

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	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	17	0	0	0	17
Housing Services	0	25	0	0	0	(100)	0	50	0	0	0	0	0	(183)	0	(208)
Regeneration & Economy	0	8	5	0	0	0	0	616	0	(8)	0	(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

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Services	0	205	0	0	0	0	0	0	0	0	0	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	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Services	0	0	0	0	0	0	0	0	0	0	0	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	0
Financial Services	0	71	0	(65)	(2)	0	0	0	0	0	0	(11)	1	0	0	(5)
Law & Governance	0	0	0	0	0	0	0	50	0	0	0	0	0	0	0	50
Planning, Sustainable Development & Regulatory Services	0	0	0	0	0	0	0	0	0	0	0	(60)	0	0	0	(60)
Community Services	0	30	1	0	0	(20)	0	(48)	0	0	0	(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	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Services	0	0	0	0	0	0	0	0	0	0	0	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

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0	0	0	0	0	0	0	0	0	17	0	0	0	17
Housing Services	0	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	Total
High	(42)	(65)	(155)	0	(262)
Medium	(45)	(153)	(55)	0	(253)
Low	(139)	(1)	52	0	(88)
Total	(226)	(219)	(158)	0	(603)

Contingency

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

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

2019/20

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

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

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

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Assistant Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	17	0.00	0	0.00	17
Housing Services	0	230	0.00	0	0.00	(100)	0.00	50	0.00	0	0.00	84	0.00	(183)	0.00	81
Total	0	230	0	0	0	(100)	0	50	0	0	0	101	0	(183)	0	98

Proposal

Assistant Chief Executive

H/M/L	2018-19	2019-20	2020-21	2021-22	FTE Impact				
	£000s	£000s	£000s	£000s	2018-19	2019-20	2020-21	2021-22	Total
Contractual Inflation									
Pressures									
Efficiencies									
Invest to Save									
Fees and Charges									
Service Reduction									

**New Investments /
Bids**

13	Communications	Bringing Resourcing for Filming In-House
14		

Total New Investment/Bids

Total Assistant Chief Executive Bids & Savings

New/Amended Bids & Savings

17									
17									
17									

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	FTE Impact				
							2018-19	2019-20	2020-21	2021-22	Total
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Property Services	Repairs and Maintenance - uplift of expected costs of repairs and maintenance	5	5							
4	Property Services	Reallocation of property service costs from capital to revenue	20								
5	Housing Needs	Increase in Homelessness provisions		200							
6	Housing Needs	Homelessness prevention	622								
7	Housing Needs	Homelessness prevention - Grant funding to be received	(622)								
8	Housing Needs	Homelessness New Burdens	68	72							
9	Housing Needs	Homelessness New Burdens - Grant funding	(68)	(72)							
10	Housing Needs	Homelessness - Rough Sleepers & Single Homelessness	100								
11	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 Sleepers and Single Homelessness Team	(50)	(50)							
Total Pressures			25	205							
Efficiencies											
Total Efficiencies											

Housing Services

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
Invest to Save											
16	Housing Needs	Further Investment in National Homelessness property fund - linked to £5m Capital Bid	(100)								
Total Invest to Save			(100)								
Fees and Charges											
17	Housing Services	Bad Debt provision associated with Temporary accommodation	L	50							
Total Fees and Charges				50							
Service Reductions											
Total Service Reductions											
New Investments / Bids											
18	Housing Needs	Transfer to homelessness reserves		23	57	4					
Total New Investment/Bids				23	57	4					
Fundamental Service Review											
19	Housing Needs	Housing Bens Subsidy		(50)	100						
20	Housing Needs	Reduced cost on temporary accommodation		(133)	(50)	(50)					
Total Fundamental Service Review				(183)	50	(50)					
Total Housing Services Bids & Savings				(208)	278	7	4				
New/Amended Bids & Savings											

Proposal

Housing Services

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

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

2018/19

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

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

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

2021/22

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

Total Summary

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

Regeneration & Economy

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

Regeneration & Economy

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
Fees and Charges											
12	Commercial Property	Movement in Commercial Property lease income from the overall portfolio on reviews.	L	405	(234)	(86)	(161)				
13	Commercial Property	Net Increases in Commercial Property lease income as a result of Portfolio Investment.	M	211	(310)	(440)	(368)				
Total Fees and Charges				616	(544)	(526)	(529)				
Service Reduction											
14	Partnerships Team	Reduce grant to Visit Oxfordshire funding by 10% p.a. and agreed in the Cooperation Agreement.	L	(8)	(7)	(7)	(6)				
15											
Total Service Reduction				(8)	(7)	(7)	(6)				
New Investments / Bids											
16	Commercial Property	Consultancy Advice Westgate Development - reversal of previous years bid		(30)							
17	Partnerships Team	Project Management for promotion of Oxford Living Wage		5	(5)						
Total New Investment/Bids				(25)	(5)						
Total Regeneration & Economy Bids & Savings				591	(606)	(533)	(535)	5.00	4.00	1.00	

New/Amended Bids & Savings

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

Proposal	Regeneration & Economy					2018-19	FTE Impact			Total
	H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s		2019-20	2020-21	2021-22	
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				
	Medium	211	(310)	(440)	(368)	(907)				
	Low	405	(234)	(86)	(161)	(76)				
	Total	616	(544)	(526)	(529)	(983)				
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total				
	High					0				
	Medium					0				
	Low	(8)	(7)	(7)	(6)	(28)				
	Total	(8)	(7)	(7)	(6)	(28)				

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

2018/19

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

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

2020/21

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/ Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	45	(195)	(5.00)	(93)	(2.25)	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	(243)
Welfare Reform Team	0	0	0.00	0	0.00	0	0	0	0.00	0	0.00	0	0.00	0.00	0.00	0
Financial Services	0	71	0.00	(65)	(1.50)	0	0	0	0.00	0	0.00	(11)	1.00	0.00	0.00	(5)
Law & Governance	0	0	0.00	0	0.00	0	0	50	0.00	0	0.00	0	0.00	0.00	0.00	50
Total	45	(124)	(5.00)	(158)	(3.75)	0	0	50	0.00	0	0.00	(11)	1.00	0.00	0.00	(198)

2021/22

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

Total Summary

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

119

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	FTE Impact			Total
								2019-20	2020-21	2021-22	
Contractual Inflation											
1	Technology	NEW - ICT renewals contractual inflation	45	45	45	45					
2											
Total Contractual Inflation			45	45	45	45					
Pressures											
3	Technology	Digital Inclusion - reversal of previous bid		(15)							
4	Human Resources & Organisational	NEW Payroll system admin for additional work required for maintaining an additional payroll system for LATCo	23				0.60				0.60
5	Human Resources & Organisational	Recharge to LATCO	(23)								
6	Human Resources & Organisational	Working in Partnership with other Local Authorities to offer employee related services - SAVING REMOVED	28								
7	Technology	Telecommunications contracted costs	138								
8	Customer Services	Vacancy factor to cover pressures on telecommunications costs and working in partnership with other LAs (lines 6 & 7)	(166)								
9	Technology	NEW ICT Restructure - additional cost of structure and out of hours provision TBC - refer to line 8	353	53	(195)		5.00		(5.00)		
10	Business Improvement & Performance	Business Improvement Business Partners Staffing Reductions - £53k removed in year 1 and £115k per annum ongoing									
11	Technology	Data Collection and Research	15	(15)							
Total Pressures			368	23	(195)		5.60	(5.00)			0.60

Business Improvement

120

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19 FTE Impact	2019-20 FTE Impact	2020-21 FTE Impact	2021-22 FTE Impact	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)
13	Customer Services	Shifting Service towards community settings and online self service	M	(45)	(98)			(3.00)			(3.00)
14	Technology	FMS and Itrent Saving	L	(62)		52					
15	Business Improvement & Performance	Procurement work plan savings	L	(7)	(1)						
16	Technology	NEW Housing System rationalisation saving (ICT element)	H			(90)					
17	Customer Services	BTOP Phase 2 - Linked to Capital Project	H	(30)							
18	Transformation	Reduction in Transformation Budget	L	(50)							
Total Efficiencies			(194)	(154)	(93)		(5.25)	(2.25)			(7.50)
Invest to Save											
19											
20											
Total Invest to Save											
Fees and Charges											
21											
22											
Total Fees and Charges											
Service Reduction											
23											
24											
Total Service Reduction											

Business Improvement

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

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					0
	Medium	0	0	0	0	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

Welfare Reform Team

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

New/Amended Bids & Savings

Proposal

Welfare Reform Team

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

Financial Services

Proposal

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

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
Fees and Charges									
9									
10									
Total Fees and Charges									
Service Reduction									
11									
12									
Total Service Reduction									
New Investments / Bids									
13	Accountancy	Additional accounting resource to assist with the completion of the additional work associated with ODS and ODST ongoing activities, such as preparing financial statements, tax computations and returns, system reconciliations, bank reconciliations, debt collection and provision of financial advice, support and leadership. Link to line 15			1.70				1.70
14	Investigations	Additional resources required in the Investigations service to meet the proposed Business Plan activities, additional growth in years 2-4 is subject to additional contracts being entered into - Links to line 8			6.00	1.00	1.00	1.00	9.00
15	Accountancy	Recharge to LATCo for additional financial resources incurred due to the set up of the companies. Links to line 13							
16	Investigations	Additional income received from the expansion of the Investigations service in line with the proposed Business Plan activities. Links to line 14							
Total New Investment/Bids									

New/Amended Bids & Savings

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

Law & Governance

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

M

Law & Governance

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
Service Reduction											
11											
12											
Total Service Reduction											
New Investments / Bids											
13	Member Services	Members allowances following report of independent remuneration panel	10								
14											
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	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium	(50)	0	50	0	0
	Low					0
	Total	(50)	0	50	0	0
Service Reduction	Risks:	2018-19	2019-20	2020-21	2021-22	Total
	High					0
	Medium					0
	Low					0
	Total	0	0	0	0	0

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

2018/19

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	17	0.00	0	0.00	0	0.00	(50)	0.00	0	0.00	42	3.50	0	0.00	9
Community Services	0	180	3.00	(32)	0.00	0	0.00	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

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(4)	0	0	0.00	(4)
Community Services	0	(75)	(2.00)	0	0.00	0	0.00	(4)	0.00	0	0.00	(35)	0	0	0.00	(114)
Oxford Direct Services	0	0	0.00	0	0.00	(193)	0.00	16	0.00	0	0.00	0	0	0	0.00	(177)
Total	0	(75)	(2.00)	0	0.00	(193)	0.00	12	0.00	0	0.00	(39)	0	0	0.00	(295)

2020/21

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

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

Total Summary

Service Area:	Contractual Inflation	Pressures		Efficiency Savings		Invest to Save		Fees & Charges		Service Reductions		New Investment/Bids		Fundamental Service Reviews		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Planning, Sustainable Development & Regulatory Services	0	17	0.00	0	0.00	0	0.00	(50)	0.00	0	0.00	(22)	3.90	0	0.00	(55)
Community Services	0	140	3.00	(32)	0.00	(20)	0.00	(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		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
			2018-19	2019-20	2020-21	2021-22	2018-19	2019-20	2020-21	2021-22	
Contractual Inflation											
1											
2											
Total Contractual Inflation											
Pressures											
3	Smart, Sustainable Cities	To enable delivery of the sustainability programme (Go Ultra Low), to base budget fund a new project manager role which is not funded by grant - Reversal of previous bid	(15)								
4	Development	Planning Service Transformation - Reversal of previous bid	(2)								
5	Environmental Health	Environmental Health Service Transformation - Reversal of previous bid	(6)								
6	Environmental Health	Legacy Income Targets - Building Control - Contra with Line 11	40								
Total Pressures			17								
Efficiencies											
7	Environmental Health	Extension of fee charging proactive work across private rented sector (moved back a year) -SAVING REMOVED	M								
8											
Total Efficiencies											
Invest to Save											
9											
10											
Total Invest to Save											
Fees and Charges											
11	Environmental Health	ADJUSTED - Re-base budget income estimate for Building Control - contra with line 6	H	(40)							
12	Development	NEW - Planning Performance Agreements	H	(10)							

Planning , Sustainable Development & Regulatory Services

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

Planning , Sustainable Development & Regulatory Services

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

Community Services

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

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
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	Leisure 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	Leisure 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	M	0	0					
Total Fees and Charges				42	(4)	(48)				
Service Reduction										
19										
20										
Total Service Reduction										

Community Services

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Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				
							2018-19	2019-20	2020-21	2021-22	Total
New Investment / Bids											
21	Community Centres	Rose Hill Operating Costs (General Fund Share)	(20)								
22	Culture	Pegasus Theatre / MESH Festival	5	(5)							
23	Culture	Policy and Cultural Team - Reversal of previous year		(30)							
24	Community Centres	Cowley Community Centre equipment - Reversal of previous year	(2)								
25	Localities Team	Increase in Voluntary sector grants - Reversal of previous year	(43)								
26	Culture	Further funding for County seconded Archivist (salary costs & small amount for supplies) to continue work on document archive. Achieved: all TH basement documents identified & recorded; recovery, rescue & restoration of key TH collections; remedial works / refurbishment of TH archive storage areas; 60% of TH collection appraised, weeded & fully listed ready to be catalogued; approx 20% of full collection (OHC & TH) catalogued & ready to publish on line for first time (committee records; engineers plans and public health records). Phase 5 plan: publish catalogue of 20% of full collection (OHC & TH) on line and provide public access to it; fully appraise, weed & list 80% of TH collection; catalogue & publish on line 40% of full collection (OHC & Town Hall). Without further funding all work on the archive including public access will stop (no alternative resources available)	40			(40)					
27	Culture	Match Funding for ACE Applications (£20k); Cultural Educational Partnership (£20k); Service Level Agreements (£10k)	50		(50)						
Total New Investment/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

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
Efficiency Savings	Risks:	2018-19	2019-20	2020-21	2021-22	Total			
	High	(12)	0	0	0	(12)			
	Medium					0			
	Low	(20)	0	0	0	(20)			
	Total	(32)	0	0	0	(32)			
Fees & Charges	Risks:	2018-19	2019-20	2020-21	2021-22	Total			
	High					0			
	Medium	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			

Oxford Direct Services

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

Oxford Direct Services

Proposal		H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	FTE Impact				Total
							2018-19	2019-20	2020-21	2021-22	
Invest to Save											
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											
Total Invest to Save			160	(193)							
Fees and Charges											
9	Off Street Parking	Additional income from car parking charges - 1% increase	M (496)	(40)	(45)	(45)					
10	Off Street Parking	Increase Park & Ride Charges from £2 to £3 per day	M								
11	Off Street Parking	Review of Off Street Parking (additional income moved back through various reasons including development delays and planning re Diamond Place)	H			(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	M	(128)							
14	Off Street Parking	Additional Income from increase City Centre Car Parks Usage due potential initial impact of Westgate Centre Opening	M	(72)	72						
Total Fees and Charges			(712)	16	(61)	(163)					

Oxford Direct Services

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

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New/Amended Bids & Savings

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

HRA Detailed Budget Proposals 2018-19 to 2021-22

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
Contractual Inflation											
1	HRA	Pay Inflation	32	27	27	27					
2	HRA	Utilities Inflation	50								
Total Contractual Inflation			82	27	27	27					
Pressures											
3	HRA	Energy Advice Officer (reversal of 17/18 pressure)	L	(25)							
4	HRA	Energy Advice Officers (new)		80	(40)		2.00	(1.00)			1.00
5	HRA	Flexible Tenancies (delayed implications costs)	L	(18)							
7	HRA	Decants General	L	(40)							
8	HRA	Electrical upgrades within planned maintenance	L		(300)						
9	HRA	Decants and 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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Invest to Save

HRA Detailed Budget Proposals 2018-19 to 2021-22

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

HRA Detailed Budget Proposals 2018-19 to 2021-22

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
Fees & Charges										
32	HRA	Telecommunications Lease Renewals	(17)							
33	HRA	Great Western Park (income 52k less costs 32k)	(20)							
Total Fees & Charges		(37)								
Service Reductions										
34										
35										
Total Service Reductions										
New Investment										
36	HRA	Removal of one off project costs Tower Blocks	(100)							
37										
Total New Investment		(100)								
Total HRA		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	Service Charges	(28)	(28)	(30)	(30)				
	HRA	Repairs Inflation (increase 2.5% decrease 1.5% until 20/21 then decrease is 1% as 15% reduction achieved)	291	258	276	289				

LATCO

Proposal

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

Contractual Inflation

1	Engineering	Materials @ 2.8%
2	Engineering	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services
3	Motor Transport	Materials @ 2.8%
4	Motor Transport	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services
5	Building Services	Materials @ 5%
6	Building Services	Potential Procurement Savings on price increases @ 70% of identified inflation pressures for traded services
7	Parks - DS	Materials @ 2.8% - Non Trading Service Area
8	Street Scenes	Materials @ 2.8% - Non Trading Service Area
9	Waste and Recycling Domestic	Dry-Recyclate Price Increase for Domestic Waste at CPI 2.9%

13	13	14	14						
(9)	(9)	(10)	(10)						
43	44	45	47						
(30)	(31)	(32)	(33)						
108	113	119	125						
(76)	(79)	(83)	(88)						
5	5	5	5						
2	2	2	2						
5	5								

Total Contractual Inflation

61	63	60	62						
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Pressures

10	Parks - DS	Loss of income due to Quarry Pavilion being closed. Reversal of previous year.
11	Parks - DS	Splash Pool Cutteslowe Pavillion, budget for Water & Sewerage costs.
12	Parks - DS	Maintenance cost for various Pavillion sites and sports facilities. Income related to increased use.
13	Parks - DS	Increase in revenue costs to maintain Parks car parks resurfacing (Oatlands Rec) linked to capital bids
14	Parks - DS	Increase in revenue costs to maintain Parks car parks resurfacing (Meadow Lane) linked to capital bids
15	Parks - DS	Increase in revenue costs to maintain Parks car parks resurfacing (Florence Park) linked to capital bids
16	Streetscenes	PHS Contract Cost Public Conveniences - higher usage
17	Motor Transport	Increased Maintenance cost due to previous decision in relation to extending the of life of vehicles
18	Off Street Parking	Rent pressure due to a 50% profit share agreement with the landlords of the Peartree P&R
19	Off Street Parking	Rent Payable to Oxwed until Oxpens Car Park Closes -

(5)									
7									
15									
5									
	5								
	3								
15									
3	8	10	12						
46	4	4	4						
231		(58)	(173)						

LATCO

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
	15	25							
		19							
		30	60			1.00	2.00		3.00
		27	27			2.00			2.00
	74	58		(132)					
	64				2.00				2.00
	(19)								
	(45)								
406		179	43	(289)	2.00	3.00	2.00		7.00
H	(100)	(25)	(25)		5.00				5.00
L	(2)								
M	(80)	(240)							
(182)		(265)	(25)		5.00				5.00

LATCO

Proposal

H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	2019-20	FTE Impact		2021-22	Total
L	(45)	(10)								
H	(5)	(5)								
L	(10)	(10)								
M	(10)	(10)	(10)	(10)						
M		(150)	(200)	(150)						
M		(5)								
M										

LATCO

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Proposal

LATCO

	H/M/L	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2018-19	2019-20	FTE Impact		2020-21	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)	(30)	(25)	0							
		-31.5	-9	-7.5	0							

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