to extending the of life of vehicles Rent pressure due to a 50% profit share agreement with the landlords of the Peartree P&R | | 7 15 5 15 3 46 | 3 8 | 4 | 4 | | | | | |
| 11 P :: P :: 12 P :: 13 P :: 14 P :: 15 P :: 16 S:: 17 N T :: 18 C P :: 19 C | Parks - DS Parks - DS Parks - DS Parks - DS Parks - DS Parks - DS Otreetscenes Motor Transport Off Street | previous year. Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs. Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use. Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids Increase in revenue costs to maintain Parks car parks resurfacing (Florence Park) linked to capital bids PHS Contract Cost Public Conveniences - higher usage Increased Maintenance cost due to previous decision in relation to extending the of life of vehicles Rent pressure due to a 50% profit share agreement with the landlords | | 7 15 5 15 3 | 3 8 | | | | | | | |

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| | Proposal | H/M/L | 2018-19 £000s | 2019-20 £000s | 2020-21 £000s | 2021-22 £000s | 2018-19 | 2019-20 | 2020-21 ETE Impa | 호 2021-22 | Total |
|---------------------------------------|--|-------|------------------|------------------|------------------|------------------|---------|---------|------------------|--------------|-------|
| 20 Motor Transport | Fuel Savings whilst prices are at a low point - reversal of part of previous years savings | | 15 | 25 | | | | | | | |
| 21 Parks - DS | 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 Pressur | es | | 406 | 179 | 43 | (289) | 2.00 | 3.00 | 2.00 | | 7.00 |
| Efficiencies | | | | | | | | | | | |
| 28 Building Services | Building Services - Arms Length Company | Н | (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 | М | (80) | (240) | | | | | | | |
| Total Efficien | cies | | (182) | (265) | (25) | | 5.00 | | | | 5.00 |
| Invest to Save | e | | | | | | | | | | |
| 31 32 | | | | | | | | | | | |
| Total Invest to | o Save | : | | <u>i</u> | i. | | | | i | | |

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| | Proposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | F | FTE Impa | act | |
|---|--|-------|------------|----------|---------|---------|----------|---------|----------|---------|-----|
| | | H/M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | |
| Fees and Cha | ırges | | | | | | | | | | |
| Waste and Recycling Commercial | Growth and Development of the Business - potential additional net contribution | L | (45) | (10) | | | | | | | |
| Engineering | Additional Works net contribution | Н | (5) | (5) | | | | | | | |
| Motor Transport | DVSA Lane/Additional Works net contribution | Ĺ | (10) | (10) | | | | | | | |
| Pest Control & Dog Wardens | Reduction in subsidy in relation to pest control works | M | (10) | (10) | (10) | (10) | | | | | |
| Direct Service | s Additional net contribution to Council from LATCO | М | | (150) | (200) | (150) | | | | | |
| Parks - DS | Income from Florence Park Car Park | М | | (5) | | | | | | | |
| Parks - DS | Income from newly refurbish pavillions | М | | | | | | | | | |
| Total Fees an | d Charges | | (70) | (190) | (210) | (160) | | | | | |
| | | • | | | | | | | | | |
| Service Redu | ctions | : | | | | | ;····· | | | | |
| | | | | | | | | | | | |
| <u> </u> | | ļ | <u> </u> | <u>j</u> | <u></u> | | <u> </u> | i. | | | |
| Total Service | Reductions | • | | | | | | | | | |
| | | • | | | | | | | | | |
| New Investme | | ' | | | | | | | | | |
| Parks - DS | Design Costs for Cowley Marsh Pavillion - reversal of previous years bid | | (25) | | | | | | | | |
| Parks - DS Engineering | Design Costs for Cowley Marsh Pavillion - reversal of previous years bid Small Cycle Schemes - reversal of previous years bid | | | (25) | | | | | | | |
| Parks - DS Engineering Parks - DS | Design Costs for Cowley Marsh Pavillion - reversal of previous years bid Small Cycle Schemes - reversal of previous years bid 2 FTE Tree Team, repair/maintenance work Statutory duty, linked to Capital PID | | (25) 80 | (25) | | | 2.00 | | | | 2.0 |
| Parks - DS Engineering | Design Costs for Cowley Marsh Pavillion - reversal of previous years bid Small Cycle Schemes - reversal of previous years bid 2 FTE Tree Team, repair/maintenance work Statutory duty, linked to | | | (25) | | | 2.00 | | | | 2. |
| Parks - DS Engineering Parks - DS | Design Costs for Cowley Marsh Pavillion - reversal of previous years bid Small Cycle Schemes - reversal of previous years bid 2 FTE Tree Team, repair/maintenance work Statutory duty, linked to Capital PID Fleet management charges including fuel, non contracted repairs - 1 Vehicle Tree Team linked to Capital Bid | | 80 | (25) | | | 2.00 | | | | 2. |
| Parks - DS Engineering Parks - DS Parks - DS Total New Inv | Design Costs for Cowley Marsh Pavillion - reversal of previous years bid Small Cycle Schemes - reversal of previous years bid 2 FTE Tree Team, repair/maintenance work Statutory duty, linked to Capital PID Fleet management charges including fuel, non contracted repairs - 1 Vehicle Tree Team linked to Capital Bid | | 80 | | | | | | | | |
| Parks - DS Engineering Parks - DS Parks - DS Total New Inv | Design Costs for Cowley Marsh Pavillion - reversal of previous years bid Small Cycle Schemes - reversal of previous years bid 2 FTE Tree Team, repair/maintenance work Statutory duty, linked to Capital PID Fleet management charges including fuel, non contracted repairs - 1 Vehicle Tree Team linked to Capital Bid estment/Bids | | 80 | | | | | | | | |

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| Proposal | | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | F | TE Impa | ct | |
|---|------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| H/ | /M/L | £000s | £000s | £000s | £000s | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Total |
| Total Oxford Direct Services Bids & Savings | _ | 286 | (238) | (132) | (387) | 9.00 | 3.00 | 2.00 | | 14.00 |

New/Amended Bids & Savings

| | LATCO | | | | | | | | | | |
|----------|--------------------|--------|------------------|------------------|------------------|------------------|---------|---------|-----------|---------|-------|
| Proposal | | H/M/L | 2018-19 £000s | 2019-20 £000s | 2020-21 £000s | 2021-22 £000s | 2018-19 | 2019-20 | FTE Impac | 2021-22 | Total |
| | 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) -31.5 (<mark>30)</mark> -9 <mark>(25)</mark> -7.5 0

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