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Oxford City Council Budget Book

2011-2012

Building a world-class city for everyone



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INTRODUCTION TO THE BUDGET BOOK

INTRODUCTION TO THE 2011-12 BUDGET BOOK

The 2011-12 budget for Oxford City Council is presented in the following pages.

In presenting this budget, we would like to formally record our thanks to staff in all departments who have contributed to the budget process.

Our aim in this publication is to provide information that is easy to understand and is as meaningful and useful as possible. As part of our commitment to continuous improvement we would welcome your views on the format and suggestions for future improvements.

Medium Term Financial Strategy – 2011/12 to 2014/15

The Medium Term Financial Strategy (MTFS) was approved by City Executive Board in December 2010 and sets out the Council's key financial policies and plans for the next four years.

The MTFS included the following key assumptions :

- Formula Grant reductions of 10.7%, 6.4%, 0.9%, 5.6%
- Council tax increase in 2011/12 0% , then 3% per annum thereafter
- Council Tax and Housing Benefit Admin Grant reduced to zero from 2012/13
- Council tax benefit subsidy reduced by 10% with effect from 2013/14
- Pay award 0% for 2011/12 then 2%,2% and 2.5%
- Increments deferred until 2013/14 replaced by partnership payment for achieving efficiencies
- Inflation contained on supplies and services other than contractual increases

A key area of the MTFS was identifying the main risks. The principal risks to the budget for 2011-12 are the impact on income of the recession and CSR spending cuts, homelessness, housing benefit and investment income and future levels of Formula Grant from 2013-14 onwards. These factors are taken into account in the Section 151 Officer's recommendation on the minimum level of balances.

Challenges for 2012-13 and Beyond

The budget for 2011-12 was set in the context of the continuing impact of the UK recession on the Council's finances in terms of reduced income from commercial property and fees and charges, increased demand for services such as benefits, and much lower investment income while interest rates remains low. Formula grant has been given for the next two years only and funding of Benefits after 1/4/2013 with the introduction of Universal Housing Benefit remains uncertain.

For the HRA, consultation on the reform of Council House Finance and self-financing options has the potential to radically change the composition of the Council's balance sheet and much work is required to analyse the risks and opportunities going forward.

General Fund Budget

This is the budget that covers all day-to-day Council expenditure except Council Housing. The Council has set a balanced budget for the next four years which in summary is as follows.

	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
Net Spend	29,203	26,964	26,022	25,335
Service Reductions	(945)	(378)	(272)	(107)
Efficiencies	(3,296)	(1,505)	(620)	(480)
Transfer to/(from) working balance	816	(573)	(369)	(610)
Net Budget Requirement	25,778	24,508	24,761	24,138
External Funding	(13,423)	(11,719)	(11,523)	(10,434)
Assumed Council Tax Revenue	(12,355)	(12,789)	(13,238)	(13,704)
Total Funding	(25,778)	(24,508)	(24,761)	(24,138)

The final budget was set at Council on 21st February 2011. The key elements were:

- General Fund net spending set at £25.778 million
- The Council Tax for Oxford City Council was set at £266.63 for Band D, a nil increase on 2010/11

Housing Revenue Account Budget

This is the budget that covers all income and expenditure on Council Housing.

The Council has set a budget with a surplus of £0.5 million that has been transferred to the HRA Working Balance and a contribution of £619k to the decent homes reserve for the funding of capital spend. The HRA summary is shown on page 131 of the budget book.

The following assumptions have been made in preparing the HRA Budget

- Pay award 0% for 2011/12 then 2%,2% and 2.5%
- Increments deferred until 2013/14 replaced by partnership payment for achieving efficiencies
- Inflation contained on supplies and services other than contractual increases
- Council house rents have been increased in line with the assumptions for rents included within housing subsidy of RPI of 4.6% + 0.5% + £2. This gives an average rent rise for 2011/12 of 7.64% with a range of 6.59% to 10.13%
- Garage Rents have been increased by 2.5% in line with forecasts of elasticity of demand

Capital Programme

The Council's capital programme for 2011/2012 to 2014/2015 is shown on pages 141 to 145. The programme includes key projects such as :

- £31.5 million on council house refurbishments over the four year period
- £5million on vehicle replacements over the four years
- £8 million on the new competition pool
- £7 million on council building refurbishments over the four years
- £4 million on office accommodation in connection with OUTF
- £1.7 million on the Old Fire Station
- £2.5 million on disabled facilities grants

	2011/12 Budget £000	2012/13 Budget £000	2013/14 Budget £000	2014/15 Budget £000
Capital Programme	28,777	13,677	13,480	12,295
Funded by:				
- Grants and Contributions	2,997	390	390	390
- Revenue	1,187	1,150	1,200	1,100
- Prudential Borrowing	7,960	1,370	1,719	1,678
- Capital Receipts	8,343	4,467	3,871	2,927
- Section 106	1,539	0	0	0
- Major Repairs Allowance	5,360	5,200	5,200	5,200
- Decent Homes Reserve	1,390	1,100	1,100	1,000
Total	28,777	13,677	13,480	12,295

Further Information

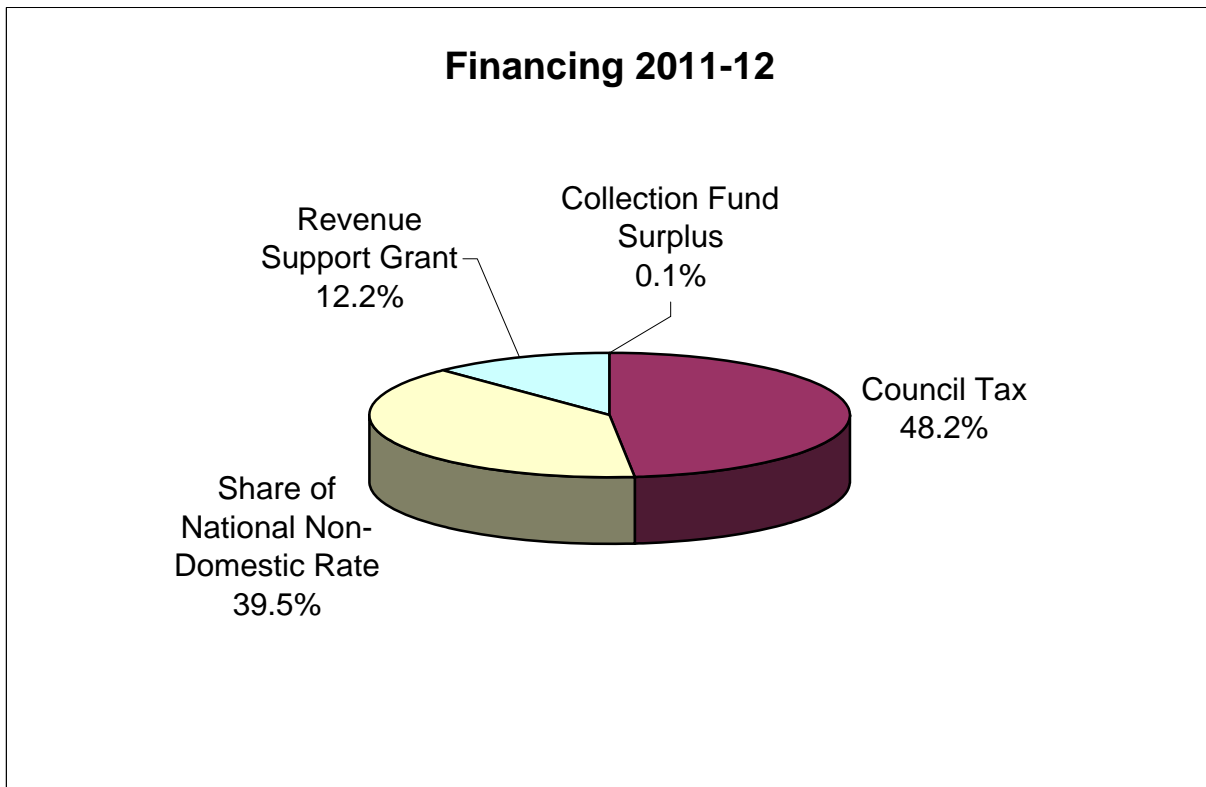
If you require any further information concerning the Council's budget, then please contact Martin Westmoreland on 01865 252571, write to us at Oxford City Council, Town Hall, St Aldates, Oxford. OX1 1BX or visit our website at www.oxford.gov.uk.

COUNCIL TAX

FINANCING 2011-12

The table and chart below show how the General Fund Budget for Oxford City Council for 2011-12 is financed. The Council Tax Yield is inclusive of Parish Precepts (£173k).

	£
Revenue Support Grant	3,163,665
Share of National Non-Domestic Rate	<u>10,234,989</u>
Total External Funding	13,398,654
Estimated Collection Fund Surplus for 2010/11	23,873
Council Tax Yield	12,527,988
Total Funding	25,950,515



CALCULATION OF COUNCIL TAX FOR OXFORD CITY COUNCIL 2011-12

The table below shows the basis for the calculation of the Council Tax for 2011-12

BAND	CAPITAL VALUE (£000)	RATIO (NINTHS)	NO OF DWELLINGS	ADJUSTED NO OF DWELLINGS	BAND "D" EQUIVALENT	BAND "D" EQUIVALENT (assuming 2% Default)	OCC ELEMENT OF C/TAX (£)
A	0-40	6	2,231	1,530	1,020	1,000	177.76
B	40-52	7	8,941	6,941	5,398	5,290	207.38
C	52-68	8	18,702	15,745	13,996	13,715	237.01
D	68-88	9	15,685	12,633	12,633	12,381	266.64
E	88-120	11	6,598	5,193	6,347	6,220	325.90
F	120-160	13	2,778	2,349	3,393	3,325	385.15
G	160-320	15	3,166	2,704	4,507	4,417	444.40
H	320+	18	570	324	649	636	533.28
TOTALS			58,671	47,419	47,943	46,984	
GRANT IN LIEU						0	
COUNCIL TAX BASE						46,984	

Council Tax Base

The council tax base is the band D equivalent, having adjusted the total number of dwellings for discounts and exemptions, and then multiplied by the relevant ratio. It is not as such a monetary amount, but if a tax of £1 were set, and everyone paid, a tax base of 46,984 would result in an amount of £46,984 being raised.

Capital Value

These are based on the property values for each band on 1991 valuations.

Ratio

The ratio gives the band D proportion e.g. band C is 8/9 of band D. The tax on a band C property is 8/9ths that on a band D property.

No. of dwellings

This column shows the number of dwellings at 30th November 2010 plus an estimate of the number of dwellings that will be built during the period Dec 1st 2010 - March 31st 2012.

Adjusted number of dwellings

This is the adjusted number of dwellings to take account of the fact that some dwellings are exempt (in particular those wholly occupied by students) and some receive discounts. For example if there is just one adult occupier there is a 25% discount, and second homes are eligible for a 10% discount.

Band "D" Equivalent

The totals for each band are then converted to the Band D equivalent using the 'ratio' - this is the 'average' dwelling.

Band "D" Equivalent (assuming 2% default)

When the Council Tax Base is calculated, an allowance needs to be made for non-collection. For 2011/12 this has been set at 2% (the same as for 2010-11). If it transpires that the actual tax base works out less than the 46,984 estimated, for example if fewer new buildings are built, or a higher percentage of exemptions or discounts is granted, then the Council Tax debit will be too low - leading to a possible deficit on the Collection Fund. The precepts payable to the Oxfordshire County Council and the Thames Valley Police are based on the Tax Base figure of 46,984. If the actual tax base is higher than estimated, a surplus may result on the Collection Fund. The City's share of this can be offset against the following year's requirement from Council Tax.

Oxford City Council Element

This shows the average amount of Council tax relating to Oxford City Council by band. These are not actual council taxes in any of the council's areas but are averages over the four parishes and the unparished area.

PARISH PRECEPTS AND UNPARISHED AREA SPECIAL EXPENSES ACCOUNT

Only part of the City area is covered by Parishes. In the Unparished Area, the City Council itself undertakes the Parish functions. Therefore, an Unparished Area Special Expenses Account has to be kept.

Expenditure on the Unparished Area Special Expenses Account for 2011/12 is estimated at £559,866 (2010/11 £555,769) and the addition to the Council Tax is also shown below.

Parish and special expense area additions to the City Wide Council Tax (at Band D) are calculated under Section 34 (3) of the 1992 Act, in accordance with the formula -

S / TP

where

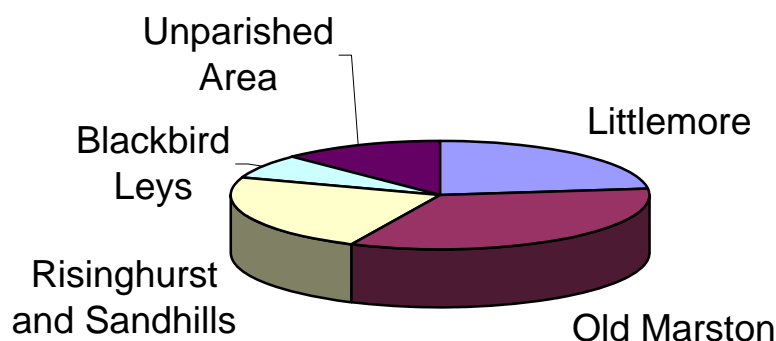
S is the Precept or Special Expense, and

TP is the Taxbase of the Parish or special expense area

	Precept £	Tax Base	Tax £
Littlemore	51,000	1,924	26.51
* Old Marston	51,000	1,298	39.29
Risinghurst and Sandhills	41,000	1,526	26.87
Blackbird Leys	30,000	3,701	8.11
Unparished Area	559,866	38,535	14.53
Total	732,866	46,984	

* The Old Marston Precept is net of their concurrent expenditure of £10,000

Special Expenses per Parish 2011-12



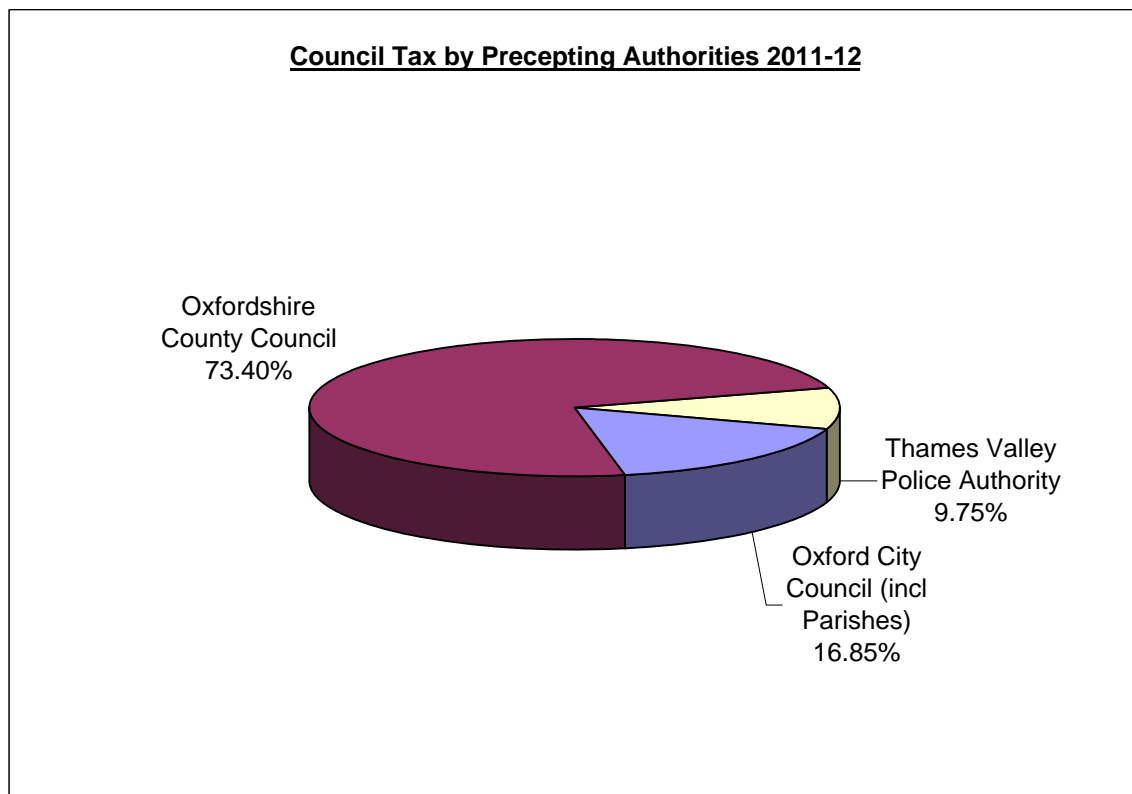
AVERAGE COUNCIL TAX PAYABLE IN OXFORD CITY 2011-12

Precepting Authority	Precept £	Band D Council Tax £	Increase on 2010-11
Oxford City Council	12,354,988	262.96	0.00%
Parish Precepts	173,000	3.68	0.33%
Oxfordshire County Council	54,581,539	1,161.71	0.00%
Thames Valley Police Authority	7,249,631	154.30	0.00%
Total	74,359,158	1,582.65	0.00%

Oxford City Council, together with the Oxfordshire County Council and the Thames Valley Police Authority, froze their Band D Council Tax at the 2010-11 levels.

Note that the 'average' Council Tax is not the actual council tax in any of the council's areas, but an average over the four parishes and the unparished area.

	Average Council Tax by Band							
	A	B	C	D	E	F	G	H
	Band (£)							
Oxford City Council	£175.31	£204.52	£233.74	£262.96	£321.40	£379.83	£438.27	£525.92
Parish Precepts	£2.45	£2.86	£3.27	£3.68	£4.50	£5.32	£6.13	£7.36
Oxfordshire County Council	£774.47	£903.55	£1,032.63	£1,161.71	£1,419.87	£1,678.03	£1,936.18	£2,323.42
Thames Valley Police Authority	£102.87	£120.01	£137.16	£154.30	£188.59	£222.88	£257.17	£308.60
Total	£1,055.10	£1,230.94	£1,406.80	£1,582.65	£1,934.36	£2,286.06	£2,637.75	£3,165.30



GENERAL FUND REVENUE BUDGET

GENERAL FUND BUDGET 2011 -12 SUMMARY.

	Gross Expenditure £	Gross Income £	Net Controllable Expenditure £	SLAs And Capital Charges £	Total Budget £
People and Equalities	1,379,962	(17,426)	1,362,536	(1,383,242)	(20,706)
Law and Governance	2,763,989	(162,160)	2,601,829	(2,455,561)	146,268
Chief Executive	4,143,951	(179,586)	3,964,365	(3,838,803)	125,562
Policy, Culture & Communication	1,693,805	(711,800)	982,005	67,227	1,049,232
City Development	3,666,628	(2,418,502)	1,248,126	1,079,255	2,327,381
Community Housing & Development	8,356,229	(1,667,905)	6,688,324	703,716	7,392,040
Corporate Assets	3,193,214	(6,911,653)	(3,718,439)	(1,007,115)	(4,725,554)
City Regeneration	16,909,876	(11,709,860)	5,200,016	843,083	6,043,099
Environmental Development	2,728,124	(978,532)	1,749,592	703,462	2,453,054
Customer Services	4,320,384	(1,414,664)	2,905,720	(252,342)	2,653,378
City Leisure	5,249,813	(1,249,915)	3,999,898	1,801,521	5,801,419
Direct Services	17,511,074	(17,208,602)	302,472	4,502,748	4,805,220
City Services	29,809,395	(20,851,713)	8,957,682	6,755,389	15,713,071
Business Improvement	1,340,626	(296,884)	1,043,742	(1,105,570)	(61,828)
ICT Services	2,390,744	(3,124)	2,387,620	(2,141,694)	245,926
Finance	2,710,780	(35,483)	2,675,297	(2,257,939)	417,358
Finance & Efficiency	6,442,150	(335,491)	6,106,659	(5,505,203)	601,456
Total Service Expenditure	57,305,372	(33,076,650)	24,228,722	(1,745,534)	22,483,188

Corporate Accounts

Corporate & Democratic Core	3,893,494
Item 8 Interest Receivable	(800,694)
Transfer To Capital Reserve	(2,678,148)
Investment Income	(293,125)
Interest Payable	858,800
Employee Inflation	350,000
Provision for Pressures, recession & High Risk	606,000
Homelessness contingency	300,000
Redundancy costs contingency	500,000
Contingency to cover concessionary parking at Ice Rink	45,000
Youth Premises Contingency	10,000
Council Tax Grant	(313,000)
Transfer to Balances	816,000
Net Budget Requirement	25,777,515

Funding

External Funding	13,398,654
Council Tax	12,527,988
Less assumed parish precept	(173,000)
Collection Fund Surplus	23,873
Total Funding Available	25,777,515

(Surplus)/Deficit for year **0**

General Fund Working Balance

Balance c/f 1st April	4,396,000
Transfer to Balances	816,000
Balance c/f 31st March	5,212,000

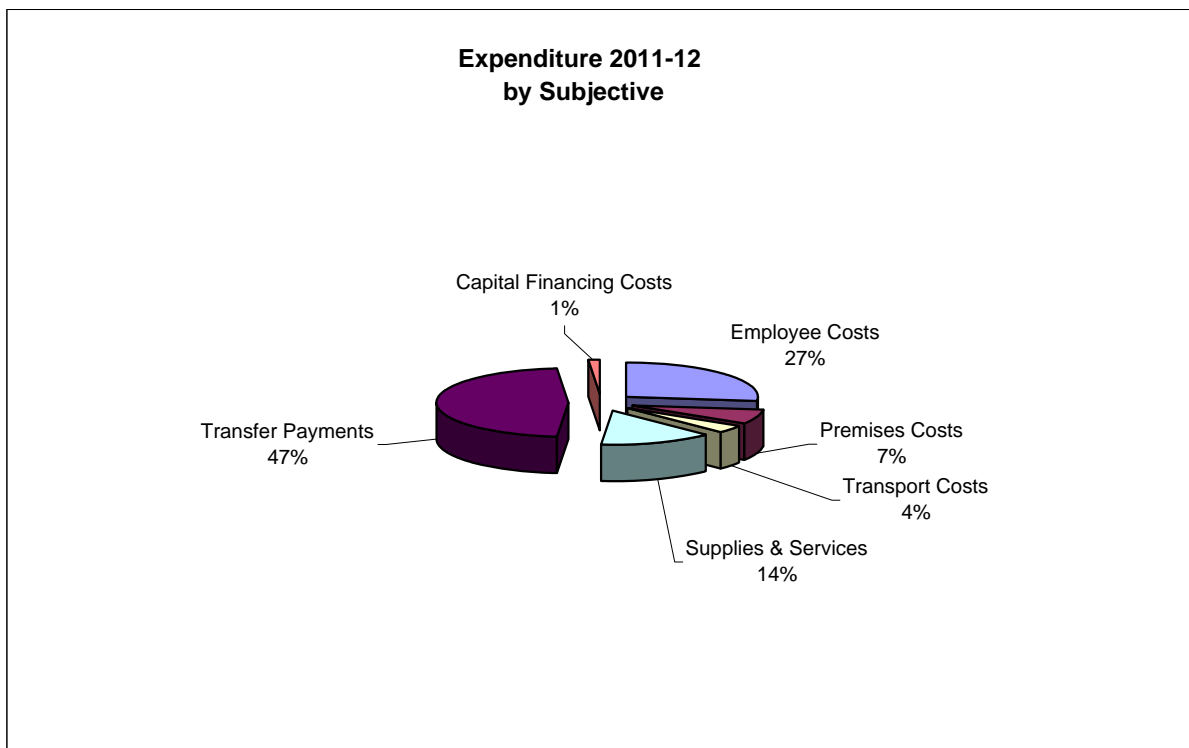
SUBJECTIVE ANALYSIS

GENERAL FUND SERVICES EXPENDITURE BY SUBJECTIVE ANALYSIS 2011-12

	£	£
Employee Expenses		
This includes the cost of employee expenses to the authority, comprising:		
Staffing costs, including NI & pension	30,972,672	
Members	323,503	
Agency Staff	593,360	
Training	481,853	
Other Employee Expenses	<u>847,556</u>	33,218,944
Premises Related Expenses		
This includes expenses directly related to the running of premises and land, comprising:		
Rent	1,387,329	
Business rates	1,382,706	
Utilities	1,471,918	
Maintenance	878,932	
Other Premises Costs	<u>3,683,451</u>	8,804,336
Transport Related Costs		
This includes all costs associated with the provision, hire or use of transport, comprising:		
Vehicle costs	1,557,847	
Fuel	1,408,584	
Travel allowances	1,534,142	
Other Travel Costs	<u>0</u>	4,500,573
Supplies & Services		
This includes all direct supplies and service expenses to the authority and comprises:		
Homelessness accommodation	1,521,500	
General services	5,452,469	
Grants & contributions	1,688,647	
Communications & computing	1,612,240	
Materials & Resale Goods	952,297	
General supplies	671,012	
Consultants	449,368	
Printing & stationery	536,258	
Advertising & Publicity	160,142	
Other Supplies & Services	<u>4,062,187</u>	17,106,120
Transfer Payments		
This includes the cost of payments for which no goods or services are received in return by the local authority, comprising:		
Benefit payments	58,300,000	
Concessionary fares	<u>66,025</u>	58,366,025

GENERAL FUND SERVICES EXPENDITURE BY SUBJECTIVE ANALYSIS 2011-12 (continued)

	£	£
Capital Financing Costs		
This comprises:		
Vehicle Leasing charges	323,287	
Other Vehicle Financing	<u>1,356,154</u>	1,679,441
Gross Expenditure		123,675,439
Income		
This includes income received by Business Units from external sources and comprises:		
Grants & Contributions	(61,100,699)	
Sales, Fees & Charges	(26,164,265)	
Other Income	<u>(5,242,285)</u>	(92,507,249)
Recharge Income		
This is the value of costs recharged to other internal funds mainly Housing Revenue		(5,390,675)
Gross Income		(97,897,924)
Net Expenditure		25,777,515



CHIEF EXECUTIVE

Chief Executive Directorate

People & Equalities

- People & Equalities Service Overview
- People & Equalities Budgets 11-12
- People & Equalities Savings 11-12 – 14-15
- People & Equalities Establishment

Law & Governance

- Law & Governance Service Overview
- Law & Governance Budgets 11-12
- Law & Governance Savings 11-12 – 14-15
- Law & Governance Establishment

People & Equalities Service Overview

Range of services & key functions

The People & Equalities (P&E) service supports the Council in achieving all of its corporate objectives, and most notably in 2 particular themes:

- Transforming the Council by improving value for money and service performance
- Tackling inequalities and supporting communities

We work in two teams as follows:

Strategic People Management & Equalities

The service aims to deliver a strategic business partner approach, (customer-focused, knowing the business, driven to reduce cost and improve performance, undertaking a coaching and empowering role with managers to become self sufficient, and with the right systems and processes in place to ease transactional HR activities

Working closely with services, the team assists in a wide range of people management activities through the employment lifecycle. This includes:

- Recruitment & selection methods
- Induction and development planning
- Long term career development and management development
- Application of policies and procedures relevant to employee relations
- Performance management
- Succession planning and managing exits

The aim of the service is to push the complete business partner model forward to maximise the opportunities to focus on important initiatives and empower managers to manage. The economic environment requires a flexible approach within services and a need to change and adjust to the challenges which lie ahead.

The new reporting structure will enable the embedding of the full HR Business Partner model including:

- Provision of high quality guidance and support in developing and progressing people management solutions to help achieve business objectives. Business Partners and their teams will have a good understanding of the objectives of the service areas they work with and will provide high level professional practice to enable objectives to be achieved
- Strategic interface to senior managers
Business Partner teams will provide a solutions focussed and pragmatic approach to senior managers demonstrating commercial acumen

- Provide a vital link between service provision and the back office functions
Ensuring the People & Equalities team delivers against customer focussed SLA's to ensure non devolved transactional responsibilities are delivered in a timely manner
- Coaching - BP teams empower managers to support liP objectives
Business Partner teams will identify appropriate methods to ensure managers are able to demonstrate high quality effective management techniques via coaching and workshop sessions that are tailored to the needs of their dedicated services
- Workforce planning, performance management & appraisal, succession & talent management
The team will use HRMIS reporting tools to ensure proactive planning around the Council's workforce to ensure performance is maximised, and knowledge is retained and that the profile meets with the needs of the customer. The team will also work with service areas to ensure that learning & development plans are effective. Additionally, HRMIS will enable effective management through identification of trends and needs.
- Management development
The team will ensure that Equipping Managers for Change is embedded into the organisation, and continues to ensure managers can effectively lead their teams
- Support – casework, application of policies, advice on pensions, health & safety
The team will act as technical experts, coaching and empowering managers in relation to employment issues, and will proactively support cases to ensure compliance
- Encouraging doing more, with less
The team will work with managers to ensure that the Council delivers services effectively, whilst demonstrating value for money
- Driving change
The team will play a fundamental part in supporting the organisation through significant change programmes including cultural change
- Influencing management decisions
Business Partner teams will offer strategic and pragmatic solutions to enable management decisions on delivery of their service

Systems & Reward

The Systems and Reward Team are responsible for the payroll (including administration of benefits), pensions administration and also manage the Council's human resources management information system (iTrent). They provide prompt and accurate payment of staff, ensuring the Council meets its statutory & contractual obligations in relation to employment, delivering high quality and value for money services. This includes administration of all payments and deductions via payroll, as well as pension deductions. The introduction of iTrent is revolutionising the functionality and service it can offer, and the team are responsible for the day to day administration of the system, such as setting up new users for Self Service as well as future development which includes Learning, Recruitment and Manager Self Service. The introduction of this system has brought about significant benefits, including greatly improved management information and reduction in administration

Service Performance

The service has grown significantly in capability, professionalism and reputation over the last 2 years. Costs have been reduced and we are achieving more with less. The service needs to continue its transformation journey over the next few years.

Developing this plan

All team members contributed to the development of this plan, including an away day in late November 2010. Trade union representatives were also given an opportunity to comment on the plan before the final draft.

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
People & Equalities									
Employee Services									
Diversity	6,593	0	0	3,219	9,812	0	9,812	(9,821)	(9)
Employee Services	410,299	0	4,617	42,611	457,527	0	457,527	(459,960)	(2,433)
Unison/Whitley Administration	0	0	0	125	125	0	125	(108)	17
Equalities Work	120,494	0	0	15,215	135,709	0	135,709	(135,802)	(93)
Total Employee Services	537,386	0	4,617	61,170	603,173	0	603,173	(605,691)	(2,518)
Health & Safety									
Occupational Health	0	0	0	40,014	40,014	0	40,014	(40,008)	6
Total Health & Safety	0	0	0	40,014	40,014	0	40,014	(40,008)	6
Job Evaluation									
Job Evaluation	48,663	0	0	0	48,663	0	48,663	(48,659)	4
Total Job Evaluation	48,663	0	0	0	48,663	0	48,663	(48,659)	4
Learning & Development									
Learning & Development	623,226	0	0	10,000	633,226	0	633,226	(633,669)	(443)
Learning & Development	623,226	0	0	10,000	633,226	0	633,226	(633,669)	(443)
Payroll									
Payroll	79,936	0	(30,000)	4,950	54,886	(17,426)	37,460	(55,215)	(17,755)
Total Payroll	79,936	0	(30,000)	4,950	54,886	(17,426)	37,460	(55,215)	(17,755)
Total People & Equalities	1,289,211	0	(25,383)	116,134	1,379,962	(17,426)	1,362,536	(1,383,242)	(20,706)

People & Equalities

Reference	Description	2011-2012 £000's	2012-2013 £000's	2013-2014 £000's	2014-2015 £000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12SV3301	Centralisation HR	(60)	0	0	0
12SV3302	HR Restructure	(60)	0	0	0
12SV3303	Reduced provision of Sitesafe training	(30)	0	0	0
12SV3304	Revise pensionable status of variable pay elements	(80)	0	0	0
12SV3305	Revise mileage rates down to HMRC rates	(30)	(40)	0	0
12SV3306	Payroll Bureau	0	0	0	(80)
12SV3307	L&D shared services	0	(30)	0	0
12SV1113	Stop Access and Disability role in City Development	(18)	0	0	0
	Total Savings	(278)	(70)	0	(80)

People & Equalities

	HOURS	FTE
CD34 Payroll		
Systems & Rewards Manager	37.00	1.00
Payroll Technician	18.50	0.50
Payroll Technician	37.00	1.00
Payroll Technician	30.00	0.81
		<u>3.31</u>
DP03 Employee Services		
Head of Service	37.00	1.00
Corporate Safety Advisor	37.00	1.00
People & Equalities Manager	37.00	1.00
HR Business Partner	37.00	1.00
HR Business Partner	37.00	1.00
HR Business Partner	37.00	1.00
HR Officer	37.00	1.00
HR Officer	37.00	1.00
HR Officer	37.00	1.00
HR Assistant (Apprentice)	37.00	1.00
Assistant Staff & Customer Services Manager	37.00	1.00
		<u>11.00</u>
DP07 Learning & Development		
O/D & Learning Manager	37.00	1.00
OD & Learning Consultant	37.00	1.00
OD & Learning Consultant	37.00	1.00
OD & Learning Consultant	25.00	0.68
		<u>3.68</u>
HT34 Equalities Work		
Diversity Coordinator	37.00	1.00
HR Business Partner (Equality & Diversity)	37.00	1.00
		<u>2.00</u>
TOTAL		<u><u>19.99</u></u>

Law & Governance Service Overview

Mission Statement

To provide an efficient, courteous, timely and professional service which meets the corporate objectives and transformational aspirations of the Council.

A description of the service and key issues for 2011/12

The service is made up of three teams:

- Democratic Services
- Legal Services
- Corporate Secretariat

Democratic Services - are responsible for committee management, scrutiny support, Member support and electoral services. The team is responsible for all of the administration connected with the democratic and political management arrangements within the Authority and for ensuring that meetings and decisions are properly recorded and published in accordance with the various statutory requirements. This includes the formulation and publication of the Council's Forward Plan and the administration of the member call-in process for Executive and planning decisions. The team administers the Standards Committee processes for dealing with complaints of breaches of the Code of Conduct for Members. The team provides advice on the Constitution and ensures that its requirements are published and understood within the Authority. The team provides non-political administrative and clerical support to Councillors to enable them to perform their role as Councillors, administers the Members' Allowances Scheme and provides and coordinates Member induction, training and development. The team provides a PA service to the Civic Office Holders and, in particular, manages the Lord Mayor's engagements, ensuring that the Lord Mayor is fully briefed for each civic engagement including, as necessary, the provision of a car and civic driver.

The Democratic Services Manager, William Reed, is responsible for the overall management of the Democratic Services Team. There are two Principal Officers, Pat Jones and Martin John, who provide dedicated professional supervision for the scrutiny and electoral functions respectively. The Principal Electoral Officer is responsible to the Returning Officer for the organisation and conduct of City Council elections, of County Council elections, of Parish, Parliamentary and European elections and of Referenda. He is also responsible for compiling, on an annual basis and maintaining, the Register of Electors and for boundary matters. The Principal Scrutiny Officer is responsible for the Council's overview and scrutiny role. It provides support to committees in their enquiry and questioning frameworks and carries out detailed reviews and enquiry work with Members in standing and ad-hoc panels. The role of Scrutiny is to hold the Executive to account by providing internal challenge but also aims to allow Members to take an active part in policy formulation through their enquiries and recommendations.

The key challenges in 2011/12 for Democratic Services will be to –

- Integrate all Committee management procedures into an electronic committee management system (modern.gov) and enable the organisation to use modern.gov for decision management.
- Undertake a polling place review
- Successfully administer the national referendum on voting reform.
- Respond to the Boundary Commission Electoral review of Oxfordshire County Council.
- Ensure that the changes to the political governance of the Authority are properly implemented, administered and understood within the Council.
- Ensure that the Electoral Register is compiled and published in accordance with statutory requirements and that a registration rate of at least 96% is achieved.
- Review the Scrutiny arrangements in the 3rd quarter of the year.
- Codify Democratic and Electoral processes and procedures into a Democratic Services manual.
- Manage the implications of the withdrawal of the national standards regime.

Legal Services - are the Council's legal advisors. The team carries out a wide range of transactional, representational and advisory activities to ensure that the Council acts lawfully and with procedural propriety and that the Council's interests are protected. The team provides a complete in-house service but also has framework arrangements in place to ensure that clients, through Legal Services, have access to specialist advice when this is required. The Team's day-to-day work includes housing, planning, licensing, prosecutions, civil litigation, employment advice and representation, property, procurement, contracts and administrative law advice for the proper governance of the Authority. There are two Legal Services Managers, Lindsay Cane and Sue Brown, who are the lead lawyers for each of the Council's Services. The Team has a service level agreement with all Council services.

Legal Services are LEXCEL accredited and have been since 2007. This is an external quality assurance practice management standard, which is administered by the Law Society. The standard is used by in-house and private practices alike. The standard ensures that the team have effective procedures in place to deal with case and risk management and these, together with many other requirements of the standard, are comprehensively set out in a 'Quality Manual'. The team time record all their activities, benchmark their costs nationally and survey their clients locally to qualitatively assess whether, in the perception of those they serve, the team is providing an effective, courteous timely and professional service. The team is committed to recruiting and training a Trainee Solicitor every two years and each summer runs a graduate placement scheme for law students in order to sell law in local government as a rewarding and interesting career. The team is accredited by the Law Society for the purposes of continuing professional development and holds monthly internal training

sessions, which relieves some pressure on the training budget. The team also produces a monthly newsletter, Legal Brief, as a corporate communication tool.

The Oxfordshire Authorities established a shared legal service in 2010 which follows on from earlier work to jointly procure a Panel of legal firms for external legal advice and shared legal electronic legal research facilities. The Oxfordshire Legal Hub is coordinated by the City Council and provides a shared legal resource across the County. We will seek to expand the geographical coverage of the Hub and work with our partner Councils to ensure that the Hub becomes the first port of call when the in-house team are unable, for whatever reason, to deal with the work.

The Legal Hub has also established a CPD accredited joint training programme for the benefit of the in-house lawyers which is being delivered, free of charge, by our Panel of external legal firms. We have also established an arrangement with one of the Panel firms to receive a Trainee Solicitor on a free of charge secondment basis for 6 months. These are examples of the Hub seeking to drive additional value out of the joint Panel arrangements.

The key challenges in 2011/12 for Legal Services will be to:-

- complete the voluntary registration of the Council's title to land (including indexing and scanning documents relating to the registered titles)
- seek to agree and jointly procure with our Legal Hub partners an alternative time recording system
- maintain our current high levels of client satisfaction (including Legal Hub clients)
- establish the Legal Hub as the resource of first not last resort and meet our income targets in respect of work done for the Hub
- retain LEXCEL accreditation following the annual inspection in November 2011

Both the Legal Service and Democratic Services teams are effectively supported by a small team of Support Assistants. The team is supervised by Liza Ellis. The support team was restructured in 2009 and the Service was pleased to welcome a number of new starters as a consequence. The Support Team now provides administrative support across all of our Services, including elections and the electoral register.

The Head of Service, Jeremy Thomas, is also the Council's Monitoring Officer. He has a legal duty to advise the Council of any illegality, maladministration or injustice and is responsible for monitoring and reviewing the operation of the Council's Constitution. Lindsay Cane is the Deputy Monitoring Officer. The Head of Service is also the Council's Returning Officer with a statutory responsibility for the proper conduct of elections. Although appointed by Council to that office, the role is independent in that the Returning Officer does not act as an employee (i.e. on the instruction of the Council) but rather is accountable to the Court in the exercise of those duties.

Corporate Secretariat – The Corporate Secretariat is managed by Mike Newman and provides PA services to the Chief Executive, the Executive Directors, the Leader of the Council and Executive Members and coordinates and supports the corporate meetings schedule. The Team is also responsible for coordinating Freedom of Information Act requests, monitoring and responding to Stage 3 and Ombudsman. The Emergency Planning Officer sits within this team and provides advice and coordination on emergency planning and business continuity. The Corporate Secretariat Manager also organises the annual St. Giles fair and is Secretary to the Corporate Management Team.

The key challenges in 2011/12 for the Corporate Secretariat team will be to:-

- ensure that corporate complaints are being recorded, reported and monitored consistently across the organisation
- ensure that Freedom of Information requests are responded to appropriately
- ensure that business continuity plans are held and tested within services

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
Law & Governance									
Committees									
Executive Board - Running Costs	0	0	0	8,404	8,404	0	8,404	(8,404)	0
Council - Running Costs	0	0	0	4,736	4,736	0	4,736	(4,736)	0
Democratic Services	215,939	0	583	2,578	219,100	(10,061)	209,039	(220,106)	(11,067)
Area Committees - Running Costs	0	(838)	0	9,006	8,168	0	8,168	(8,168)	0
Scrutiny Committees - Running Costs	0	0	0	4,669	4,669	0	4,669	(4,669)	0
Other Committees - Running Costs	0	0	0	4,446	4,446	0	4,446	(4,446)	0
Total Committees	215,939	(838)	583	33,839	249,523	(10,061)	239,462	(250,529)	(11,067)
Election Services									
City Council Elections	27,337	12,883	1,143	11,823	53,186	(1,180)	52,006	5,923	57,929
Electoral Register	84,148	0	121	40,526	124,795	(5,255)	119,540	40,897	160,437
Parliamentary Elections	0	0	0	0	0	0	0	2,542	2,542
Total Election Services	111,485	12,883	1,264	52,349	177,981	(6,435)	171,546	49,362	220,908
Legal Services									
Legal Services	764,526	0	1,066	62,544	828,136	(61,456)	766,680	(830,754)	(64,074)
Legal Hub	0	0	0	0	0	(25,000)	(25,000)	2,502	(22,498)
Total Legal Services	764,526	0	1,066	62,544	828,136	(86,456)	741,680	(828,252)	(86,572)
Member Services									
Lord Mayors Secretariat	0	2,195	1,592	26,028	29,815	(217)	29,598	(27,840)	1,758
Members Allowances	336,242	0	3,483	28,274	367,999	0	367,999	(368,121)	(122)
Members Support	50,519	0	0	26,092	76,611	0	76,611	(76,796)	(185)
Total Member Services	386,761	2,195	5,075	80,394	474,425	(217)	474,208	(472,757)	1,451
Scrutiny									
Scrutiny	45,294	0	112	8,009	53,415	0	53,415	(53,821)	(406)
Total Scrutiny	45,294	0	112	8,009	53,415	0	53,415	(53,821)	(406)
Executive Support									
St Giles Fair	8,925	6,298	215	22,416	37,854	(58,991)	(21,137)	7,145	(13,992)
CHEX, Directors & Corp Secretariat	869,818	0	1,829	40,931	912,578	0	912,578	(914,757)	(2,179)
Emergency Planning	24,251	0	774	5,052	30,077	0	30,077	8,048	38,125
Total Executive Support	902,994	6,298	2,818	68,399	980,509	(58,991)	921,518	(899,564)	21,954
Total Law & Governance	2,426,999	20,538	10,918	305,534	2,763,989	(162,160)	2,601,829	(2,455,561)	146,268

Law & Governance

Reference	Description	2011-2012 £000's	2012-2013 £000's	2013-2014 £000's	2014-2015 £000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12SV3401	Income from Legal Hub	(25)	(25)	(25)	(25)
12SV3402	Area committees and SDCC being abolished	(22)	0	0	0
12SV3403	Venue hire changes to area committees	(5)	0	0	0
12SV3404	Loss of Trainee post within the elections office	(21)	(12)	0	0
12SV3405	Loss of Trainee post - diminution of service	(25)	0	0	0
12SV3406	Deletion of scrutiny research budget	(14)	0	0	0
12SV3407	Reduction in payment of Special Responsibility Allowances for Members	(12)	0	0	0
12SV3408	Reduction in cost of producing agendas and minutes	(13)	0	0	0
12SV3409	Electronic committee management system.	(37)	0	0	0
12SV3410	Election Services On line registration	(1)	0	0	0
12SV3411	Reduction in mileage allowance for members	(1)	0	0	0
12SV3412	Time Recording system: Replacement of existing system	(7)	14	(14)	0
12SV3413	VRT project.	0	0	(28)	0
12SV3414	Reduction of direct support for emergency planning function.	0	(24)	0	0
12SV3415	Developing Oxfordshire elections hub	0	0	0	(15)
12SV3416	Reduction of 0.6 FTE lawyer.	0	0	(30)	0
12SV3417	Amalgamation of corporate PA support with L&G Admin support	0	0	(37)	0
	Total Savings	(182)	(47)	(133)	(40)

Law & Governance Services

	HOURS	FTE
KC11 Electoral Register		
Principal Electoral Services Officer	37.00	1.00
		<u>1.00</u>
KD02 Members Support		
Members Services Officer	37.00	1.00
Driver	12.50	0.34
		<u>1.34</u>
KF04 Scrutiny		
Principal Scrutiny Officer	33.00	0.89
		<u>0.89</u>
KS04 Legal Services		
Head of Service	37.00	1.00
Legal Services Manager	37.00	1.00
Legal Practice Manager	37.00	1.00
Supervising Lawyer	37.00	1.00
Supervising Lawyer	37.00	1.00
Supervising Lawyer	22.50	0.61
Supervising Lawyer	37.00	1.00
Legal Executive Solicitor / Barrister Level 2	22.20	0.60
Legal Executive Solicitor / Barrister Level 2	18.50	0.50
Legal Executive Solicitor / Barrister Level 2	37.00	1.00
Legal Executive Solicitor / Barrister Level 2	37.00	1.00
Legal Executive Solicitor / Barrister Level 2	37.00	1.00
Legal Executive Solicitor / Barrister Level 1	37.00	1.00
Legal Executive Solicitor / Barrister Level 1	37.00	1.00
Senior Support Assistant	37.00	1.00
Support Assistant	37.00	1.00
Support Assistant	37.00	1.00
Trainee Solicitor	37.00	1.00
		<u>16.71</u>
KS08 Democratic Services		
Democratic Services Manager	37.00	1.00
Democratic Services Officer	37.00	1.00
Democratic Services Officer	37.00	1.00
Democratic Services Officer	37.00	1.00
Democratic Services Officer	37.00	1.00
Trainee Democratic Services Officer	37.00	1.00
Support Assistant	37.00	1.00
Support Assistant	28.25	0.76
		<u>7.76</u>
KK01 CHEX, Directors & Corp Secretariat		
Chief Executive	37.00	1.00
Executive Director, City Services	37.00	1.00
Executive Director, City Regeneration	37.00	1.00
Corporate Director Finance & Efficiency	37.00	1.00
Corporate Secretariat Manager	37.00	1.00
Strategic Projects Manager	21.00	0.57
Senior PA	37.00	1.00
PA to Head of Service	37.00	1.00
PA To Corporate Management Team	37.00	1.00
PA to the Chief Executive / FOI Officer	37.00	1.00
PA to City Services Director	18.50	0.50
		<u>10.07</u>
KL01 Emergency Planning		
Emergency Planning Officer	20.00	0.54
		<u>0.54</u>
TOTAL		<u><u>38.31</u></u>

CITY REGENERATION

City Regeneration Directorate

Policy, Culture & Communications

- Policy, Culture & Communications Service Overview
- Policy, Culture & Communications Budgets 11-12
- Policy, Culture & Communications Savings 11-12 - 14-15
- Policy, Culture & Communications Establishment

City Development

- City Development Service Overview
- City Development Budgets 11-12
- City Development Savings 11-12 – 14-15
- City Development Establishment

Community Housing

- Community Housing Service Overview
- Community Housing Budgets 11-12
- Community Housing Savings 11-12 – 14-15
- Community Housing Establishment

Corporate Assets

- Corporate Assets Service Overview
- Corporate Assets Budgets 11-12
- Corporate Assets Savings 11-12 – 14-15
- Corporate Assets Establishment

Policy, Culture & Communications Service Overview

Description of Current Service

The Policy, Culture and Communications team provides corporate coordination and challenge in relation to policy, culture and communications across the Council. The team plays a key role in building staff morale, encouraging social inclusion and managing the Council's reputation.

The Policy team:

- Provides a social research function to support policy development, service delivery, and project implementation.
- Provides advice and support in relation to policy development across the Council.
- Ensures that there is alignment between the Council's corporate priorities and the supporting policy framework.
- Supports ongoing review and improvement in relation to the Council's policy framework, in particular the equalities framework
- Supports policy development at a strategic partnership level
- Co-ordinates and manages the Local Strategic Partnership
- Leads on organising events for visiting politicians
- Leads on the strategy review of the Council's corporate priorities (three year programme from July 2009)

The Culture team:

- Shares the place shaping regeneration work with others through partnerships, with national, regional and county-based authorities and with local communities and city stakeholders
- Plays a leading role in cultural provision:
 - In order to enhance the quality of life and well-being of all the city's communities
 - Through the development of a rich diversity of cultural and arts partnerships and projects
 - Through running the town hall and setting partnerships to run the museum and Carfax tower
- Prioritises the role of culture in helping to achieve the Council's corporate priorities
- Makes more effective use of partnerships to deliver the Council and the city's cultural objectives
- Secures a long term future for the Museum

The Communications team:

- Manages internal communications through staff newsletters, staff consultation, staff conferences and the Intranet.
- Manages and communicates the corporate brand and publications to residents, partners and other bodies through paper and electronic publications
- Manages relations with the local and national press and the broadcast media

- Manages and co-ordinates consultation activities across the council and ensures that the results of consultation are fed into service planning
- Manages the Citizen Panel, a core group of 1,000 residents that we regularly consult with
- Manage the development of the Council website and intranet
- Supports service areas to create and maintain web pages regarding individual service areas
- Trains staff where appropriate to develop and maintain web pages
- Provides support for any partnership websites in which the Council is involved
- Promotes/increases the take-up of online services
- Ensures that stakeholders are consulted regularly about the quality and effectiveness of publications and the website
- Contributes to the Council's objective of building social inclusion in our city
- Leads the development of transactional website
- Leads on delivering annual staff conference
- Supports the transformation communication strategy

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
Policy, Culture & Communications									
Corp Policy & Performance									
Corporate Projects Team	93,958	0	0	30,521	124,479	0	124,479	(124,822)	(343)
Total Corp Policy & Performance	93,958	0	0	30,521	124,479	0	124,479	(124,822)	(343)
External/Internal Communication									
Media & Communications	365,777	0	560	(18,154)	348,183	(500)	347,683	(349,701)	(2,018)
Web Development	0	0	0	52,683	52,683	0	52,683	(52,838)	(155)
Your Oxford	0	0	0	14,332	14,332	0	14,332	(14,358)	(26)
Consultation	0	0	0	35,408	35,408	0	35,408	(35,419)	(11)
Total External/Internal Communication	365,777	0	560	84,269	450,606	(500)	450,106	(452,316)	(2,210)
Social Research									
Social Inclusion	26,174	0	0	7,500	33,674	0	33,674	(33,692)	(18)
Total Social Research	26,174	0	0	7,500	33,674	0	33,674	(33,692)	(18)
Culture									
Events	8,219	0	87	56,193	64,499	(33,115)	31,384	20,944	52,328
Arts Development	25,827	2,166	947	22,857	51,797	(2,000)	49,797	8,845	58,642
Culture Management	0	0	0	0	0	0	0	2	2
Dance Development	30,648	0	0	6,052	36,700	0	36,700	10,544	47,244
Museum Of Oxford	117,600	27,133	33	87,853	232,619	(29,500)	203,119	164,198	367,317
Town Hall Civic Management	393,871	13,953	302	190,737	598,863	(604,675)	(5,812)	447,822	442,010
Christmas Lights	0	986	0	39,659	40,645	0	40,645	14	40,659
International Exch - Other	52,312	0	658	6,322	59,292	(5,273)	54,019	25,640	79,659
Carfax Tower	0	631	0	0	631	(36,737)	(36,106)	48	(36,058)
Total Culture	628,477	44,869	2,027	409,673	1,085,046	(711,300)	373,746	678,057	1,051,803
Total Policy, Culture & Communications	1,114,386	44,869	2,587	531,963	1,693,805	(711,800)	982,005	67,227	1,049,232

Policy, Culture & Communications

Reference	Description	2011-2012 £000's	2012-2013 £000's	2013-2014 £000's	2014-2015 £000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12SV0101	Selling advertising space on the OCC website	(1)	(5)	(11)	(14)
12SV0102	Carfax Tower Annual fee increase	(1)	(1)	(1)	(1)
12SV0103	Income driven by increasing the utilisation of Town Hall space	(128)	(60)	(52)	(38)
12SV0104	Extra revenue generated by increased marketing activity	(5)	(4)	(2)	(2)
12SV0105	Reduce Your Oxford publication	(14)	0	0	0
12SV0106	Restructure of Policy and Comms Team	(51)	0	(35)	0
12SV0107	PCC Management restructure and reorganisation	(91)	0	(13)	0
12SV0108	Reduce Data Observation costs & Small Profile Budgets	(7)	0	0	0
12SV0109	Reduce photography costs across OCC by 66%	(3)	0	0	0
12SV0110	Reduction in Xmas lights Budget	(1)	0	0	0
12SV0111	Town hall turned into Heritage site	160	(160)	0	0
12SV0112	External Design fess saved	(52)	0	0	0
12SV0113	Equipment cost for design	3	0	0	0
12SV0114	New Designer Post	33	0	0	0
12SV0115	Catering contract up for tender	0	(5)	(2)	(2)
	Total Savings	(157)	(235)	(114)	(56)

Policy, Culture & Communications

	HOURS	FTE
AE15 Events		
Cultural Development Manager	37.00	1.00
Events Officer	37.00	1.00
		<u>2.00</u>
AE18 Arts Development		
Arts Development Officer	26.00	0.70
		<u>0.70</u>
AE19 Dance Development		
Arts Development Officer (7 hours externally funded)	37.00	1.00
		<u>1.00</u>
AJ01 Museum of Oxford		
Museum Operations Supervisor	26.25	0.71
Museum Education Officer	28.00	0.76
Museum Assistant	22.81	0.62
Museum Assistant	30.87	0.83
Museum Assistant	30.87	0.83
Education Assistant	16.00	0.43
		<u>4.18</u>
BL10 Town Hall Civic Management		
Town Hall Keeper	15.00	0.41
Town Hall Keeper	37.00	1.00
Town Hall Keeper	37.00	1.00
Town Hall Keeper	37.00	1.00
Town Hall Keeper	37.00	1.00
Town Hall Keeper	15.00	0.41
Assistant 'Town Hall Keeper	37.00	1.00
Town Hall Bookings Administrator	37.00	1.00
Town Hall Assistant	27.50	0.74
Switchboard Operator/Receptionist	25.00	0.68
Switchboard Operator/Receptionist	22.00	0.59
Switchboard Operator/Receptionist	15.00	0.41
Supervising Town Hall Keeper	37.00	1.00
Cleaner	15.00	0.41
Cleaner	6.00	0.16
Administration & Marketing Officer	37.00	1.00
Receptionist	25.50	0.69
TH & Visitor Centre Team Leader	37.00	1.00
		<u>13.48</u>
HT33 Policy, Performance & Communications		
Social Research Officer	21.00	0.57
		<u>0.57</u>

Policy, Culture & Communications

	HOURS	FTE
KA20 International Exch - Other		
Secretarial Assistant	21.00	0.57
City Events and International Links Officer	37.00	1.00
		<u>1.57</u>
KK02 Corporate Projects Teams		
Head of Service	37.00	1.00
PA	18.50	0.50
		<u>1.50</u>
KP01 Media & Communications		
Web Content Manager	37.00	1.00
Press Officer	37.00	1.00
Internal Communications Officer	37.00	1.00
Corporate Communication Officer	37.00	1.00
Consultation Officer	37.00	1.00
Knowledge Manager	37.00	1.00
Strategic Policy & City Partnership Officer	37.00	1.00
Partnership Development	37.00	1.00
		<u>8.00</u>
TOTAL		<u><u>33.01</u></u>

City Development Service Overview

Mission Statement

The City Development Service will enable the City Council to fulfil its leadership role in building a World Class City for everyone by:

Driving forward the spatial and economic regeneration of the City, building upon its special character and vitality.

A description of the service

City Development is one of the Council's lead services on three areas:

1. Place Shaping aspect of the regeneration of the City

Creation of places where people want to live and work, and where businesses want to invest.

- Through strategies, policies and projects. (Local Development Framework, New Neighbourhood Plans and Fora and Regeneration Framework)
- Through the Oxfordshire Spatial and Infrastructure Partnership and the West End renaissance, Barton & Northway regeneration, Northern Gateway employment led development, and the Leys
- Actively seeking to work with developers and landowners to implement the vision of the Local Development Framework
- Growing the economy including the visitor economy, in partnership with Oxfordshire City-Region Local Enterprise Partnership and Visit Oxfordshire
- Removing barriers preventing citizens achieving their potential and reducing inequalities

Sharing the place shaping regeneration work with others through partnerships, with national and county-based authorities and with local communities and city stakeholders.

2. Managing new development

Positive and proactive development management through development control, conservation, building control and related enforcement

3. Playing a leading role in improving the experience of residents and visitors to the City

Recognisable and sustained improvement in City Centre Management

- Through setting and working with partnerships for tourism and cultural promotion, West End renaissance and the Street Scene.
- In order to enhance the quality of life, health and well-being of everyone.

The Service contributes to all the Council's Corporate Priorities, which are:

- ❖ More housing, better housing for all
- ❖ Tackle inequalities and support communities
- ❖ Improve the local environment, economy and quality of life
- ❖ Reduce crime and antisocial behaviour
- ❖ Tackle climate change and promote sustainable environmental resource management
- ❖ Transform Oxford City Council by improving value for money and service performance

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
City Development									
Cultural Development									
Tourism Expenses	114,851	1,315	198	(5,626)	110,738	(4,000)	106,738	31,005	137,743
Oxford Information Centre	217,384	32,471	0	549,042	798,897	(840,542)	(41,645)	112,103	70,458
Total Cultural Development	332,235	33,786	198	543,416	909,635	(844,542)	65,093	143,108	208,201
Development									
Building Control - Charging Account	401,741	0	19,304	51,476	472,521	(572,787)	(100,266)	114,795	14,529
Dev Cont Gen Exp	941,848	1,942	9,515	95,676	1,048,981	(781,525)	267,456	439,649	707,105
Total Development	1,343,589	1,942	28,819	147,152	1,521,502	(1,354,312)	167,190	554,444	721,634
Support Services									
Planning Management	310,814	0	436	74,133	385,383	0	385,383	109,714	495,097
Ramsay House Reception	(4,166)	0	0	8,276	4,110	0	4,110	34,890	39,000
BOB Design Network	(83)	0	0	0	(83)	0	(83)	6,795	6,712
Total Support Services	306,565	0	436	82,409	389,410	0	389,410	151,399	540,809
Information Services									
Property Systems	53,329	0	0	0	53,329	(6,000)	47,329	38,483	85,812
Land Charges	111,412	8,720	600	29,516	150,248	(183,648)	(33,400)	18,017	(15,383)
Total Information Services	164,741	8,720	600	29,516	203,577	(189,648)	13,929	56,500	70,429
Spatial Development									
Plan Policy Gen Exp	374,543	0	1,398	104,589	480,530	0	480,530	120,569	601,099
Economic Development & Promotion	126,854	0	1,886	33,234	161,974	(30,000)	131,974	53,235	185,209
Total Spatial Development	501,397	0	3,284	137,823	642,504	(30,000)	612,504	173,804	786,308
Total City Development	2,648,527	44,448	33,337	940,316	3,666,628	(2,418,502)	1,248,126	1,079,255	2,327,381

City Development

Reference	Description	2011-2012 £000's	2012-2013 £000's	2013-2014 £000's	2014-2015 £000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12SV1101	Increase in pre-application income	(20)	(10)	(10)	0
12SV1102	Increase in Lawful Use applications	(10)	0	(5)	0
12SV1103	Increase in Discharge of Conditions applications	(10)	0	(5)	0
12SV1104	Charging for and trading of Conservation and Heritage expertise	(42)	0	0	0
12SV1105	Charging for street naming and numbering	(6)	(5)	(5)	0
12SV1106	Replace tourist information service	(160)	0	0	0
12SV1107	Reduce DMO grant funding by 10% p.a.	160	(16)	(14)	(13)
12SV1108	E consultation	(20)	0	0	0
12SV1109	Deletion of Senior Planner post	(37)	0	0	0
12SV1110	Reduce 1 post in Technical Services	(25)	0	0	0
12SV1111	Reduce Subscription to TV ecological Records Centre	(2)	0	0	0
12SV1112	Cancel subscription to OEP, TV energy, E/W Rail	(10)	0	0	0
12SV1114	Deletion of vacant regeneration post	(42)	0	0	0
12SV1115	Closure of Ramsay House reception	(12)	0	0	0
12SV1116	Reduction in staff handling customer phone calls	(19)	0	0	0
12SV1117	Mapping and Land Charges Technician retired	(40)	0	0	0
12SV1118	Management savings in Spatial Development	(52)	0	0	0
12SV1119	Research income generating ideas	10	(10)	0	0
12SV1120	Increase income from Land Charges	0	(10)	(10)	0
12SV1121	Income for charging for expertise - Spatial Development	0	(5)	(5)	(5)
12SV1122	Retirement of Enforcement Officer	0	(36)	0	0
12SV1123	Review of City Centre Management arrangements	0	(75)	0	0
12SV1124	Phased restructuring of Planning Policy Services	0	(40)	(62)	0
12SV1125	Reduction in budget for Planning Inspector	0	(5)	0	(5)
12SV1126	Reduction in consultant's fees' from year 2013/14	0	0	(5)	(15)
	Total Savings	(337)	(212)	(121)	(38)

City Development

	HOURS	FTE
BN64 Building Control - Charging Account		
Building Control Surveyor	37	1.00
Senior Building Control Surveyor	37	1.00
Building Control Team Leader	37	1.00
Building Control Surveyor	37	1.00
Building Control Surveyor	37	1.00
Building Control Surveyor	37	1.00
Building Control Surveyor	37	1.00
Building Control Surveyor	37	1.00
Technical Administrator	37	1.00
Technical Administrator	37	1.00
		10.00
HA19 Planning Management		
Head of Service	37	1.00
Customer & Service Support Manager	37	1.00
Planning Service Support Officer	37	1.00
Planning Service Support Officer	37	1.00
Service Support Team Leader	37	1.00
Planning Service Support Officer	37	1.00
Planning Service Support Officer	37	1.00
Service Support Team Leader	37	1.00
		8.00
HA22 BOB Design Network		
Coordinator for (BOB-MK) Design Network - external funding	18	0.49
		0.49
HJ11 Planning Policy Gen Exp		
Spatial & Economic Development Manager	37	1.00
Team Leader (Planning Policy)	37	1.00
Senior Planner	37	1.00
Senior Planner	37	1.00
Principal Planner	37	1.00
Principal Planner	37	1.00
Principal Planner	37	1.00
Planner (Planning Policy)	37	1.00
Planner (Planning Policy)	37	1.00
		9.00
HK11 Dev Cont Gen Exp		
Development Performance Manager	37	1.00
Planner	37	1.00
Chief Principal Planner	37	1.00
Team Leader Development Control	37	1.00
Senior Planner	15	0.41
Senior Planner	37	1.00
Senior Planner	37	1.00
Principal Planner	32	0.86
Principal Planner	37	1.00
Principal Planner	37	1.00
Planning Enforcement Officer	37	1.00
Planning Enforcement Officer	37	1.00
Planning Enforcement Officer	37	1.00
Planner	37	1.00
Senior Planner	37	1.00
Senior Conservation Officer	37	1.00
Tree Officer	37	1.00
Tree Officer	22	0.60
Team Leader - Heritage & Special Services	37	1.00
Planning Technician	37	1.00
Archaeologist	37	1.00
Principal Conservation Officer	37	1.00
Senior Conservation Project	37	1.00
Archaeologist - external funding	37	1.00
Senior Conservation Officer - Special Projects - external funding	37	1.00

City Development

	HOURS	FTE
		<u>23.87</u>
HL11 Land Charges		
Land Charges Assistant/ (Planning)	37	1.00
Land Charges Assistant/ (Planning)	37	1.00
Administration Assistant	37	1.00
		<u>3.00</u>
HL12 Property Systems		
Team Leader	37	1.00
Technician	15	0.41
Planning Services Support Assistant	37	1.00
		<u>2.41</u>
HT11 Economic Development & Promotion		
Planning Service Support Officer	20	0.54
Planning Technician	37	1.00
Development Funding Officer	37	1.00
City Centre Manager	37	1.00
		<u>3.54</u>
HT30 Tourism Expenses		
Information Officer	37	1.00
Strategy & Review Support Officer	37	1.00
Tourism Team Leader	37	1.00
		<u>3.00</u>
KR01 Oxford Information Centre		
TIC Supervisor	37	1.00
Senior Visitor Centre Officer	26	0.70
Assistant Visitor Centre Officer	15	0.41
Assistant Visitor Centre Officer	25	0.68
Visitor Centre Officer	23	0.61
Assistant Visitor Centre Officer	27	0.73
Senior Visitor Centre Officer	26	0.70
Visitor Centre Officer	17	0.46
Visitor Centre Officer	37	1.00
Assistant Visitor Centre Officer	37	1.00
Tours Coordinator	37	1.00
		<u>8.28</u>
TOTAL		<u>71.59</u>

Community Housing & Development Service Overview

Community Housing & Community Development is the Council's strategic housing, community development & community safety service. The Service consists of five teams.

The Housing Needs Team deals with all aspects of homelessness, including homelessness prevention, temporary accommodation, and the coordination and funding of services for rough sleepers and single homeless individuals. The team also assesses applications for housing and manages the Housing Register, acting on behalf of the Oxford Register for Affordable Housing Partnership, and allocates most social housing in the city.

The Landlord Services Team is responsible for management of the council's housing stock, and for the coordination of services provided to council tenants by other teams, both within Housing & Communities and in other council departments.

The Strategy & Enabling Team are responsible for the creation and delivery of all housing related strategy and policy documents and action plans, partnership working, including our engagement with the Supporting People Programme, and the Affordable Housing Development function, helping our Housing Association partners to develop housing schemes in the city. Additionally, the team deals with compliments and complaints, performance monitoring, and communication for the entire service.

The Community Safety Team are responsible for leading the Community Safety Partnership, working closely with our partners at Thames Valley Police to reduce crime and disorder in the city through use of both Council and externally obtained funding. The team also includes the Crime & Nuisance Action Team (CANACT) which deals with enforcement action on specific cases of anti-social behaviour, drug crime strategy, and support for those experiencing anti-social behaviour, and the Street Warden Service, providing a regular presence in areas of high crime and nuisance in the city, in liaison with Thames Valley Police.

The Communities & Neighbourhoods Team has responsibilities for work in relation to social regeneration in the city, community development, social cohesion, public engagement, supporting and developing Community Associations managing the city's 20 Community Centres, the council's grant giving programme, liaison with the voluntary sector and currently Area Committee work programmes. By April 2011 it is anticipated that a new approach to community involvement and engagement be implemented to replace the current Area Committees and effectively achieve more sustainable and stronger communities. It is proposed that this be done through a neighbourhood management and community-led planning approach which links local communities and other statutory and voluntary agencies to make local services more responsive to local needs and priorities.

A more detailed list of functions covered by the Community Housing & Community Development Service is below.

- Housing Options (Homelessness Prevention, Rent Deposit Schemes)
- Single Homelessness (Rough Sleeping, hostels)
- Homelessness Grants
- Temporary Accommodation

- Social Housing Allocations (Choice Based Lettings)
- Maintaining the Housing Register
- Management of the Housing Revenue Account
- Tenancy Management
- Tenancy Sustainment
- Tenant Involvement & Participation
- Housing & Homelessness Strategies
- Supporting People programme management
- Affordable Housing Development
- Regeneration
- Private Sector Housing – empty properties
- Community Safety (CSP, CANAcT ASB team, Street Wardens, PCSO funding, CCTV, Nightsafe, Neighbourhood Policing)
- Neighbourhood management, community engagement, community planning and local partnerships
- Community Development, Social Inclusion, and Community Cohesion
- Prevention of Violent Extremism
- Community Centres
- Community Grants
- Third sector support, commissioning and grants

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
Community Housing & Development									
Area Committees									
North - Area Committee	0	0	0	71,947	71,947	0	71,947	69,775	141,722
Total Area Committees	0	0	0	71,947	71,947	0	71,947	69,775	141,722
Communities & Neighbourhoods									
Neighbourhood Renewal Services	0	113,658	7,286	74,428	195,372	(79,797)	115,575	448,064	563,639
Sure Start	(393)	0	0	0	(393)	0	(393)	3,541	3,148
Area Co-Ordinators	686,237	34,763	6,422	42,781	770,203	0	770,203	(325,617)	444,586
Total Communities & Neighbourhoods	685,844	148,421	13,708	117,209	965,182	(79,797)	885,385	125,988	1,011,373
Community Grants & Commissioning									
Community Grants	0	0	0	1,443,759	1,443,759	0	1,443,759	8,498	1,452,257
Total Community Grants & Commissioning	0	0	0	1,443,759	1,443,759	0	1,443,759	8,498	1,452,257
Community Housing & Strategy									
Community Housing Management	92,701	106	0	14,967	107,774	0	107,774	78,800	186,574
Housing Development Team	0	0	0	9,337	9,337	0	9,337	15,156	24,493
Service Development Team	344,040	0	1,695	77,717	423,452	0	423,452	(102,797)	320,655
Total Community Housing & Strategy	436,741	106	1,695	102,021	540,563	0	540,563	(8,841)	531,722
Community Safety Strategy & Operations									
Childrens Holiday Activities	0	0	0	120,300	120,300	0	120,300	948	121,248
Street Wardens	333,548	13,233	2,500	40,095	389,376	0	389,376	47,233	436,609
CCTV	0	0	0	182,675	182,675	(39,000)	143,675	3,527	147,202
Crime Strategy	365,152	0	3,100	7,693	375,945	(182,000)	193,945	96,449	290,394
PCSO's	0	0	0	67,487	67,487	0	67,487	2,090	69,577
Crime & Nuisance Action Team (CANACT)	180,926	0	2,200	18,317	201,443	(69,000)	132,443	1,765	134,208
Total Community Safety Strategy & Operations	879,626	13,233	7,800	436,567	1,337,226	(290,000)	1,047,226	152,012	1,199,238
FAMILY SUPPORT PROJECT	14,677	0	0	10,391	25,068	(25,000)	68	2,821	2,889
Total External Funding Community Safety	14,677	0	0	10,391	25,068	(25,000)	68	2,821	2,889
Housing Needs									
Homelessness Running Expenditure	0	0	522	299,000	299,522	(20,000)	279,522	19,146	298,668
Private Lease Scheme	229,071	206,513	16,100	1,188,962	1,640,646	(1,233,108)	407,538	20,365	427,903
Home Choice Scheme	229,527	0	0	330,006	559,533	(20,000)	539,533	32,419	571,952
Housing Advice	0	0	0	80,000	80,000	0	80,000	4,641	84,641
Choice Base Lettings Scheme	0	0	0	0	0	0	0	2,387	2,387
Housing Options & Allocations	1,131,520	0	12,896	160,874	1,305,290	0	1,305,290	250,295	1,555,585
Single Homeless Team	87,493	0	0	0	87,493	0	87,493	24,210	111,703
Total Housing Needs	1,677,611	206,513	29,518	2,058,842	3,972,484	(1,273,108)	2,699,376	353,463	3,052,839
Total Community Housing & Development	3,694,499	368,273	52,721	4,240,736	8,356,229	(1,667,905)	6,688,324	703,716	7,392,040

Community Housing & Development

Reference	Description	2011-2012 £000's	2012-2013 £000's	2013-2014 £000's	2014-2015 £000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12SV1301	Area Based Grants/PVE	(59)	0	0	0
12SV1302	Removal of revenue funding.	(103)	0	0	0
12SV1303	Delete post as no longer receives external funding	(27)	0	0	0
12SV1304	Loss of External funding end of 10/11 - Sure Start	20	0	0	0
12SV1305	Grants reductions across selected areas	(120)	0	0	0
12SV1306	Restructure of the Street Wardens Service	(27)	0	0	0
12SV1307	Removal of funding for PCSOs	(62)	0	0	0
12SV1308	Cessation of Shelter contract for independent housing advice & Reinstate independent Housing advice	(13)	0	0	0
12SV1309	Closure of Elderly Services	(117)	0	0	0
12SV1310	Supplies and services for Communities & Neighbourhoods Team.	(10)	(10)	(10)	(10)
12SV1311	Running costs of Community Centres and two sports facilities	(10)	(10)	(10)	(10)
12SV1312	Deletion of PA/ Administrator post.	(42)	0	0	0
12SV1313	Deletion of Supplies & Services Budget	(10)	0	0	0
12SV1314	Formation of a Social Enterprise Company	(15)	(30)	0	0
12SV1315	Agreement with Oxford University	(39)	(30)	0	0
12SV1316	Reduce S&S & Subsidy for Active Communities management	(8)	(10)	0	0
12SV1317	Increased income from external re charging	(30)	(10)	0	0
12SV1318	Restructuring of Admin and Support.	(18)	0	0	0
12SV1319	Council 2012 restructure	(84)	0	0	0
12SV1320	Trend in temporary accommodation use continues	(29)	0	0	0
12SV1321	Reduction in directly leased temporary accommodation	(262)	0	0	0
12SV1322	Line by Line review of Housing Need spend	(67)	0	0	0
12SV1323	Redevelopment of Northway Community Centre	0	(24)	0	0
12SV1324	Deletion of one assistant post -Housing Needs	0	(31)	0	0
12SV1325	Introduction of BPI, CRM, Customer First	0	0	(67)	0
12SV1326	Deletion of one officer post-Housing Needs	0	0	0	(36)
12SV1327	Reduction of Supplies & Services budgets	0	(10)	(10)	(10)
12SV1328	Restructuring of Enabling team.	0	(43)	0	0
12SV1329	Deletion of one officer post-Home Choice	0	0	(36)	0
	Total Savings	(1,132)	(208)	(133)	(66)

Community Housing

	Hours	FTE
EK09 Housing & Communities Management		
Head of Service	37	1.00
		1.00
EK03 Accommodation and Sustainment Team		
Accommodation and Sustainment Team Manager	37	1.00
Accommodation and Sustainment Officer	37	1.00
Accommodation and Sustainment Officer	37	1.00
Accommodation and Sustainment Officer	37	1.00
Accommodation and Sustainment Officer	18.5	0.50
Accommodation and Sustainment Officer	18.5	0.50
Rent Officer	26	0.70
Support Worker	37	1.00
Tenancy Sustainment Officer	37	1.00
Tenancy Sustainment Officer	37	1.00
Tenancy Sustainment Officer	37	1.00
Tenancy Sustainment Officer	37	1.00
Tenancy Sustainment Officer	18.5	0.50
		11.20
EK04 Home Choice Team		
Home Choice Team Manager	37	1.00
Options Officer - Private Rented	37	1.00
Options Officer - Private Rented	37	1.00
Options Officer - Private Rented	16	0.43
Options Officer - Private Rented	21	0.57
Options Officer - Private Rented	37	1.00
Tenancy Sustainment Officer - Private Rented	37	1.00
		6.00
EK10 Housing Options and Allocations		
Housing Needs Manager	37	1.00
Allocations Team Manager	37	1.00
Senior Allocation Officer	37	1.00
Allocation Officer	37	1.00
Allocation Officer	37	1.00
Allocation Officer	37	1.00
Allocation Officer	37	1.00
Furnished Tenancy Team Leader	37	1.00
Furnished Tenancy Officer	37	1.00
Furnished Tenancy Officer	21	0.57
Principal Housing Facilitator	37	1.00
Housing Options Team Manager	37	1.00
Senior Options Officer	37	1.00
Options Officer	37	1.00
Options Officer	37	1.00
Options Officer	37	1.00
Options Officer	37	1.00
Options Officer	37	1.00
Options Officer	37	1.00
Options Officer	37	1.00
Options Officer	18.5	0.50
Options Officer	18.5	0.50
Options Officer	18.5	0.50
Options Officer	18.5	0.50
		21.57

Community Housing

	Hours	FTE
EK10 Assessment & Support Team		
Assessment & Support Team Leader	37	1.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Housing Needs Assistant	37	1.00
Housing Needs Assistant	37	1.00
Housing Needs Assistant	37	1.00
Housing Needs Assistant	37	1.00
Housing Needs Assistant	30	0.81
Housing Needs Assistant	18.5	0.50
Housing Needs Assistant	18.5	0.50
Housing Needs Assistant	37	1.00
		9.81
EK13 Single Homelessness Team		
Single Homelessness Manager	37	1.00
Single Homelessness Officer	37	1.00
		2.00
EK16 Enhanced Options		
Enhanced Options Officer	37	1.00
		1.00
MM25 CANAcT		
CANAcT Manager	37	1.00
Neighbourhood Action Officer	37	1.00
Neighbourhood Action Officer	37	1.00
Neighbourhood Action Officer	37	1.00
Neighbourhood Action Officer	37	1.00
Neighbourhood Action Officer	37	1.00
Neighbourhood Action Officer	37	1.00
Administrative Officer	37	1.00
Family Support Officer	37	1.00
		8.00
KV01 Crime Strategy Team		
Community Safety Manager	37	1.00
Community Safety Support Officer	37	1.00
Drugs Strategy Coordinator	37	1.00
Neighbourhood Policing Coordinator	37	1.00
Active Communities Partnership Manager	37	1.00
Nightsafe & CCTV Manager	37	1.00
Community Safety Research Officer	37	1.00
Domestic & Sexual Abuse Coordinator	37	1.00
Positive Futures Coordinator	37	1.00
		9.00
EL10 Street Wardens		
Street Warden Manager	37	1.00
Administrative Officer	37	1.00
Street Warden	37	1.00
Street Warden	37	1.00
Street Warden	37	1.00
Street Warden	37	1.00
Street Warden	37	1.00
Street Warden	37	1.00
Street Warden	37	1.00
Street Warden	37	1.00
Street Warden	37	1.00
Street Warden	37	1.00
Street Warden	37	1.00

Community Housing

	Hours	FTE
		<u>12.00</u>
EK15 Strategy and Enabling		
Strategy & Enabling Manager	37	1.00
Empty Homes Officer	18.5	0.50
Housing & Communities Coordinator	37	1.00
Customer Services and Facility Officer	37	1.00
Service Development Officer	37	1.00
Service Development Officer	37	1.00
Service Development Support Officer	37	1.00
Project Support Officer	37	1.00
Affordable Housing Team Leader	37	1.00
Affordable Housing Development Officer	37	1.00
		<u>9.50</u>
KF03 Communities and Neighbourhoods		
Communities and Neighbourhoods Manager	37	1.00
Community Projects Officer	37	1.00
Team Leader	37	1.00
Team Leader	37	1.00
Team Leader	37	1.00
Locality Officer	37	1.00
Locality Officer	37	1.00
Locality Officer	37	1.00
Locality Officer	37	1.00
Locality Officer	37	1.00
Development Officer	37	1.00
Development Officer	37	1.00
Grants Officer	37	1.00
Community Facilities Officer	37	1.00
Tenant Participation Officer	37	1.00
Tenant Participation Officer	37	1.00
Administrative Officer	33	0.89
		<u>16.89</u>
Community Housing Total		<u><u>107.97</u></u>

Corporate Assets Service Overview

The Corporate Assets Service provides an in-house Property and Construction function responsible for both Strategic and Operational activities. The Service has strategic responsibility across all areas of the Council encompassing both General Fund and Housing Revenue Account assets, and for the delivery of a strategic plan for land and property assets that is structured and co-ordinated. At the highest level its role is to ensure the alignment of the business and organisational needs and objectives of the Council with its property provision strategy and plans, ensuring that the land and asset base is optimally structured in the best corporate interests of the organisation. The Council has adopted its Strategic Asset Management and Offices for the Future strategies, and the Corporate Assets Service is now leading on both a refresh of the Asset Management Plan, and Implementation of the physical office rationalisation ensuring alignment with the Council's 2012 Agenda. The Service works closely with all Service areas of the Council to deliver structured service asset planning, challenge to the holding of existing assets, and delivery of an estate that is fit for purpose. The Service has overall responsibility for fixed assets within the Council.

The Service has a significant role in driving physical asset considerations to ensure a co-ordinated approach to Area based regeneration, including Housing estate design and improvement, particularly in the delivery of housing and affordable housing. Through close collaborative working with Climate Change colleagues we are integrating climate change considerations into the Council's Strategic Planning Processes through the joint establishment and delivery of programmes of sustainable repairs and improvements to our assets, to achieve amongst other things reduction in CO2 emissions.

The Corporate Assets service is organised functionally around five discrete areas being Commercial Property Management, Major Projects and Disposals, Corporate Asset Management, Design & Construction and Housing Projects, assisted by a small Business/Admin support team. Implicitly the Department will operate on a project/matrix team approach.

This Plan was principally authored by members of the Corporate Assets Senior Management Team, and a draft shared with a 'diagonal slice' staff consultation group, which included Union representation. Senior Managers additionally consulted with their Teams as the draft Plan unfolded. The agreed document will be circulated to all staff and be on the Agenda at the next Service Away day in March 2011.

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
Corporate Assets									
Commercial Property									
Residential & Commercial Property	0	220,465	0	27,939	248,404	(5,336,001)	(5,087,597)	640,241	(4,447,356)
Bury Knowle House	0	17,227	0	0	17,227	(78,842)	(61,615)	45,307	(16,308)
Northway Landlord Mangmt A/C	0	0	0	0	0	10,000	10,000	1,269	11,269
Barton Centre Management	0	49,172	0	1,481	50,653	(80,325)	(29,672)	46,000	16,328
Gloucester Green Buildings	0	36,363	0	0	36,363	0	36,363	2,088	38,451
Northgate Hall	0	1,576	0	0	1,576	(5,620)	(4,044)	4,414	370
Port Meadow Moorings	0	8,782	0	0	8,782	0	8,782	2,086	10,868
Cemeteries Lodges	0	1,875	0	0	1,875	(5,744)	(3,869)	5,338	1,469
Parks Houses	0	(7,887)	0	0	(7,887)	(13,289)	(21,176)	14,503	(6,673)
Staff Property Share Scheme	0	0	0	0	0	(948)	(948)	2,099	1,151
Covered Market (FAM Income Only)	0	0	0	0	0	(942,594)	(942,594)	7,610	(934,984)
Macmillan House	0	75,000	0	0	75,000	(47,179)	27,821	7,878	35,699
Enterprise Centre	0	51,750	0	417	52,167	(93,500)	(41,333)	20,928	(20,405)
Park & Ride Car Parks	0	0	0	0	0	(250,000)	(250,000)	46,300	(203,700)
Total Commercial Property	0	454,323	0	29,837	484,160	(6,844,042)	(6,359,882)	846,061	(5,513,821)
Office Accommodation									
Common Expenditure	0	17,519	0	0	17,519	(7,662)	9,857	(15,846)	(5,989)
Town Hall Administration Offices	0	335,991	0	0	335,991	0	335,991	87,483	423,474
St Aldates Chambers	0	232,731	0	0	232,731	0	232,731	(212,019)	20,712
Ramsay House (BHS Offices)	0	210,228	0	0	210,228	0	210,228	(174,509)	35,719
Rent-St Aldates	0	440,000	0	0	440,000	0	440,000	(439,996)	4
Total Office Accommodation	0	1,236,469	0	0	1,236,469	(7,662)	1,228,807	(754,887)	473,920
Property Maintenance Programme (part)									
Community Centres	0	144,829	0	0	144,829	0	144,829	85,844	230,673
Parks Client Overhead A/C	0	2,686	0	0	2,686	0	2,686	1,252	3,938
Swim & Sport Management	0	9,634	0	0	9,634	0	9,634	23,274	32,908
Cemeteries	0	15,371	0	0	15,371	0	15,371	9,568	24,939
Countryside	0	(2,000)	0	0	(2,000)	0	(2,000)	1,250	(750)
Tourist Information Centre.	0	4,835	0	0	4,835	0	4,835	4,215	9,050
Carfax Tower	0	3,611	0	0	3,611	0	3,611	6,384	9,995
Civil Engineering	102,058	68,528	350	10,875	181,811	(30,981)	150,830	(114,630)	36,200
Total Property Maintenance Programme (part)	102,058	247,494	350	10,875	360,777	(30,981)	329,796	17,157	346,953
Support Services									
Property and Facilities Management and Support	168,453	0	0	(35,253)	133,200	0	133,200	(133,200)	0
Courier Service	21,240	0	6,531	736	28,507	0	28,507	(28,571)	(64)
Estates Valuation & Management	290,633	0	4,069	15,791	310,493	0	310,493	(311,909)	(1,416)
Building Design & Construction	331,150	0	3,931	6,898	341,979	(28,968)	313,011	(343,179)	(30,168)
Caretaking - City Centre	258,500	26,645	203	12,281	297,629	0	297,629	(298,587)	(958)
Total Support Services	1,069,976	26,645	14,734	453	1,111,808	(28,968)	1,082,840	(1,115,446)	(32,606)
Total Corporate Assets	1,172,034	1,964,931	15,084	41,165	3,193,214	(6,911,653)	(3,718,439)	(1,007,115)	(4,725,554)

Corporate Assets

Reference	Description	2011-2012 £000's	2012-2013 £000's	2013-2014 £000's	2014-2015 £000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12SV1401	14 Osney Lane Reduce RM budget	(1)	0	0	0
12SV1402	Atrium licence fee	(2)	0	0	0
12SV1403	Reduce Cutteslowe Park Office Budgets	(1)	0	0	0
12SV1404	Travellers & Gypsies Contingency budget	(5)	0	0	0
12SV1405	Blue Boar Street Vacation RM & Repairs	(5)	0	0	0
12SV1406	Blue Boar Street Vacation Service Maintenance	(8)	0	0	0
12SV1407	Blue Boar Street Vacation Electricity	(18)	0	0	0
12SV1408	Blue Boar Street Vacation Gas	(6)	0	0	0
12SV1409	Blue Boar Street Vacation BR/CTax	(71)	0	0	0
12SV1410	Blue Boar Street Vacation Buildings Insurance	(1)	0	0	0
12SV1411	Museum - supplies & services	(7)	0	0	0
12SV1412	Parks Houses	(4)	0	0	0
12SV1413	Sports Centres - residual works	(14)	0	0	0
12SV1414	Countryside properties	(2)	0	0	0
12SV1415	23/25 Broad Street Additional revenue	(35)	0	0	0
12SV1416	Cleaning & Caretaking	(24)	(24)	0	0
12SV1417	Grade 8 posts in Support Services	(94)	(94)	0	0
12SV1418	Grade 6 post in Support Services	(27)	(27)	0	0
12SV1419	Vacation and Disposal of Bury Knowle House Office	0	0	(17)	(12)
12SV1420	Vacation of City Centre property	0	0	(60)	0
12SV1421	Budget in this area not required	0	(28)	0	0
12SV1422	OFTF Integrate FM Town Hall & St Aldates	0	(30)	0	0
12SV1423	Ramsay House Vacation RM & Repairs	0	(11)	0	0
12SV1424	Ramsay House Vacation Service Maintenance	0	(27)	0	0
12SV1425	Ramsay House Vacation Electricity	0	(44)	0	0
12SV1426	Ramsay House Vacation Gas	0	(1)	0	0
12SV1427	Ramsay House Vacation Rent	0	(0)	0	0
12SV1428	Ramsay House Vacation Rates	0	(121)	0	0
12SV1429	Ramsay House Vacation Service Charges	0	(5)	0	0
12SV1430	Ramsay House Vacation Water & Sewerage Charges	0	(3)	0	0
12SV1432	Grade 10 & Grade 6 post in Support Services	0	0	(93)	(93)
12SV1433	33-35 George Street - Income after refurbishment	0	(50)	0	0
	Total Savings	(325)	(465)	(170)	(105)

Corporate Assets

	HOURS	FTE
BN01 Property, Facilities Management & Support		
Head of Services	37.00	1.00
Senior Business Support Officer	37.00	1.00
Technician Administrator	16.00	0.43
Technician Administrator	21.00	0.57
Business Support Officer	37.00	1.00
Admin Assistant	37.00	1.00
Clerical Assistant	18.50	0.50
		5.50
BN26 Major Projets & Disposals		
Major Projects & Disposals Manager	37.00	1.00
Senior Letting & Disposals Officer	37.00	1.00
		2.00
BN22 Property Management		
Property Manager	37.00	1.00
Senior Property Manager	37.00	1.00
Senior Property Manager	37.00	1.00
Estate Surveyor	37.00	1.00
Trainee/Estate Surveyor	37.00	1.00
Housing Needs Surveyor	24.00	0.65
		5.65
BN23 Corporate Assets Management		
Corporate Asset Manager	37.00	1.00
Senior Asset Manager- New Post	37.00	1.00
Senior Asset Manager - New Post	37.00	1.00
Property Records Officer	37.00	1.00
		4.00
BN43 Building Design & Construction		
Building Design & Facilites Manager	37.00	1.00
Senior Landscape Architect	37.00	1.00
Senior Civil Engineer	37.00	1.00
Senior Building Surveyor - 1	37.00	1.00
Senior Building Surveyor - 2	37.00	1.00
Senior Building Services Engineer	37.00	1.00
Senior Surveyors - 1	37.00	1.00
Senior Surveyors 2 - New Post	37.00	1.00
Premises Health & safety Manager - New Post	37.00	1.00
Building Surveyors - 1	37.00	1.00
Building Surveyors - 2	37.00	1.00
		11.00
BR01 Caretaking - City Centre		
Caretaking & Cleaning Co-ordinator	37.00	1.00
Courier	37.00	1.00
Caretaker - 1	37.00	1.00
Caretaker - 2	37.00	0.81
Caretaker - 3	37.00	1.00
Cleaner - 1	37.00	1.00
Cleaner - 2	36.00	1.00
Cleaner - 3	12.00	0.32
Cleaner - 4	26.88	0.66
Cleaner - 5	12.00	0.32
Cleaner - 6	20.00	0.54
Cleaner - 7	10.00	0.27
Cleaner - 8	15.00	0.41
Cleaner - 9	10.00	0.27
Cleaner - 10	10.00	0.27
Cleaner - 11	10.00	0.27
Cleaner - 12	10.00	0.27
Cleaner - 13	35.00	0.95
		11.36
TOTAL		39.51

CITY SERVICES

City Services Directorate

Environmental Development

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- Environmental Development Savings 11-12 - 14-15
- Environmental Development Establishment

Customer Services

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City Leisure

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Direct Services

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Environmental Development Service Overview

The Environmental Development Service seeks to protect & sustainably develop the environment for all people living, working or visiting our City.

Environmental Development came into being in 2009 and it sits within the City Services directorate. It also contributes to 'place shaping' as well as general service delivery and is the lead Service and Champion for the corporate priorities of climate change, environmental resource management and improving the local environment and quality of life. The Service contributes to each of the corporate priorities and delivers services that directly support the objectives of improving the local environment, economy & quality of life, tackling climate change and promoting environmental resource management, delivering better housing for all, strengthening and making more inclusive communities and reducing crime and antisocial behaviour. The Service Plan will also contribute toward developing the Council by improving value for money and service performance.

It comprises 4 divisions; Environmental Sustainability, Environmental Control, Health Development and Licensing & Development (see 2.3). It works as a single entity to deliver key services, usually in partnership with external organisations.

Environmental Sustainability is the policy hub for the majority of the Service and the Council's lead on environmental strategy, (including subordinate strategies such as the CLS), climate change and environmental resource management. It focuses both upon driving policy including improvement and adaptation throughout the corporate entity, and upon the delivery of specific programmes such as the SIP (Strategy & Implementation Plan for the internal carbon footprint) and the Low Carbon Oxford project aimed at the wider community. It leads on specific adaptation themes – such as flooding prevention, control, mitigation and improved resilience and links with severe weather emergency planning. It works in conjunction with a wide range of external bodies such as UKCIP and provides good practice advice and active promotion on a themed basis to both internal partners, e.g., planning & development control, and external partners, e.g., via the Oxford Strategic Partnership. This is a rapidly developing area of the Council's business and the relationships with external partners are of critical importance.

Environmental Control draws together the reactive services; responding particularly to requests from the public, business and partner organisations, (circa over 70k service requests p/a to Environmental Development). It forms the Council's main enforcement arm in regulating the local environment on a very wide range of environmental matters. It discharges obligatory duties and carries out discretionary work using national and local powers. This work includes matters such as waste enforcement, clean neighbourhood enforcement noise and nuisance control, treatment of pests and stray dogs, infectious disease control, accident investigations, drainage maintenance and repair enforcement, public health burials, essential home repairs, secured home loans, disabled adaptations and emergency out of hours services.

Health Development draws together the planned and proactive programmes across a wide range of matters including public safety via. It works in partnership with external bodies and provides education, support and enforcement. It delivers interventions in both residential and commercial settings, designed to combat poor management and contain or eliminate unacceptable risks. The Service investigates fatalities and service injury in work settings and takes enforcement action as necessary. It delivers food law services to all sectors including hygiene assessments, regulated improvements and sampling. It provides the data for “Scores on the Doors”, and regulating the scheduled processes, which could otherwise give rise to public risk.

Licensing & Development draws together the Council’s regulatory functions on licensing matters. This includes national licensing schemes such as liquor and entertainment via premises licences, club premises certificates, personal licenses, temporary event notices etc, together with animal boarding licensing, addressing dangerous wild animals, dog breeding, pet shops, riding establishments, HMO’s, taxis, track betting, acupuncture, tattooing & piercing, electrolysis, motor salvage operators and sex establishments. It also delivers local regulation schemes such as those covering street trading consents and the division leads on event control in the City Centre via the Events Control Panel. It also controls the relevant City Council road closures as part of event management. This division also manages the integrated software applications for the whole Service, business continuity, purchasing, customer surveys, compliments and learning from complaints process.

All divisions assist with the other cross-cutting activities as regards surveillance, data collection, analysis and interpretation. Research is carried out with a range of partners.

When compared with other City Council Services, Environmental Development *is unique in that it –*

- Provides services to **all** people in the City, (whether residing, working or visiting)
- Delivers the widest range of services provided by any single department of the Council
- Supports the most onerous audit and review framework (7 external regulators plus internal mechanisms)

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
Environmental Development									
Environmental Control									
Environmental Control	196,088	400	3,650	5,589	205,727	(932)	204,795	50,478	255,273
Pest Control / Dog Wardens	124,205	0	27,222	17,170	168,597	(63,000)	105,597	22,470	128,067
Environmental Enforcement	116,953	0	0	0	116,953	(15,500)	101,453	21,060	122,513
Home Improvement Agency	46,319	0	0	6,774	53,093	(40,500)	12,593	28,229	40,822
Public Health Burials	0	0	0	0	0	0	0	4,636	4,636
Works in Default	0	0	0	0	0	0	0	2,113	2,113
Service requests (Environmental Protection)	167,495	0	0	100	167,595	0	167,595	25,589	193,184
Out of Hours	50,000	0	0	5,215	55,215	0	55,215	7,315	62,530
Total Environmental Control	701,060	400	30,872	34,848	767,180	(119,932)	647,248	161,890	809,138
Environmental Sustainability									
Environmental Sustainability	130,221	0	0	5,415	135,636	0	135,636	33,134	168,770
Environmental Policy	140,289	2,500	8,465	17,449	168,703	(1,000)	167,703	23,464	191,167
Carbon Management	37,289	0	500	74,860	112,649	0	112,649	25,770	138,419
Sustainability	51,505	0	0	(24,900)	26,605	0	26,605	24,160	50,765
LSP/Community Strategy	48	0	0	22,315	22,363	0	22,363	2,595	24,958
Total Environmental Sustainability	359,352	2,500	8,965	95,139	465,956	(1,000)	464,956	109,123	574,079
Health Development									
Health Development	200,562	0	0	300	200,862	0	200,862	42,566	243,428
Food Safety	100,015	0	900	14,299	115,214	(51,500)	63,714	28,640	92,354
Residential Health & Safety	140,205	0	2,350	59,893	202,448	(40,500)	161,948	52,985	214,933
Commercial Health & Safety and Environment	94,547	0	0	0	94,547	(5,000)	89,547	20,915	110,462
Total Health Development	535,329	0	3,250	74,492	613,071	(97,000)	516,071	145,106	661,177
Licensing & Development									
Licensing & Development	102,727	0	0	200	102,927	0	102,927	33,513	136,440
Alcohol and Entertainment	94,708	0	607	4,945	100,260	(210,000)	(109,740)	48,885	(60,855)
Street Trading	24,855	0	0	500	25,355	(175,000)	(149,645)	7,374	(142,271)
HMO Licensing	212,423	0	0	0	212,423	(100,000)	112,423	10,014	122,437
Miscellaneous Licensing and Support	96,377	0	200	4,673	101,250	(10,000)	91,250	47,307	138,557
Taxi Licensing	158,404	0	12,104	20,255	190,763	(20,000)	170,763	34,612	205,375
Taxi Licensing - Vehicles	0	0	0	1,100	1,100	(150,000)	(148,900)	5,057	(143,843)
Taxi Licensing - Drivers	0	0	0	0	0	(96,000)	(96,000)	3,693	(92,307)
Total Licensing & Development	689,494	0	12,911	31,673	734,078	(761,000)	(26,922)	190,455	163,533
General Management									
Environmental Development General Management	92,025	5,765	8	50,041	147,839	400	148,239	96,888	245,127
Total General Management	92,025	5,765	8	50,041	147,839	400	148,239	96,888	245,127
Total Environmental Development	2,377,260	8,665	56,006	286,193	2,728,124	(978,532)	1,749,592	703,462	2,453,054

Environmental Development

Reference	Description	2011-2012 £000's	2012-2013 £000's	2013-2014 £000's	2014-2015 £000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12PR1202	HMO new scheme	180	(204)	(73)	(20)
12SV1201	New charge for pest control	(28)	0	0	0
12SV1202	Income from specialised HMO enforcement services.	(33)	0	0	0
12SV1203	Income from new agency services	(17)	0	0	0
12SV1205	Energy advice and Fuel poverty programme	(84)	0	0	0
12SV1206	Terminate discretionary target hardening programme	(26)	0	0	0
12SV1207	Restructure to provide smaller/ flexible service	(9)	0	0	0
12SV1208	Saving on corporate energy & utilities management.	(4)	0	0	0
12SV1209	New work on environmental assessments from CD	(10)	0	0	0
12SV1210	Absorb Environmental Services Manager duties	(24)	0	0	0
12SV1211	New Commercial Safety team	(63)	0	0	0
12SV1212	Restricted out of hours noise service	0	(12)	0	0
12SV1213	Saving on low priority service requests	0	(54)	(54)	(54)
12SV1214	Contaminated land and air quality	0	0	(32)	0
12SV1215	Rearrange team support functions	0	(12)	0	0
	Total Savings	(117)	(282)	(159)	(74)

Environmental Development

	Hours	FTE
ED01 General Management		
Head of Service	37.0	1.00
	37.0	1.00
ED02 Environmental Control		
Service Manager - Environmental Control	37.0	1.00
Team Leader	37.0	1.00
Team Leader	37.0	1.00
Team Leader	37.0	1.00
		4.00
ED03 Pest Control / Dog Wardens		
Pest Control Surveyor / Dog warden	37.0	1.00
Pest Control Surveyor / Dog warden	37.0	1.00
Pest Control Surveyor / Dog warden	37.0	1.00
Pest Control Surveyor / Dog warden	37.0	1.00
		4.00
ED04 Environmental Enforcement		
Environmental Enforcement Officer	37.0	1.00
Environmental Enforcement Officer	37.0	1.00
Street Trading	18.5	0.50
		2.50
ED05 Home Improvement Agency		
Small Repairs Technician	37.0	1.00
Environmental Health Technician	21.0	0.57
Building Surveyor	37.0	1.00
		2.57
ED08 Service Requests		
Environmental Health Technician	37.0	1.00
Environmental Health Technician	18.5	0.50
Environmental Health Officer	37.0	1.00
Environmental Health Officer	37.0	1.00
Environmental Health Technician	37.0	1.00
		4.50
ED10 Environmental Sustainability		
Environmental Sustainability Manager	37.0	1.00
Team Leader	37.0	1.00
Team Leader	37.0	1.00
		3.00
ED11 Environmental Policy		
Scientific Officer (Environmental Protection)	37.0	1.00
Environmental Health Officer	37.0	1.00
Scientific Officer (Environmental Protection)	16.0	0.43
Env Dev Assistant	18.5	0.50
Sustainable Officer	24.0	0.65
		3.58

Environmental Development

	Hours	FTE
ED13 Carbon Management		
Climate Change Officer	37.0	1.00
		1.00
ED14 Sustainability		
Domestic Energy Advisor	22.0	0.59
Sustainable Energy Officer	21.0	0.57
Sustainable Energy Officer	37.0	1.00
		2.16
ED15 Health Development		
Team Leader Control & Development	37.0	1.00
Service Manager - Health Development	37.0	1.00
Team Leader	37.0	1.00
Team Leader	37.0	1.00
		4.00
ED16 Food Safety		
Environmental Health Officer	16.0	0.43
Environmental Health Officer	37.0	1.00
Environmental Health Officer	18.5	0.50
Environmental Health Officer	37.0	1.00
Environmental Health Officer	37.0	1.00
		3.93
ED17 Residential Health & Safety		
Technical Assistant	37.0	1.00
Environmental Health Technician	37.0	1.00
Environmental Health Technician	37.0	1.00
Technical Assistant	37.0	1.00
Tenancy Relations Officer	21.0	0.57
Tenancy Relations Officer	16.0	0.43
		5.00
ED18 Commercial H&S + Environment		
Environmental Health Technician	37.0	1.00
Environmental Health Technician	18.5	0.50
Technical Assistant	37.0	1.00
Technical Assistant	37.0	1.00
		3.50
ED19 Licensing & Development		
Service Manager - Licensing & Development	37.0	1.00
Team Leader	37.0	1.00
Team Leader	37.0	1.00
		3.00
ED20 Alcohol & Entertainment		
Team Support Officer	37.0	1.00
Team Support Officer	37.0	1.00
Senior Licensing Officer	37.0	1.00
Licensing Officer	37.0	1.00
		4.00

Environmental Development

	Hours	FTE
ED21 Street Trading		
Team Support Officer	37.0	1.00
	37.0	<u>1.00</u>
ED22 HMO Licensing		
HMO Licensing Officer	37.0	1.00
	37.0	<u>1.00</u>
ED23 Misc Licensing & Support		
Team Support Officer	37.0	1.00
Team Support Officer	37.0	1.00
PA/ Support Officer	26.0	0.70
Team Support Officer	37.0	1.00
PA/ Support Officer	24.0	0.65
		<u>4.35</u>
ED24 Taxi Licensing		
Taxi Licensing Enforcement Officer	37.0	1.00
Senior Licensing Officer	37.0	1.00
Licensing Support Officer	37.0	1.00
		<u>3.00</u>
		<u>61.09</u>

Customer Services Overview

Customer Services is responsible for delivering, developing and improving front line customer services to citizens accessing the complete range of Council services across all access channels. The objective is to make services accessible to suit the needs of the customer, with an ethos of right first time, quality and consistency. The Council presently has a range of service specific reception areas, and is developing a customer service centre and contact centre on the ground floor of the St Aldates offices, that will both deliver the complete range of Council services. Customer Services is responsible for ensuring that every member of staff understands the importance of customer service, is aware of the promise the Council has made to its customers for the service they can expect to receive and is equipped to meet that challenge.

Currently face-to-face customers receive a range of service levels depending on which reception area they visit. Customers who access our services via our contact centres are able to access services for enquiries relating to Housing Repairs, Housing Rent, Council Tax, Housing Benefits and Waste and Recycling. Service levels are currently below target, with about 80% of customers being able to get through first time. Telephone enquiries on all other Council services currently go directly to the back office areas and receive a range of service levels depending on officer availability. The inconsistent use of voicemail across the Council can also lead to a lack of understanding of the actual levels of service received by customers.

Customer Services also includes the administration and collection of Local Taxation, rent and other revenues and the administration of Housing and Council Tax Benefits. The efficient collection of income helps to maintain the cash flow for the organisation, whilst the speedy and accurate assessment of benefit is paramount in ensuring residents are able to meet their housing costs and maximise their income, money which is then available to be recycled within the community. All of these services are developing to improve their accessibility by broadening the range and depth of services being made available on the web and in our contact centres, enabling customers to complete for example benefit and discount applications and to look up their own account details. Smart use of technology coupled with more modern ways of working, like home working, will improve service performance and drive down administrative costs.

Currently the collection of Council Tax is on target to deliver 97% and Housing Rents is on target to deliver 97.41%, (please note that BV66a for Rent is calculated differently to BV0009 for Council Tax, the Housing Rents indicator includes all previous rent arrears and is therefore not comparable to the Council Tax indicator). Whilst the time taken to process new claims for benefits and changes in circumstances is on target to be delivered within 14 days.

The Head of Customer Services is the lead officer in the organisation for developing and implementing the Council's Customer Contact Strategy in order to deliver the Customer First Transformation Programme.

The ethos for customer excellence through accessibility, quality and value for money applies to the delivery of customer contact, the administration of Benefits and the administration and collection of Revenues and Rents, as services which between them

touch every household in the City Council. As such this service plan therefore contributes to the following Corporate Priorities:

- ❖ More housing, better housing for all
- ❖ Tackle inequalities and support communities
- ❖ Transform Oxford City Council by improving value for money and service performance

Staff and union representatives have been involved in developing the plan. They have been consulted on setting performance targets, they have received a brief on the key issues contained in the draft plan and they have been canvassed for ideas covering 4 different themes during a workshop session. The four themes were:

1. How can we involve staff better in the delivery of our objectives?
2. Now that the Rents Team are part of Customer Services; what improvements can we make in how we work together in delivering a better service to our customers in each of the service areas?
3. There are a lot of changes planned for Customer Services; what will stop us achieving our objectives and what can we do to overcome this (*consider skills/training requirements*)?
4. What we can do to improve staff morale and well being – bearing in mind the current budgetary constraints?

The output from these workshops has been analysed and where appropriate included as actions for delivery.

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
Customer Services									
Customer Services	1,563,180	47,024	1,296	184,647	1,796,147	0	1,796,147	(1,798,109)	(1,962)
Council Tax	364,463	0	5,960	180,469	550,892	(319,615)	231,277	602,855	834,132
Housing Benefit	1,486,328	0	2,120	162,706	1,651,154	(870,534)	780,620	706,225	1,486,845
Income & NNDR	276,665	0	1,966	37,800	316,431	(224,515)	91,916	185,307	277,223
Scanning	(691)	0	0	6,451	5,760	0	5,760	51,380	57,140
Total Customer Services	3,689,945	47,024	11,342	572,073	4,320,384	(1,414,664)	2,905,720	(252,342)	2,653,378

Customer Services

Reference	Description	2011-2012 £000's	2012-2013 £000's	2013-2014 £000's	2014-2015 £000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12SV2101	Phase 1 restructure - Customer Services Manager post.	5	2	0	0
12SV2102	Phase 1 restructure - Head of Service support	31	0	0	0
12SV2103	Efficiencies from combined contact centre	(85)	(92)	0	0
12SV2104	Restructure of Revenues and Rents	0	(133)	0	0
12SV2105	Estimate of reduction to postage and mailing costs	(13)	0	0	0
12SV2106	Efficiency from a Fundamental Service review	(115)	(69)	0	0
12SV2107	Estimate of reduction to postage and mailing costs	(13)	0	0	0
12SV2108	Phase One restructure - deletion of P&I Manager post	(52)	0	0	0
12SV2109	Plan to increase in Court Fees	0	0	(13)	(14)
	Total Savings	(241)	(293)	(13)	(14)

Customer Services

	Hours	FTE
CD41 Customer Services		
Customer Contact Office	19.50	0.53
Customer Contact Officer	22.50	0.61
Customer Contact Officer	18.50	0.50
Customer Contact Officer	37.00	1.00
Customer Contact Officer	37.00	1.00
Customer Contact Officer	37.00	1.00
Customer Contact Officer	18.50	0.50
Customer Contact Officer	25.00	0.68
Customer Contact Officer	37.00	1.00
Customer Contact Officer	25.00	0.68
Customer Contact Officer	37.00	1.00
Customer Contact Officer	18.00	0.49
Customer Contact Officer	28.00	0.76
Customer Contact Officer	37.00	1.00
Customer Contact Officer	37.00	1.00
Customer Contact Officer	37.00	1.00
Customer Contact Officer	37.00	1.00
Customer Contact Officer	37.00	1.00
Customer Contact Officer	37.00	1.00
Customer Contact Officer	22.50	0.61
Customer Contact Officer	37.00	1.00
Customer Contact Officer	37.00	1.00
Customer Contact Team Leader	37.00	1.00
Customer Contact Team Leader	37.00	1.00
Customer Service Manager	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	22.50	0.61
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	30.00	0.81
Customer Service Officer	16.00	0.43
Customer Service Officer	25.00	0.68
Customer Service Officer	20.00	0.54
Customer Service Officer	37.00	1.00
Customer Service Officer	30.00	0.81
Customer Service Officer	22.50	0.61
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	16.00	0.43
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Officer	37.00	1.00
Customer Service Receptionist	21.00	0.57
Customer Service Receptionist	27.50	0.74
Customer Service Receptionist	20.00	0.54
Customer Service Receptionist	37.00	1.00

Customer Services

	Hours	FTE
Customer Service Receptionist	18.00	0.49
Performance & Improvement Officer	37.00	1.00
Performance & Improvement Officer	32.00	0.86
Performance & Improvement Officer	37.00	1.00
Performance & Improvement Officer	37.00	1.00
PI - Post	37.00	1.00
Team Leader	37.00	1.00
Team Leader	37.00	1.00
Team Leader	37.00	1.00
		59.46

CD42 Council Tax

Administration Assistant - Incomes	21	0.57
Bailiff Liaison Officer	37	1.00
Local Taxation Inspector	37	1.00
Local Taxation Officer	37	1.00
Local Taxation Officer	37	1.00
Local Taxation Officer	37	1.00
Local Taxation Officer	37	1.00
Local Taxation Officer	37	1.00
Local Taxation Officer	37	1.00
Local Taxation Officer	37	1.00
Local Taxation Officer	37	1.00
Local Taxation Officer	37	1.00
Revenues Manager	37	1.00
Team Leader	37	1.00
Team Leader	37	1.00
		13.57

CD43 Housing Benefit

Appeals Officer	22	0.59
Appeals Officer	37	1.00
Appeals Officer	0	0.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	24	0.65
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	30	0.81
Assessment Officer	25	0.68
Assessment Officer	30	0.81
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	30	0.81
Assessment Officer	37	1.00
Assessment Officer	37	1.00
Assessment Officer	22	0.59

Customer Services

	Hours	FTE
Benefits Manager	37	1.00
Clerical Assistant (Technical)	30	0.81
Generic Officer	30	0.81
Generic Officer	37	1.00
Generic Officer	37	1.00
Generic Officer	24	0.65
Generic Officer	37	1.00
Generic Officer	37	1.00
Senior Assessment Officer	37	1.00
Senior Benefits Officer	37	1.00
Senior Benefits Officer	37	1.00
Systems and Training Officer	37	1.00
Systems Officer	37	1.00
Systems Officer	37	1.00
Team Leader	21	0.57
Team Leader	37	1.00
Team Leader	21	0.57
Team Leader	37	1.00
Team Leader	37	1.00
Visiting Officer	16	0.43
Visiting Officer	37	1.00
		<hr/> 42.78 <hr/>

CD44 Income and NNDR

Administration Assistant - Incomes	37.00	1.00
Administration Assistant - Incomes	21.00	0.57
Administration Assistant - Incomes	37.00	1.00
Administration Assistant - Incomes	37.00	1.00
Administration Assistant - Incomes	37.00	1.00
Head of Service	37.00	1.00
Team Leader	18.50	0.50
	37.00	1.00
		<hr/> 7.07 <hr/>

DA15 - Scanning

Document Imaging Officer	25.00	0.68
Revenues and Benefits Assistant (Pre)	37.00	1.00
Revenues and Benefits Assistant (Pre)	31.00	0.84
Revenues and Benefits Assistant (Pre)	37.00	1.00
Revenues and Benefits Assistant (Pre)	21.00	0.57
Scanning & Indexing Assistant	37.00	1.00
Scanning & Indexing Assistant	25.00	0.68
		<hr/> 5.76 <hr/>
		<hr/> 128.64 <hr/>

City Leisure Service Overview

Service Mission - *World-class parks, open spaces and leisure opportunities to enhance the quality of life of everyone living, visiting or working in Oxford.*

A description of the service

The national picture is one of austerity and localism. The service and the council have an ingrained philosophy and strong track record of doing more of the right things with less. Public services are focused on need and must demonstrate their community value and evidence that they are value for money.

The service is far more than a sum of its parts. It is a key delivery agent against hard to quantify quality of life improvements; improving health, community safety, increasing skills, employment, economic growth, and instilling local pride. The service is increasingly playing a key role in shaping the places we live and work and in creating a more vibrant and active community for everyone. The service not only delivers against shared objectives with partners in health, education, social care and enforcement agencies, but also has a key role to play in developing sporting pathways enabling people to reach their desired potential, whether that is swimming a length or representing the country in their chosen sport.

Sport bridges all societal divides and the impact of sport and physical activity is felt within every community. The evidence speaks for itself. The lifetime healthcare costs savings for someone who takes part regularly in sport compared with their sedentary counterparts is valued at up to £46,000. Sport is the number one choice for volunteering with 53% of adults volunteering formally in sport. It is likely to be a once in a lifetime that we see the Olympics held in Britain. We are using the Olympics affect to inspire our locality through a series of events. We have opened a 2012 inspired Adizone sports area, introduced Free Access to National Sports People at our leisure centres, which has been awarded the 2012 Inspire Mark for exceptional and inspiring projects. Our website has further details of other developments and opportunities which will be updated in the lead up to 2012.

On the 30th of March 2009 we entered into a contract with Fusion Lifestyle, a social enterprise with charitable status, to manage the city's seven leisure facilities. The deliverables from this contract are to develop world class leisure facilities and services *for everyone*, increase participation and the entwined health benefits and to improve value for money. The contract saves the council £7million over the initial ten years. The first two years of the contract have seen £2.21m invested in developing a new gym at Barton Leisure Centre, extending the gym at Ferry Leisure Centre, adding a new studio and improving the reception and changing rooms at Blackbird Leys Leisure Centre alongside investing £1.7 million into backlog maintenance works across all facilities. Participation is increasing year on year, with the greatest increases being in our target groups such as disabled users. Our leisure centres account for almost half of the City Council's building emissions. In partnership with Fusion Lifestyle we are implementing further measures to further reduce these emissions. Fusion Lifestyles 2011 Business Plan is attached as appendix one.

Our leisure facilities are very inclusive with over 15 concessionary categories, all of which are able to attain significant cost reduction by using a concessionary *bonus slice*

membership card. Fees and charges for these groups and current members have also been frozen for a second successive year. When the government funding for free swimming was cut we managed to fund a targeted 30 hour package of free swimming for those under 17 years of age. Our parks and open spaces are the ultimate inclusive service, at point of access they are free to the communities they serve. While the work of our landscaping, litter picking, ranger, cemeteries and grounds maintenance teams often goes unnoticed, without their commitment to keeping our green spaces *clean, safe* and *accessible* the immense benefits from these valuable public places would not be realised.

The 2009 Place Survey showed that parks are the most used council service (79% of respondents used parks and open spaces at least once a month), and that parks have the highest user satisfaction rate (80%) of all city services. Over half (52%) of survey respondents used city-run leisure at least once a month.

The service actively supports pathways to work, with an award winning apprenticeship scheme and regular internships. The service works closely with the probation service and also employs on six monthly contracts teams of staff through a national back to work scheme called the Blue Sky initiative. The parks service area is developing an increasing army of active volunteers for the city's much loved parks and open spaces, these range from the numerous *friends of parks* to more casual volunteering opportunities.

Good management and maintenance of parks and leisure facilities returns more than just world class facilities where people can participate in sport, recreation and physical activity. These spaces greatly enhance the aesthetic appeal of Oxford, preserve our cultural heritage, facilitate social activity, improve health and wellbeing and allow biodiversity to flourish. The Leisure & Parks Service makes a significant contribution to the quality of life of our citizens and to the quality of experience for visitors, which helps to bolster the local economy.

The quality of our leisure and parks can be demonstrated over the last year with Barton Leisure Centre retaining QUEST (the leisure industries quality management system) and parks retaining ISO 9001. Additionally Hinksey, Florence and Cutteslowe and Sunnymead parks all retained their Green Flag status.

The service works closely with numerous partners. This way of working has helped to deliver enhanced community benefits. In 2005 Oxford had one of the lowest rates of adult participation in England at 20.7%. In 2010, 27.6% of adults are now taking part in 30 minutes of moderate intensity sport or active recreation three days a week. This figure puts Oxford in the top four districts in England and means that an extra 10,302 people are regularly taking part in sport. This partnership working has also enabled additional funding to be added to the £2.55million play refurbishment programme, which by the end of 2011 will have seen over 60 play areas refurbished.

Leisure & Parks services and functions

The Leisure & Parks Service is responsible for: sport, leisure, parks and open spaces management and maintenance, allotments, countryside services, play areas, cemetery & burial services. The service hosts the Oxfordshire Sports Partnership and works with its partner, Fusion Lifestyle, to improve and develop the city's leisure centres and pools

Sports Facilities:

The council has a clear ambition for its leisure facilities, that is: *High quality, inclusive leisure facilities that have a wide appeal and are delivered in a financially and environmentally sustainable way.*

Barton Leisure Centre (Main swimming pool, dance studio and a new gym)

Blackbird Leys Leisure Centre (Double sports hall, two community halls, crèche, gym, meeting rooms and a new spinning studio)

Blackbird Leys Pool (Small swimming pool)

Ferry Leisure Centre (main swimming Pool, learner Pool, Gym, dance Studio, squash courts, therapy room and sports hall)

Hinksey Outdoor Pool – Seasonal May – Sept (Large freeform outdoor pool and sun-bathing areas)

Temple Cowley Pools (main swimming pool, learner pool, gym, sauna/steam rooms & multi-purpose area)

Oxford Ice Rink

Sports Development:

Sports Development (responsible for development of sport in the city including street sports and the Oxfordshire Youth games)

Oxford Sports Partnership (a network of agencies, groups and individuals who are trying to promote a more active lifestyle and achieve personal success through sport)

Free swimming

Coordination of the city's involvement in the 2012 Olympics

Healthy Living

The service will increasingly be reducing health inequalities in the City

Go-Active – This initiative helps try and encourage adults to live a healthier lifestyle

Outdoor sporting facilities

The council has external sporting facilities that include Horspath athletics track, Hinksey outdoor pool, 14 street sport facilities and 11 operational pavilions.

Allotments

29 Owned by Oxford City Council

7 Parish or University owned

Countryside Services

29 countryside areas (400 Hectares)

Play Areas

90 equipped play areas

7 non-equipped play areas

Cemetery & Burial Services

4 Cemeteries

2 Closed Cemeteries

9 Closed Churchyards

Parks & Open Spaces management & maintenance

7 City Parks

22 Neighbourhood Parks & 26 Local Parks

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
City Leisure									
Leisure Management									
Leisure Client Management	223,670	575,000	4,000	446,005	1,248,675	(20,024)	1,228,651	1,007,868	2,236,519
Competition Pool	0	0	0	354,000	354,000	0	354,000	10,476	364,476
Total Leisure Management	223,670	575,000	4,000	800,005	1,602,675	(20,024)	1,582,651	1,018,344	2,600,995
Oxford Sports Partnership									
Active Sports Partnership	282,917	4,746	9,492	123,193	420,348	(402,945)	17,403	78,634	96,037
Total Oxford Sports Partnership	282,917	4,746	9,492	123,193	420,348	(402,945)	17,403	78,634	96,037
Sports Development									
Service Sports Development	35,497	12,366	1,058	18,600	67,521	(3,086)	64,435	21,016	85,451
Football Development Initiative	312	0	0	0	312	0	312	6,375	6,687
Go Active OCC	(162)	0	0	0	(162)	0	(162)	7,634	7,472
Total Sports Development	35,647	12,366	1,058	18,600	67,671	(3,086)	64,585	35,025	99,610
Allotments									
Allotments General	0	13,633	0	6,043	19,676	(30,529)	(10,853)	19,356	8,503
Total Allotments	0	13,633	0	6,043	19,676	(30,529)	(10,853)	19,356	8,503
Burial Services									
Burial Services	227,039	13,648	61,403	63,844	365,934	(305,282)	60,652	36,279	96,931
Total Burial Services	227,039	13,648	61,403	63,844	365,934	(305,282)	60,652	36,279	96,931
Countryside									
Countryside Services	123,561	5,399	43,000	(28,251)	143,709	(10,716)	132,993	33,612	166,605
Total Countryside	123,561	5,399	43,000	(28,251)	143,709	(10,716)	132,993	33,612	166,605
Parks									
Grounds & Sports	564,865	13,605	233,654	86,554	898,678	(5)	898,673	71,529	970,202
Park Attendants & Facilities	258,476	182,159	25,084	11,853	477,572	(97,018)	380,554	48,142	428,696
Play Area (Member Bid)	0	0	0	268,067	268,067	0	268,067	53,717	321,784
Oxford In Bloom	44	0	0	12,333	12,377	(24,407)	(12,030)	(35)	(12,065)
Tree Maintenance	259,389	0	72,416	102,581	434,386	(93,155)	341,231	20,475	361,706
Landscape & Play	209,638	25,000	65,003	64,198	363,839	(53,607)	310,232	11,999	322,231
Total Parks	1,292,412	220,764	396,157	545,586	2,454,919	(268,192)	2,186,727	205,827	2,392,554
Parks Management & Administration									
Parks Management	98,054	43,588	4,577	28,662	174,881	(209,141)	(34,260)	374,444	340,184
Total Parks Management & Administration	98,054	43,588	4,577	28,662	174,881	(209,141)	(34,260)	374,444	340,184
Total City Leisure	2,283,300	889,144	519,687	1,557,682	5,249,813	(1,249,915)	3,999,898	1,801,521	5,801,419

City Leisure

Reference	Description	2011-2012 £000's	2012-2013 £000's	2013-2014 £000's	2014-2015 £000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12SV2201	Commission Sports Development	(1)	(1)	(3)	0
12SV2202	Reduce Free Swim payment to Fusion	(113)	0	0	0
12SV2203	No Free swimming income from central gov	100	0	0	0
12SV2204	Implementation of Limited Free Swim Service	27	0	0	0
12SV2205	Dispose of mini bus	(11)	0	0	0
12SV2206	Introduce long grass areas within cemeteries	(10)	(5)	(5)	0
12SV2207	Stop free works on land	(5)	0	0	0
12SV2208	Reduction in contract fee paid to Fusion	(192)	(82)	(50)	38
12SV2209	Reduced commissioning of the OSP	(3)	0	0	0
12SV2210	Reduce Cemeteries management costs	(15)	0	0	0
12SV2211	Redesign and reallocation of parks work	(90)	(100)	0	0
12SV2212	Grounds maintenance service review.	(50)	(70)	(15)	0
12SV2213	Delete vacant Ranger post	(34)	0	0	0
12SV2214	Delete vacant Park supervisor post	(40)	0	0	0
12SV2215	Reduction in nursery costs	(24)	(5)	(3)	(3)
12SV2216	Oxford in Bloom Remove budget	(3)	(3)	(3)	(3)
12SV2217	Reduce use of skips.	(20)	0	0	0
12SV2218	Reduced utilities	(10)	0	0	0
12SV2219	Supplies and services budget no longer needed	(30)	0	0	0
12SV2220	Purchase "smart" cemetery gates	6	3	0	0
12SV2221	Stop Locking manual cemeteries / parks	(5)	(5)	0	0
12SV2222	Attain and manage new works contract in Parks	35	0	0	0
12SV2223	Inflation Adjustment	(1)	0	0	0
12SV2224	Review Tennis Provision	0	(5)	0	0
12SV2225	Commercially funded football	0	(25)	(25)	0
12SV2226	External grants for green spaces	0	(5)	(10)	0
12SV2227	Commission tree team to do other public work	0	(25)	0	(5)
12SV2228	Commission Grounds Maintenance team	0	(20)	0	(10)
12SV2229	Commission Landscaping team	0	0	(5)	(5)
12SV2230	Large park events	0	(3)	(1)	(6)
12SV2231	Sponsorship of dog bins	0	(2)	0	0
12SV2232	Increase fees from Cricket	0	(2)	0	0
12SV2233	Review bowls greens use	0	0	(30)	0
12SV2234	Review pitch strategy	0	(10)	0	0
12SV2235	Memorial Inspections	0	(10)	0	0
12SV2236	Reduction in Management Structure	0	0	0	(110)
12SV2237	Bring Tree survey in-house	0	(30)	0	0
12SV2238	Review cricket provision	0	(1)	(1)	(1)
	Total Savings	(489)	(406)	(151)	(105)

City Leisure

HOURS FTE

AB03 Leisure Client Management

Business Development Manager	37.00	1.0
Head of Service	37.00	1.0
PA to Head of Service	37.00	1.0
Leisure Manager	37.00	1.0
		4.0

AF11 Countryside Services

Countryside Ranger	37.00	1.0
Countryside Ranger	37.00	1.0
Countryside Ranger	37.00	1.0
Countryside Officer	37.00	1.0
		4.0

AG01 Parks Management

Parks Development Officer	14.48	0.4
Parks & Open Spaces Manager	37.00	1.0
Parks Development Officer	22.20	0.6
Landscape & Horticulture Manger	37.00	1.0
Administration Officer (Parks)	37.00	1.0
		4.0

AG11 Grounds & Sports

Grounds Maintenance Manager	37.00	1.0
Skilled Gardener	37.00	1.0
Skilled Gardener	37.00	1.0
Skilled Gardener	37.00	1.0
Skilled Gardener	37.00	1.0
Skilled Gardener	37.00	1.0
Skilled Gardener	37.00	1.0
Skilled Gardener	37.00	1.0
Skilled Gardener	37.00	1.0
Local Area Supervisor	37.00	1.0
Skilled Gardener	37.00	1.0
Skilled Gardener	37.00	1.0
Gardener	37.00	1.0
Skilled Gardener	37.00	1.0
Skilled Gardener	37.00	1.0
Gardener	37.00	1.0
Apprentice Gardener	37.00	1.0
Apprentice Gardener	37.00	1.0
Gardener	37.00	1.0
Skilled Gardener	37.00	1.0
Gardener	37.00	1.0
Gardener	37.00	1.0
Seasonal Gardener (37 hours 6 months)	18.50	0.5
Seasonal Gardener (37 hours 6 months)	18.50	0.5
Seasonal Gardener (37 hours 6 months)	18.50	0.5
Seasonal Gardener (37 hours 6 months)	18.50	0.5
		24.0

City Leisure

HOURS FTE

AG12 Park Attendants & Facilities

Ranger & NEATS Coordinator	37.00	1.0
Park Ranger	37.00	1.0
Park Ranger	10.00	0.3
Park Ranger	37.00	1.0
Park Ranger	37.00	1.0
Park Ranger	37.00	1.0
Park Ranger	37.00	1.0
Park Ranger Supervisor	37.00	1.0
Park Ranger	37.00	1.0
Park Ranger	37.00	1.0
Park Ranger	30.00	0.8
Park Ranger	10.00	0.3
		<u>10.4</u>

AG18 Tree Maintenance

Arboriculture Officer	37.00	1.0
Tree Team Supervisor	37.00	1.0
Skilled Arborist	37.00	1.0
Skilled Arborist	37.00	1.0
Trainee Arborist	37.00	1.0
Skilled Arborist fixed term budget in SS	37.00	1.0
Skilled Arborist	37.00	1.0
Skilled Arborist fixed term budget in SS	37.00	1.0
		<u>8.0</u>

AG19 Landscape & Play

Skilled Landscape Gardener	37.00	1.0
Landscape Team Supervisor	37.00	1.0
Skilled Landscape Gardener	37.00	1.0
Skilled Landscape Gardener	37.00	1.0
Skilled Landscape Gardener	37.00	1.0
Skilled Landscape Gardener	37.00	1.0
Landscape Gardener	37.00	1.0
		<u>7.0</u>

AM05 Go Active OCC

Go Active Coordinator	37.00	1.0
		<u>1.0</u>

AM19 Service Sports Development

Development Officer	37.00	1.0
		<u>1.0</u>

AM20 Football Development Initiative

Focus Sports Development Officer	37.00	1.0
		<u>1.0</u>

City Leisure

	HOURS	FTE
AS01 Burial Services		
Local Area Supervisor (Cemeteries)	37.00	1.0
Skilled Gardener (Cemeteries)	37.00	1.0
Gardener (Cemeteries)	37.00	1.0
Assistant Cemeteries Manager / Registrar	18.50	0.5
Skilled Gardener (Cemeteries)	37.00	1.0
Cemeteries Manager / Registrar	37.00	1.0
Gardener (Cemeteries)	37.00	1.0
Skilled Gardener (Cemeteries)	37.00	1.0
		<u>7.5</u>
ZG10 Active Sports Partnership		
Managing Director	37.00	1.0
Sports & Leisure Development Manager	37.00	1.0
Communication and Events Manager	37.00	1.0
Active Recreation Manager	37.00	1.0
Administrator (Workforce & Finance)	37.00	1.0
Sport Project Officer	37.00	1.0
Sports Development Officer	37.00	1.0
		<u>7.0</u>
ZG16 Step Into Sports Project		
Administrator (Workforce & Finance)	22.50	0.6
		<u>0.6</u>
ZG18 Active Sports Partnership - Rugby		
Coaching Development Officer	37.00	1.0
		<u>1.0</u>
ZG30 Disability Sport		
Disability Sport Development Officer	37.00	1.0
		<u>1.0</u>
		<u>81.5</u>

Direct Services Overview

To include the range of services, key functions, purpose and performance, including how these link to the delivery of the corporate objectives. The plan should clearly describe the process of staff involvement in developing the plan and how union representatives have been consulted to the development of the plan. The vision for Direct Services is to provide customer focused, value for money services that improve the environment, quality of life, health and wellbeing of people who live, work in and visit the city.

The strategic objectives for Direct Services which underpin the vision are:-

- To establish and maintain a financially stable organisation that is able to invest in best practice and value for money initiatives to enable delivery of the strategic objectives and vision for the service.
- To provide and demonstrate value for money services that meet our customers changing needs, generate additional income through new business to enhance the efficiency of frontline core services and enable provision of discretionary services that enhance the common good.
- To develop significant partnerships within the Council and with other organisations to the benefit of both partners and service users.
- To provide high quality services that meet or exceed customer expectations and achieve external validation and recognition.
- To recruit, develop, train, lead, manage and support staff to be proactive, commercially prudent, customer and outcome focused in doing their work and achieve high levels of job satisfaction.

Direct Services brings together most of the Council's operational frontline service delivery functions. Residents within the City (both Council and private) local businesses, visitors and commuters all use the services and are therefore our prime customers. The services provided are critical to improving the local environment and have strong links to affordable housing, tourism, climate change, health and wellbeing and community safety. The service works closely and consults with local residents, Council tenants and leaseholders, Area Committees, City Centre management and other major stakeholders in order to ensure that service delivery is both shaped by the needs and aspirations of our customers and that feedback is provided to help us identify areas for improvement.

Direct Services is the Council's largest service area with budgetary responsibility for some £xxx million per annum revenue and £xxx million per annum capital spend. It employs some 550 staff who are currently based at two depots within the City, one at Cowley Marsh and the other at Horspath Road. A key objective is to bring all staff together at one depot within the City that is close to the ring road in order to maximise efficiency. Work is currently being undertaken to search for a location within the City that would be suitable for a single depot.

A summary of the range of services provided by Direct Services is shown below.

Building Services comprising:-

- Responsive Operations which involves the provision of a day to day responsive repairs service together with a 24 hours a day, 365 days of the year emergency repairs service, the installation, maintenance and servicing of gas central heating in Council homes, the management and repairs/improvements to void properties, the administration of the repairs exemption scheme and the provision of the garden help scheme.
- Contract Operations which involves undertaking the improvement of properties in order to maintain the Decent Homes Standard, adapting properties to meet the needs of disabled customers and undertaking repairs and improvements to the Council's corporate property portfolio.
- A caretaking service to regularly clean the communal areas in the Council's high and low rise blocks of flats and its sheltered accommodation blocks, together with undertaking or reporting essential safety and security issues such as the replacement of light bulbs. Graffiti removal from these blocks is also a function of the caretaking service.
- The management and repair of the Council's garage stock.

Waste and Recycling Services comprising:-

- The provision of an alternate weekly collection service for domestic waste and recycling.
- A weekly collection service for food waste.
- A free collection service of bulky waste and clinical waste.
- A garden waste collection service for which an annual charge will apply from April 2011.
- A commercial waste and recycling service to local businesses, educational establishments etc.

Transport Services comprising:-

- The procurement and management of the Council's fleet of vehicles and plant.
- The maintenance and repair of the Council's fleet of vehicles and plant, including body work repairs and paint spraying.
- Administration of the Council's Vehicle Operators Licence.
- Control of the fuel stocks and operation of the fleet fuel management system.
- Working closely with Environmental Development in monitoring and reducing the carbon impact of fleet.
- The provision of an MOT testing centre.
- Maintaining the Council's fuel reserve to cope with emergency situations.
- Testing taxis and private hire vehicles for safety compliance.

Car Parks comprising:-

- The management and enforcement of off-street parking within the City.
- The collection of cash for off-street parking.
- The management of the Shopmobility Scheme.

Streetscene Services comprising:-

- The street cleaning/litter collection for the whole of the City.

- The cleaning and maintenance of street furniture and the removal of graffiti and fly posting/fly tipping.
- The grass cutting and shrub bed maintenance of verges, communal areas etc across the City which are not within designated Parks/Play Areas.
- The cleaning and maintenance of public toilets across the City.
- The identification and management of abandoned vehicles within the City. This includes the removal and disposal of abandoned and nuisance vehicles. There is also the responsibility for the removal of abandoned bicycles.
- The operational management and cleansing of the Covered Market and open market sites.
- Working in partnership with Environmental Development to undertake enforcement activities across the City relating to issues such as side waste, fly tipping and littering.

Highways and Engineering Services comprising:-

- The management of Section 42 highways works including the repair and maintenance of unclassified roads.
- Area Stewardship on behalf of Oxfordshire County Council of all highways issues within the City.
- Gulley maintenance, drain clearance, sign manufacture and installation and road lining.

Operational Support and Service Development comprising:-

- The procurement and storage of materials to support the frontline services.
- Business change and development, including marketing.
- Trading account management.
- Delivering the Workforce Plan for the service.
- Operational Health and Safety.

Direct Services works closely with its partners to deliver effective services to its customers. These partners are service providers both within the Council and other agencies outside the Council. All of these partners are important to Direct Services since they provide the expertise and the authority that the service does not hold.

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
Direct Services									
City Works Management & Depot Costs									
City Works Management	233,349	0	4,209	85,345	322,903	0	322,903	102,201	425,104
City Works Depot & Central Administration	195,807	0	0	87,197	283,004	1	283,005	90,221	373,226
City Works depot costs	123,786	260,300	0	26,250	410,336	0	410,336	4,998	415,334
Total City Works Management & Depot Costs	552,942	260,300	4,209	198,792	1,016,243	1	1,016,244	197,420	1,213,664
Engineering									
Engineering Operations A/c	518,620	139,032	268,418	902,252	1,828,322	(1,924,580)	(96,258)	165,045	68,787
Total Engineering	518,620	139,032	268,418	902,252	1,828,322	(1,924,580)	(96,258)	165,045	68,787
Gloucester Green Bus Station									
Gloucester Green Bus Station	0	39,092	0	2,300	41,392	(130,277)	(88,885)	2,990	(85,895)
Total Gloucester Green Bus Station	0	39,092	0	2,300	41,392	(130,277)	(88,885)	2,990	(85,895)
Highways									
Abandoned Vehicles	26,375	0	4,896	4,000	35,271	(30,399)	4,872	7,391	12,263
Total Highways	26,375	0	4,896	4,000	35,271	(30,399)	4,872	7,391	12,263
Markets									
Gloucester Green Market	92,417	73,409	14,289	3,725	183,840	(158,300)	25,540	19,638	45,178
Covered Market (CW Costs Only)	90,136	126,309	5,319	73,640	295,404	0	295,404	13,384	308,788
Total Markets	182,553	199,718	19,608	77,365	479,244	(158,300)	320,944	33,022	353,966
Motor Transport									
Stores Management	121,801	0	0	0	121,801	0	121,801	1,250	123,051
MT Services Account	289,355	10,000	371,125	512,181	1,182,661	(3,626,409)	(2,443,748)	1,650,306	(793,442)
Fleet Management	20,612	0	0	0	20,612	(30,000)	(9,388)	12,499	3,111
Motor transport misc works	88,715	0	0	0	88,715	(190,000)	(101,285)	1,667	(99,618)
Administration - Motor Transport	140,638	9,500	16,220	34,800	201,158	(3,000)	198,158	3,346	201,504
MT Fuel A/C	5,846	12,000	750,000	0	767,846	(750,000)	17,846	798	18,644
Total Motor Transport	666,967	31,500	1,137,345	546,981	2,382,793	(4,599,409)	(2,216,616)	1,669,866	(546,750)
Off Street Parking									
Administration:	450,095	14,102	13,330	67,898	545,425	(214,000)	331,425	65,941	397,366
City Centre- Oxpens Car Park	0	41,018	239	0	41,257	(165,705)	(124,448)	3,170	(121,278)
City Centre-Oxpens Coach Prk	0	11,308	117	0	11,425	(86,792)	(75,367)	2,507	(72,860)
City Centre-Worcester Street	0	779,069	615	0	779,684	(1,269,286)	(489,602)	10,801	(478,801)
City Centre-Gloucester Green	0	75,633	319	2,000	77,952	(771,917)	(693,965)	51,131	(642,834)
City Centre - Abbey Place	0	38,788	385	0	39,173	(101,692)	(62,519)	4,177	(58,342)
City Centre - St Clements	0	29,836	385	0	30,221	(114,140)	(83,919)	3,880	(80,039)
City Centre - Westgate	0	556,721	4,199	111,500	672,420	(2,726,268)	(2,053,848)	1,094,695	(959,153)
Cowley C.-Sainsb'y Barnes Rd	0	62,927	649	0	63,576	(49,940)	13,636	3,095	16,731
Suburban - Summertown	0	25,744	373	0	26,117	(268,542)	(242,425)	19,207	(223,218)
Suburban- Headington High St	0	31,900	407	0	32,307	(209,244)	(176,937)	9,455	(167,482)
Suburban- Union St Cowley Rd	0	21,997	309	0	22,306	(171,853)	(149,547)	3,127	(146,420)
Suburban - Ferry Centre	0	22,476	407	0	22,883	(109,098)	(86,215)	11,182	(75,033)
St Leonards Road	0	16,450	163	0	16,613	(56,177)	(39,564)	3,866	(35,698)

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
Suburban - Walton Well Road	0	0	0	0	0	(5,577)	(5,577)	1,667	(3,910)
Suburban - Hinksey Park	0	0	0	0	0	(7,416)	(7,416)	1,667	(5,749)
Total Off Street Parking	450,095	1,727,969	21,897	181,398	2,381,359	(6,327,647)	(3,946,288)	1,289,568	(2,656,720)
Public Conveniences									
Public Conveniences	167,112	121,645	25,358	25,980	340,095	(7,700)	332,395	66,784	399,179
Total Public Conveniences	167,112	121,645	25,358	25,980	340,095	(7,700)	332,395	66,784	399,179
Street Cleaning									
Street Scenes Management & Overheads	348,618	40,000	0	0	388,618	0	388,618	54,837	443,455
Street Scenes Suburban & Grounds Maintenance	1,774,036	10,722	140,840	92,493	2,018,091	(180,874)	1,837,217	157,252	1,994,469
Street Scenes City Centre	911,389	24,739	522,923	95,772	1,554,823	(234,954)	1,319,869	126,496	1,446,365
Total Street Cleaning	3,034,043	75,461	663,763	188,265	3,961,532	(415,828)	3,545,704	338,585	3,884,289
Trade Refuse									
Trade Refuse	(2,244)	0	210,695	643,000	851,451	(1,986,981)	(1,135,530)	48,008	(1,087,522)
Trade Recycling	0	0	147,226	34,200	181,426	(334,848)	(153,422)	7,992	(145,430)
Total Trade Refuse	(2,244)	0	357,921	677,200	1,032,877	(2,321,829)	(1,288,952)	56,000	(1,232,952)
Waste Management									
Domestic Refuse	(4,308)	0	445,141	231,530	672,363	(103,000)	569,363	27,770	597,133
Domestic Recycling	(5,164)	0	0	0	(5,164)	0	(5,164)	30,989	25,825
Bulkies	0	0	81,712	30,000	111,712	(30,000)	81,712	2,500	84,212
Co mingled recycling	0	67,658	451,221	112,201	631,080	(965,000)	(333,920)	5,715	(328,205)
Garden waste	0	0	192,437	255,310	447,747	(150,000)	297,747	3,404	301,151
Waste and Recycling Management	1,993,123	2,000	23,137	41,732	2,059,992	0	2,059,992	569,696	2,629,688
Total Waste Management	1,983,651	69,658	1,193,648	670,773	3,917,730	(1,248,000)	2,669,730	640,074	3,309,804
Shopmobility									
Shopmobility	91,016	0	0	3,200	94,216	(44,634)	49,582	36,003	85,585
Total Shopmobility	91,016	0	0	3,200	94,216	(44,634)	49,582	36,003	85,585
Total Direct Services	7,671,130	2,664,375	3,697,063	3,478,506	17,511,074	(17,208,602)	302,472	4,502,748	4,805,220

Direct Services

Reference	Description	2011-2012 £000's	2012-2013 £000's	2013-2014 £000's	2014-2015 £000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12SV2301	Introduction of parking charges in parks	(59)	0	0	0
12SV2302	Increase in Off-street Parking Income	(165)	(250)	(200)	(220)
12SV2303	Charges for green waste	(149)	(65)	(65)	0
12SV2304	Car parks and Shopmobility restructure.	(35)	0	0	0
12SV2305	Fundamental Service Review	(570)	0	0	0
12SV2306	Annualized hours for the Grounds Maintenance Staff	(50)	0	0	0
12SV2307	Reduction in Oxford Waste Partnership Programme	(25)	0	0	0
12SV2308	Single Streetscene function	0	(50)	0	0
12SV2309	Depot rationalisation Consolidation on to a single depot site	0	0	(100)	0
12SV2310	ANPR Technology	0	(50)	0	0
	Total Savings	(1,053)	(415)	(365)	(220)

Direct Services

	HOURS	FTE
FA20 - Shopmobility		
Parking & Shopmobility Officer	18.5	0.5
Parking & Shopmobility Officer	18.5	0.5
Shopmobility/Parking Assistant	26.0	0.7
Shopmobility/Parking Assistant	25	0.7
Shopmobility/Parking Assistant	14	0.4
Shopmobility/Parking Assistant	14	0.4
		3.2
FB14 - Abandoned Vehicles		
Enforcement Officer (Abandoned vehicles)	37.0	1.0
		1.0
FC01 - Administration:		
Parking & Shopmobility Manager	37.0	1.0
Assistant Parking & Shopmobility Manager	37.0	1.0
Assistant Manager - Technical & Maintenance	37.0	1.0
Admin & Appeals Officer	37.0	1.0
Enforcement Officer	37.0	1.0
Enforcement Officer	37.0	1.0
Enforcement Officer	37.0	1.0
Operations Officer	37.0	1.0
Operations Officer	37.0	1.0
Enforcement Officer	37.0	1.0
Enforcement Officer	37.0	1.0
Enforcement Officer	28.0	0.8
		11.8
TJ11 - Gloucester Green Market		
Streetscene Operative	37.0	1.0
Streetscene Operative	37.0	1.0
Streetscene Operative	37.0	1.0
		3.0
TJ12 - Covered Market (CW Costs Only)		
Streetscene Operative/Driver	37.0	1.0
Streetscene Operative/Driver	37.0	1.0
Streetscene Operative	37.0	1.0
		3.0
TP21 - Public Conveniences		
Streetscene Operative/Driver (Mobile Toilets)	37.0	1.0
Streetscene Operative/Driver (Mobile Toilets)	37.0	1.0
Streetscene Operative (Static Toilets)	37.0	1.0
Streetscene Operative/Driver (Mobile Toilets)	37.0	1.0
Streetscene Operative (Static Toilets)	37.0	1.0
Streetscene Operative (Static Toilets)	37.0	1.0
		6.0
TR01 - Waste and Recycling Management		
Waste Services Officer	37.0	1.0
Waste Supervisor	37.0	1.0
Waste Supervisor	37.0	1.0
Trade Waste Supervisor	37.0	1.0
Trade Waste Officer	37.0	1.0
Liaison & Enforcement Officer	37.0	1.0
Liaison & Enforcement Officer	37.0	1.0
Waste & Fleet Support Officer	37.0	1.0
Business Support Administrator	37.0	1.0
Business Support Administrator	37.0	1.0
Recycling & Waste Community Engagement Manager	37.0	1.0
Technical Administration Assistant	37.0	1.0
Liaison & Enforcement Officer	37.0	1.0
Trade Waste Assistant	37.0	1.0
Recycling Officer	37.0	1.0
Waste Monitoring Officer	37.0	1.0
Flats Officer	37.0	1.0
Business Support Administrator	37.0	1.0
Business Support Assistant	37.0	1.0
		19.0

Direct Services

	HOURS	FTE
TR31 - Trade Refuse		
LGV Driver	37	1.0
LGV Driver	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
		<u>5.0</u>
TR51 - Trade Recycling		
Team Leader/LGV Driver	37	1.0
LGV Driver	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
		<u>5.0</u>
TR60 - Domestic Refuse		
Team Leader/LGV Driver	37	1.0
LGV Driver	37	1.0
LGV Driver	37	1.0
LGV Driver	37	1.0
LGV Driver	37	1.0
LGV Driver	37	1.0
LGV Driver	37	1.0
LGV Driver	37	1.0
LGV Driver	37	1.0
LGV Driver	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
		<u>19.0</u>
TR61 - Bulkies		
LGV Driver	37	1.0
LGV Driver	37	1.0
Loader	37	1.0
Loader	37	1.0
		<u>4.0</u>
TR63 - Co Mingled Recycling		
Team Leader/LGV Driver	37	1.0
LGV Driver	37	1.0
LGV Driver	37	1.0
LGV Driver	37	1.0
Relief Driver/Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Relief Driver/Loader	37	1.0
		<u>16.0</u>
TR65 - Garden waste		
Team Leader/LGV Driver	37	1.0
LGV Driver	37	1.0
LGV Driver	37	1.0

Direct Services

	HOURS	FTE
LGV Driver	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Loader	37	1.0
Customer Services Officer	19	0.5
Loader	37	1.0
		<hr/> 13.5 <hr/>

TR68 - Bin Deliveries

LGV Driver	37	1.0
Loader	37	1.0
		<hr/> 2.0 <hr/>

TS01 - Street Scenes Management & Overheads

Streetscene Manager City Centre	37	1.0
Street Scene Area Manager	37	1.0
Street Scene Area Manager	37	1.0
Street Scene Supervisor	37	1.0
Street Scene City Centre & Market Supervisor	37	1.0
Street Scene Support Officer	37	1.0
Street Scene Supervisor	37	1.0
Operational Support Officer	37	1.0
		<hr/> 8.0 <hr/>

TS11 - Street Scenes Suburban North

Streetscene Team Leader	37	1.0
Streetscene Team Leader	37	1.0
Streetscene Team Leader	37	1.0
Streetscene Operative (Graffiti)	37	1.0
Streetscene Operative (Housing Cleansing Team)	37	1.0
Streetscene Operative (Housing Cleansing Team)	37	1.0
Streetscene Operative (Deep Clean Crew)	37	1.0
Streetscene Operative (Deep Clean Crew)	37	1.0
Streetscene Operative (Deep Clean Crew)	37	1.0
Johnson Sweeper LGV	37	1.0
Johnson Sweeper LGV	37	1.0
Johnson Sweeper LGV	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative / Driver (Bin Store Crew)	37	1.0
Streetscene Operative / Driver (Bin Store Crew)	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
		<hr/> 32.0 <hr/>

TS12 - Street Scenes Suburban South

Streetscene Team Leader	37	1.0
Streetscene Team Leader	37	1.0
Streetscene Team Leader	37	1.0

Direct Services

	HOURS	FTE
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
Streetscene Operative	37	1.0
		<u>34.0</u>

TU01 - MT Services Account

Fleet & Maintenance Manager	37	1.0
Senior Stores/Depot Coordinator	37	1.0
Stores & Yard Assistant	37	1.0
Maintenance Officer	37	1.0
Transport & Workshop Co-ordinator	37	1.0
Assistant Transport & Workshop Coordinator	42	1.1
Assistant Transport & Workshop Coordinator	42	1.1
Vehicle Techican	42	1.0
Vehicle Techican	37	1.0
Vehicle Techican	42	1.0
Vehicle Techican	37	1.0
Vehicle Techican	37	1.0
Vehicle Techican	37	1.0
Work Shop Assistant	42	1.1
Work Shop Assistant	42	1.1
Yard Assistant	37	1.0
MOT Technician	37	1.0
Apprentice	37	1.0
Depot Electrian and Maintenance Officer	37	1.0
Technical Adminitration Assistant	37	1.0
Bin Technician (Commercial & Domestic)	37	1.0
Vehicle Technician	37	1.0
Apprentice	37	1.0
		<u>23.5</u>

VB11 - Engineering Operations A/c

Communal Area and Highways Technician)	37.0	1.0
Sign Shop Technician 1	37.0	1.0
Sign Shop Technician 2	37.0	1.0
Highways Supervisor	37.0	1.0
Skilled Roadworker	37.0	1.0
Skilled Roadworker	37.0	1.0
Skilled Roadworker	37.0	1.0
Skilled Roadworker	37.0	1.0
Skilled Roadworker	37.0	1.0
Skilled Roadworker	37.0	1.0
Skilled Roadworker	37.0	1.0
Highways Operational Manager	37.0	1.0
Communal Area & Highways Officer	37	1.0
Operational Support Officer	37	1.0
Skilled Roadworker	37.0	1.0
Skilled Roadworker	37.0	1.0
Skilled Roadworker	37.0	1.0
Skilled Roadworker	37.0	1.0
		<u>18.0</u>
		<u>269.0</u>

FINANCE & EFFICIENCY

Finance & Efficiency Directorate

Business Improvement

- Business Improvement Service Overview
- Business Improvement Budgets 11-12
- Business Improvement Savings 11-12 - 14-15
- Business Improvement Establishment

ICT Services

- ICT Services Overview
- ICT Services Budgets 11-12
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Finance

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Business Improvement Service Overview

The Business Improvement Service brings together three service areas: Performance, Procurement, and Business Improvement (formerly Business Transformation), which also includes the Copier Unit and Post Room. Collectively, these teams have responsibility for driving the Council forward in terms of value for money.

Previously, these teams were managed separately and although achieved successes in their own right, opportunities were identified to enhance their ability to deliver improvement through combining the service.

- The Council's delivery and performance reporting has significantly improved over the last two years. However, our performance framework had been disjointed with two different systems being deployed for performance indicator reporting depending on user preference and alternate systems being used for risk, project and financial reporting. An opportunity was identified to streamline these systems and harmonise where possible to make them more user friendly and facilitate the embedding of a single integrated performance management approach across the Council.
- In the current financial climate, it is essential that service review and reengineering (continuous improvement) are seen as 'business as usual' and embedded throughout the Council and that all staff, within their sphere of control, are empowered to implement and promote change where it is more efficient and practical to do so. As a result, there is an opportunity to shift the role of the Business Improvement Team to one of enabling and up-skilling service managers and providing constructive, evidence-based independent challenge. The Council also requires a Programme Management Office to provide oversight of all its corporate projects, enabling effective resource management and enabling benefits delivery. As Business Improvement develops, there is an opportunity to review where the Post Room and Copier Unit sit within the Council and how they can most effectively contribute to the Council's objectives for having a single point for all communications. As such, these teams may be better aligned with Customer Services going forward.
- The Procurement Team are externally recognised as a centre of excellence. However, there is an opportunity to develop the Council's commercial acumen in terms of contract and supplier management to ensure additional value is driven out of our arrangements with third party suppliers and that ongoing savings are maximised.

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
Business Improvement									
Strategic Procurement									
Procurement	253,549	0	259	13,140	266,948	(35,000)	231,948	(267,621)	(35,673)
Procurement Savings 10SCE05/6	0	0	0	(88,516)	(88,516)	(76,000)	(164,516)	34	(164,482)
Oxfordshire District Procurement Hub	10,000	0	0	0	10,000	0	10,000	4,952	14,952
Total Strategic Procurement	263,549	0	259	(75,376)	188,432	(111,000)	77,432	(262,635)	(185,203)
Shared Back Office Services									
Other Administration & Post Room	75,114	0	135	9,553	84,802	0	84,802	(85,057)	(255)
Copier Services	56,428	2	0	20,449	76,879	(170,804)	(93,925)	19,651	(74,274)
Total Shared Back Office Services	131,542	2	135	30,002	161,681	(170,804)	(9,123)	(65,406)	(74,529)
Transformation Projects									
Business Transformation Management	411,976	0	0	246,726	658,702	0	658,702	(651,291)	7,411
Invest to Save	0	0	0	0	0	(15,080)	(15,080)	0	(15,080)
Offices for the future - business case	144,265	0	20	(144,285)	0	0	0	9,591	9,591
Planning Electronic Archive	39,013	0	0	0	39,013	0	39,013	0	39,013
Office Rationalisation	59,516	0	0	0	59,516	0	59,516	2,454	61,970
Business Process Improvement Project Management	60,242	0	0	0	60,242	0	60,242	4,931	65,173
Transformation Projects	0	0	0	80,000	80,000	0	80,000	(50,000)	30,000
Total Transformation Projects	715,012	0	20	182,441	897,473	(15,080)	882,393	(684,315)	198,078
Performance									
Performance Management	82,081	0	209	10,750	93,040	0	93,040	(93,214)	(174)
Total Performance	82,081	0	209	10,750	93,040	0	93,040	(93,214)	(174)
Total Business Improvement	1,192,184	2	623	147,817	1,340,626	(296,884)	1,043,742	(1,105,570)	(61,828)

Business Improvement

Reference	Description	2011-2012	2012-2013	2013-2014	2014-2015
		£000's	£000's	£000's	£000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12SV0301	Further prompt payment savings	(20)	0	0	0
12SV0302	Procurement work plan for 2011.	(20)	(20)	(20)	(20)
12SV0303	Introduce a nominal charge for supplier training	(1)	(1)	(1)	(1)
12SV0304	Saving in printer and print costs	(35)	(5)	0	0
12SV0305	Online tendering and quoting system	(5)	(5)	(10)	0
12SV0306	Employ an additional post - online quoting and tendering system	15	0	0	0
12SV0307	Improved contract management	0	(5)	(5)	(5)
12SV3101	Marketing and charging of services by the Business Improvement team	(10)	(10)	(10)	(10)
12SV3111	Restructure of Service Area	0	(50)	0	0
	Total Savings	(76)	(96)	(46)	(36)

Business Improvement

	HOURS	FTE
KT14 Procurement		
Head of Service	37.00	1.00
Commercial Manager	37.00	1.00
Senior Procurement Officer	37.00	1.00
Procurement Officer	37.00	1.00
Procurement Officer	37.00	1.00
Procurement Support Officer	37.00	1.00
		<u>6.00</u>
KT15 Oxfordshire District Procurement Hub		
Procurement Hub Officer (externally funded)	37.00	1.00
		<u>1.00</u>
CA01 Business Transformation Management		
Business Improvement Manager	37.00	1.00
Business Improvement Partner	37.00	1.00
Business Improvement Partner	37.00	1.00
Business Improvement Partner	37.00	1.00
Programme Office Coordinator	37.00	1.00
		<u>5.00</u>
KK03 Performance Management		
Performance Improvement Manager	37.00	1.00
Performance Improvement Officer	37.00	1.00
		<u>2.00</u>
KS05 Other Administration & Post Room		
Post Room Supervisor	29.50	0.80
Post Room Assistant	37.00	1.00
Post Room Assistant	22.00	0.59
Delivery Support Officer	18.60	0.50
Post Room Supervisor	7.40	0.20
		<u>3.09</u>
KT11 Copier Services		
Copier Unit Supervisor	37.00	1.00
Copier Technician	37.00	1.00
		<u>2.00</u>
TOTAL		<u>19.09</u>

ICT Service Overview

Description of Current Service

ICT is a set of approaches, enabling technologies and services that are used to provide a faster, more cost effective, integrated and efficient service for all our customers, while at the same time enabling internal efficiency savings thereby driving down costs. Oxford City Council is using ICT to improve the service we provide to our customers and stakeholders and at the same time give them better value for money. The service is governed by the ICT strategy which has been developed with reference to the corporate objectives as set out in the Corporate Plan:

There are five Corporate Objectives in the 2011-15 Corporate Plan which ICT helps to support:

1. A vibrant and sustainable economy
2. Meeting housing need
3. Strong and active communities
4. Cleaner greener Oxford
5. An efficient and effective council.

Oxford City Council's objectives are aimed at meeting the requirements of the Council's customers: citizens, visitors, and those who work in Oxford. The ICT function plays a supporting and enabling role in delivering these objectives and has it's own responsibilities in relation to environmental impact and to improve Value for Money and Service Performance.

Delivery of Current Service

In 2010 delivery of core ICT services was transferred to the County Council, the relationship managed by a small team remaining in the City. Additionally small teams or individuals remained in the council services providing application services, principally providing first and second line application support, training and managing the upgrades of information systems. The levels to which this was provided differed widely across the services, and has led to an inconsistency in the provision of ICT services.

From April 2011 all City Council staff providing application support have been combined in a new City ICT department. The purpose of this transition is deliver amore robust set of ICT services to the City services.

The key objectives of this transition are to:

1. Reduce the reliance on individuals for support of key applications through cross-training and team based approach.

2. Pool all City ICT skills into a centralised resource, so that they may add value across the authority's Services.
3. Apply a wider range of individual skills across the Authority's application support needs
4. Take a City-wide approach to ICT procurement so that systems are procured in accordance with City Council strategy, and supporting the five key objectives.
5. Baseline our services and response to incidents and requests for service, so that we may review and implement processes to improve our performance.
6. Provide standardised incident and service request targets and processes, supported by service desk software across the City's applications. With the improved management information we will be able to add quality measures to our services. This also gives the opportunity to implement 'best practice' methodologies across the service such as Prince 2 and ITIL.
7. Combine the City's service facing application support teams with the County client management team so that our ICT services are better represented at County level.
8. Utilise staff time more efficiently through centralised management of their work, and an increased emphasis on remote support.

The City ICT team

The ICT management team comprises the Head of ICT Strategy, an ICT Client Manager and two Business Partners. A Business Systems Manager and Telephony Manager report to the ICT Client Manager who in turn reports to the Head of ICT Strategy. In addition the two Business Partners each head up a 'Systems' team and have Systems Officers reporting to them. Each Business Partner reports to the Head of ICT Strategy.

This Service Plan has been developed by the ICT Client Manager with consultation, input and involvement from the Head of ICT Strategy. The Business Partners, Business Systems Manager and the Telephony Manager have been fully involved and consulted on all aspects of ICT Service direction and strategy.

Oxford City Council's ICT service has the following aims, and provides the following services and functions:

1. To support and facilitate the efficient and effective use of ICT throughout the Council.
2. To engage with service areas in order that ICT can proactively drive the development and improvement of the Council's ICT function and service delivery.
3. To proactively manage the Council's contract for ICT services with Oxfordshire County Council to ensure it provides a cost effective and efficient service delivery solution and meets the Key Performance Indicators (KPIs) as specified in the Service Level agreement. Where the KPIs are not met, to work with County ICT to understand the reasons and develop initiatives to improve future performance.
4. To proactively manage the provision of telephony services for the Council.
5. To proactively manage and provide system administration and support functions for the Council's portfolio of applications.
6. To identify, facilitate and manage the City Council aspects of systems upgrades and changes.
7. To develop and implement the ICT and Telephony Strategy for the Council in conjunction with all stakeholders.
8. To proactively communicate important ICT information to our customers and to chair regular consultation meetings with User Groups.
9. To manage the development and effective implementation of robust governance arrangements for all ICT processes.
10. To lead and manage all aspects of ICT development and improvement including management of the ICT project programme and of individual projects.
11. To ensure we are adequately licensed and legally compliant and systems are covered by valid support and maintenance contracts where appropriate.
12. To maintain and develop a corporate applications strategy, and to work with our customers to ensure that software development and procurement fully supports it's contents.
13. To lead and manage both technical and policy measures to ensure network and data security and to include the post of Information Security Officer for the Council.
14. To lead and manage the adherence to the Data Protection Act and provide responses to requests for information under the DPA.
15. To manage the technical requirements for Government Connect compliance and to work with the business for the implementation of GCSX services.

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
ICT Services									
ICT-Core Systems									
Main Systems - General	0	0	0	4,745	4,745	0	4,745	0	4,745
Agresso	0	0	0	58,144	58,144	0	58,144	(58,144)	0
Academy/DIP	0	0	0	43,242	43,242	0	43,242	(43,242)	0
Citrix	0	0	0	10,253	10,253	0	10,253	(10,241)	12
Housing Systems	0	0	0	417	417	0	417	0	417
Total ICT-Core Systems	0	0	0	116,801	116,801	0	116,801	(111,627)	5,174
ICT-Department Running costs									
Staff/Running Costs	660,857	0	200	1,498,501	2,159,558	0	2,159,558	(1,919,761)	239,797
Total ICT-Department Running costs	660,857	0	200	1,498,501	2,159,558	0	2,159,558	(1,919,761)	239,797
ICT-Telephony									
General Telephone	35,742	0	0	78,643	114,385	(3,124)	111,261	(110,306)	955
Total ICT-Telephony	35,742	0	0	78,643	114,385	(3,124)	111,261	(110,306)	955
Total ICT Services	696,599	0	200	1,693,945	2,390,744	(3,124)	2,387,620	(2,141,694)	245,926

ICT Services

Reference	Description	2011-2012 £000's	2012-2013 £000's	2013-2014 £000's	2014-2015 £000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12SV3102	Disaster recovery budget	(15)	0	0	0
12SV3103	Recover the cost contractual inflation	(16)	(16)	(13)	(13)
12SV3104	Leasing budget is not required	(60)	0	0	0
12SV3105	Reduce Bailey maintenance contracts for the centre, OCH and CW	(4)	0	0	0
12SV3106	Reduction in telephone bill	(2)	(2)	(2)	(2)
12SV3107	Review supply arrangements for contracted services	(2)	0	0	0
12SV3108	Cancel NTL Line to Leisure centres	(3)	0	0	0
12SV3109	ICT Contract Inflation	16	16	13	13
12SV3110	Set up mobile gateway	0	(3)	0	0
12SV3112	Changing telephony infrastructure	0	(3)	(3)	0
	Total Savings	(86)	(8)	(5)	(2)

ICT Services

	HOURS	FTE
BQ11 General Telephones		
Telecommunications Manager	37.00	1.00
		<u>1.00</u>
CA80 Staff/Running Costs		
Head of Service	37.00	1.00
ICT Services Manager	22.20	0.60
ICT Manager	37.00	1.00
ICT Business Partner	37.00	1.00
ICT Business Partner	37.00	1.00
Senior Systems Officer	37.00	1.00
Senior Systems Officer	37.00	1.00
Senior Systems Officer	37.00	1.00
Senior Systems Officer	37.00	1.00
Systems Officer	37.00	1.00
Systems Officer	37.00	1.00
Systems Officer	37.00	1.00
Systems Officer	37.00	1.00
Systems Officer	37.00	1.00
Systems Officer	37.00	1.00
Systems Officer	22.00	0.60
Systems Officer	18.50	0.50
Systems Officer	15.00	0.40
		<u>16.10</u>
TOTAL		<u><u>17.10</u></u>

Finance Service Overview

The Finance Services is split into four teams, with a link into 'Improving Performance and VFM' corporate objective contained within the Councils Corporate Plan, but with links indirectly to all other corporate objectives arising from the cross Directorate working which the Service undertakes

- Financial Accounting Services – providing technical services in relation to Finance including, production of the Statement of Accounts, Treasury Management, Insurance Services, Banking Services, Capital Accounting, Risk Management, VAT, development and maintenance of ledger on the Councils Financial Management System , Agresso
- Management Accountancy – provision of financial advice and assistance with budget preparation and monitoring in conjunction with service managers
- Revenues – Responsibility for Creditor payment processing and recovery of income raised for general debtors, commercial rent income, trade waste and leaseholder service charges
- Investigations Service – To investigate benefit claims, to identify fraud, and to proactively prevent and deter fraud and to create awareness of fraud and irregularity throughout the Council

GENERAL FUND BUDGET 2011-12

	Employees £	Premises £	Transport £	Supplies & Services £	Controllable Costs £	External Income £	Net Controllable Expenditure £	SLAs and Capital Charges £	Total Budget £
Services									
Finance									
Accountancy									
Accountancy	1,366,598	114	2,142	335,310	1,704,164	(555)	1,703,609	(1,708,750)	(5,141)
Total Accountancy	1,366,598	114	2,142	335,310	1,704,164	(555)	1,703,609	(1,708,750)	(5,141)
Internal Audit									
Internal Audit (Contract)	0	0	0	149,801	149,801	(13,751)	136,050	(149,804)	(13,754)
Total Internal Audit	0	0	0	149,801	149,801	(13,751)	136,050	(149,804)	(13,754)
Concessionary Bus Fares									
Concessionary Bus Fares	0	0	0	0	0	0	0	11,573	11,573
Pub.Transport Co-Ord.- Buses	0	0	0	66,025	66,025	0	66,025	2,509	68,534
Total Concessionary Bus Fares	0	0	0	66,025	66,025	0	66,025	14,082	80,107
Corporate Finance									
Cash Van Contract	0	0	0	52,051	52,051	0	52,051	(26,630)	25,421
Other Misc. Finance Expenses	0	0	0	450	450	0	450	56	506
District Audit	0	0	0	257,391	257,391	0	257,391	(257,392)	(1)
Bank Charges	0	0	0	56,691	56,691	0	56,691	(56,691)	0
Criminal Damage Compensation	0	0	0	0	0	(538)	(538)	34	(504)
Other Miscellaneous Income	0	0	0	0	0	(5,580)	(5,580)	288	(5,292)
Rating Appeals	0	0	0	0	0	0	0	1,685	1,685
Total Corporate Finance	0	0	0	366,583	366,583	59,006	425,589	(338,650)	86,939
Investigations									
Investigation Team	241,654	0	1,472	12,778	255,904	(80,183)	175,721	93,790	269,511
Total Investigations	241,654	0	1,472	12,778	255,904	(80,183)	175,721	93,790	269,511
Revenues									
Revenues	160,274	0	0	8,029	168,303	0	168,303	(168,607)	(304)
Total Revenues	160,274	0	0	8,029	168,303	0	168,303	(168,607)	(304)
Total Finance	1,768,526	114	3,614	938,526	2,710,780	(35,483)	2,675,297	(2,257,939)	417,358

Finance

Reference	Description	2011-2012	2012-2013	2013-2014	2014-2015
		£000's	£000's	£000's	£000's
Agreed Savings & Efficiencies in 2011-12 Budget					
12SV3201	Octabus Saving	0	(67)	0	0
12SV3202	No Comprehensive Area Assessment saving	(9)	0	0	0
12SV3203	Reduction in Audit Commission Fees	(40)	0	0	0
12SV3204	Roll out of Direct Debits on Agresso	(50)	0	0	0
12SV3205	Reduction in IA programme back to 250 days	(20)	0	0	0
12SV3206	Eureka contract ended	(5)	0	0	0
12SV3207	Reduced external audit fees as Improve controls & risk profile	(8)	(8)	0	0
12SV3208	Reduce fees for Audit of grant claims	(4)	(7)	(4)	0
12SV3209	Reduce management overheads in Investigations	(20)	(20)	0	0
12SV3210	Improve access & usability of Agresso	100	(100)	0	0
12SV3211	Implement Purchase to Pay	70	(70)	0	0
12SV3220	Implement Purchase to Pay	0	(44)	(30)	0
12SV3221	Improve access & usability of Agresso	0	(80)	(40)	0
12SV3212	Reduce Internal Audit programme	0	(18)	(12)	(13)
12SV3213	Review options for automating work in Investigations	0	0	0	(15)
12SV3214	Sharing Agresso support	0	0	(20)	0
12SV3215	Shared service model	0	0	0	(150)
12SV3216	Procurement saving on External Audit Fees	0	0	(50)	0
12SV3217	Reduced banking and stationery costs	0	(10)	(10)	0
12SV3218	Reduction in bad debt provision budget	0	(15)	0	0
12SV3219	Reduced bank charges	0	(1)	0	0
	Total Savings	14	(440)	(166)	(178)

Finance

	HOURS	FTE
CD10 Revenues		
Revenues Manager	37.00	1.00
Payments Team Leader	37.00	1.00
Finance Assistant	37.00	1.00
Finance Assistant	37.00	1.00
Finance Assistant	37.00	1.00
Finance Assistant	37.00	1.00
Finance Assistant	18.50	0.50
Incomes Team Leader	18.50	0.50
Revenues Officer	37.00	1.00
Revenues Officer	21.00	0.57
Revenues Officer (Trade Waste)	37.00	1.00
		<u>9.57</u>
CD11 Accountancy		
Head of Service	37.00	1.00
Management Accounting Manager	37.00	1.00
Direct Services Business Partner	37.00	1.00
City & Corporate Services Business Partner	30.00	0.81
City Regeneration Business Partner	37.00	1.00
Project Accountant	37.00	1.00
Senior Management Accountant	37.00	1.00
Senior Management Accountant	37.00	1.00
Management Accountant	37.00	1.00
Management Accountant	37.00	1.00
Management Accountant	37.00	1.00
Management Accountant	37.00	1.00
Management Accountant	37.00	1.00
Management Accountant	37.00	1.00
Management Accountant	37.00	1.00
Assistant Management Accountant	37.00	1.00
Senior Leasehold Officer	37.00	1.00
Leasehold Officer	37.00	1.00
Financial Accounting Manager	37.00	1.00
Senior Financial Accountant	37.00	1.00
Treasury & VAT Manager	37.00	1.00
Insurance & Risk Manager	18.50	0.50
Performance Officer	37.00	1.00
Capital Accountant	37.00	1.00
Finance Technician	30.00	0.81
Finance Technician	24.00	0.65
		<u>24.77</u>
CD22 Investigations Team		
Investigations Manager	37.00	1.00
Benefit Investigation Officer	37.00	1.00
Benefit Investigation Officer	37.00	1.00
Benefit Investigation Officer	37.00	1.00
Housing Fraud Investigation Officer	37.00	1.00
Housing Fraud Investigation Officer	37.00	1.00
Investigation Assistant	18.50	0.50
Investigation Assistant	18.50	0.50
		<u>7.00</u>
	TOTAL	<u><u>41.34</u></u>

HOUSING REVENUE ACCOUNT

Housing & Communities Service - Housing Landlord Function

Housing & Communities is the Council's main housing service, and deals with a wide spread of housing related and other functions including management of the council's housing stock, homelessness, affordable housing development, community development and community safety.

In relation to the Housing Revenue Account, the service is responsible for the overall management of the HRA, commissioning a yearly programme of planned maintenance to the stock, developing major projects such as refurbishment of our sheltered accommodation, and providing services to our tenants and other residents of the city.

Oxford City Council has adopted a commissioning approach to the provision of services related to our housing stock, with the various functions being located within the most appropriate council service, and has undertaken a major restructuring exercise to ensure that the appropriate staff and resources are available to enable us to deliver excellent services to our tenants and leaseholders. It is the role of Housing & Communities, and more specifically that of the Landlord Services manager and the Head of Service, to ensure that the right services are commissioned and delivered, and that the various departments and teams involved in that delivery are clear about their responsibilities and work together to deliver excellent services and value for money.

All of our council housing stock currently meets the Decent Homes Standard, thanks to a long term programme of investment and careful planning of repairs and maintenance. However, it remains necessary to continue with the planned maintenance of the stock to ensure that it remains fit for purpose, and wherever possible, is improved to meet modern standards and new demands in terms of thermal comfort and energy efficiency. To this end, Housing & Communities will commission our colleagues in the Council's Corporate Asset Team to use their knowledge of the stock to develop a long term plan that will ensure the stock remains fit for use over the next 30 years. This will include specifying the type, volume and location of work that needs to be done each year. The work will be carried out, for the most part, by the Council's Direct Services Team, who will also be responsible for the programme of reactive repairs that our tenants report every day, for the repair of properties that become empty, and for the letting and maintenance of council owned garages.

The Council's Customer Services team will, as part of their responsibility for revenue collection, take on the responsibility for the collection of tenants' rent and leaseholder charges. In addition, Customer Services will provide an initial point of contact for tenants and residents via their dedicated telephone contact centres.

Within Housing & Communities itself, we have established or enhanced existing specialist teams to deal with support for vulnerable tenants, management of the technical aspects of tenancies such as mutual exchange, anti-social behaviour, and neighbourhood management.

As well as the day-to-day responsibilities outlined above, the council has to engage in a major change to the way that council housing is funded. The current arrangements, under which a national subsidy system pools a large amount of councils' rental income and then distributes this money according to the needs of the less well-off housing authorities, will come to an end in April 2012. In future, each council housing landlord will be self-funded, and will keep all the receipts from rental income. The subsidy system will be replaced with a one-off settlement, which will mean most councils taking on a substantial debt package – in Oxford's case this will amount to an initial debt of £220M, which will have to be serviced from rental income. We welcome this change, as it offers stability and some increase in funding for the housing services we provide, and we will work closely with our colleagues in the Council's Finance and Efficiency team to ensure that we take best advantage of the situation.

At the heart of all our work in this area is our relationship with our tenants, and we will be looking to develop even better engagement with the wider tenant base to complement the work done by tenants' representatives who make up the Tenants Improvement Panel, and to engage our tenants and their representatives in the way our new services are run, and the planning for the new financial regime.

HRA Budget 2010-11 and 2011/12

Service Description		2010/11	Proposed	2011/12
		Original Budget	2011/12 Savings	Budget
INCOME	Dwellings - Rent	(31,334,426)	(1,513,904)	(32,848,330)
	Service Charges	(735,247)	(132,356)	(867,603)
	Shops/Garages/Furn./Other Rent	(2,059,102)	(573,742)	(2,632,844)
	Interest On Balances	(200,220)	122,710	(77,510)
	Contracting Income	(14,400,305)	-	(14,400,305)
	Fees/Other	(1,054,475)	-	(1,054,475)
	National Subsidy Payment	16,131,419	2,530,147	18,661,566
	Item 8 Interest Payable	1,039,950	(288,031)	751,919
	NET INCOME	(32,612,406)	144,824	(32,467,582)
EXPENDITURE				
	Tenancy			
	Services			
	Local Housing Management	1,016,729	(172,425)	844,304
	Rent/Income Collection	970,374	(95,751)	874,623
	Tenant's Participation	285,860	(48,047)	237,813
	Tower Blocks And Flats	531,624	4,396	536,020
	Caretaking Services	694,474	11,594	706,068
	Furnished Tenancies	384,807	221	385,028
	Contact Centre	649,615	1,020	650,635
	Contracting			
	Prime Costs			
	Contracting Prime Costs	11,947,726	(77,629)	11,870,097
	Repairs Service			
	Day To Day Responsive Repairs	3,065,095	(100,000)	2,965,095
	Planned Maintenance	4,657,832	(111,697)	4,546,135
	Operational Management	2,253,690	(24,669)	2,229,021
	Overheads			
	Management/Infrastructure	4,946,540	(117,587)	4,828,953
	Major Projects/Policy/Technical	634,186	(30,157)	604,029
	Depreciation			
	Depreciation	10,017,225	-	10,017,225
	TOTAL EXPENDITURE	42,055,777	(760,731)	41,295,046
NET COST		9,443,371	(615,907)	8,827,464
APPROPRIATIONS				
	AMRA	(10,017,225)	-	(10,017,225)
	Depreciation and Impairment			
	Net Transfer To/From Reserves	500,000	615,907	615,907
	CDC, Pension & Retirement Costs	73,854	-	73,854
	OTHER BUSINESS UNITS	(9,443,371)	615,907	(9,327,464)
Total HRA Surplus -/Deficit		(0)	-	(500,000)
HRA WORKING BALANCE				
	Balance b/f 1st April	(2,000,000)		(2,000,000)
	Transfer from HRA	-		(500,000)
	Balance c/f 31st March	(2,000,000)		(2,500,000)

HOUSING REVENUE ACCOUNT PRESSURE, SAVINGS & EFFICIENCIES 2011/12

Item	Service Area	2011/12 £'000	No.of FTE	Risk Rating H/M/L	Explanatory notes
Pressures					
HRA Subsidy payable	National Subsidy Paymen	2,530.4		L	Based on draft determination received 8th November 2011
Right of Way and Management fee	Rent & Income Collection	15.5		L	Increase in rent payable to British Waterways, right of way access to Jericho and increased management fee for Bury Know flats.
Investigation Officer	Rent & Income Collector	20.0		L	Additional funding for Officer to investigate sub-letting of council houses et
Caretaker at Cardinal House	Tower Blocks & Flats	4.4	0.5	L	0.5 post required at newly refurbished sheltered block
Caretaking services	Caretaking services	13.2		L	Bringing back caretaking services at Singleton
Interest on cash balances	Interest on Balances	122.5		M	Interest on balances reduced as a result of reduced interest rate
Item 8 Interest	Item 8 Interest Payable	(288.3)		M	Interest paid reduced as a result of reduction in interest rate
Efficiency Savings					
Local Housing Management	Local Housing Management	(172.4)	(4.0)	L	Vacancies from 2010-11 - agreed not required
Bad Debt Provision reduction	Rent & Income Collection	(100.0)		L	Provision for bad debt of £250k included in base budget. Improved collection of arrears continues and a revised allowance £150k represents 0.5% of rental income.
Supplies and services	Rent & Income Collector	(21.0)		L	Reduced supplies and services
Provision for Contracted Services (legal) reduced	Rent & Income Collection	(10.0)		L	Represents a reduction in court fees with work being completed by rent staff as opposed to seeking external legal advice.
Rent and Administration - Retirement	Rent & Income Collector			L	Post due for retirement in 2012/13
Tenant and Leaseholder Involvement	Tenants Participator	(48.0)	(1.0)	L	Post transferred to Community Housing as part of reorganisator
Day to day responsive repairs	Day to Day Responsive Repairs	(100.0)	(1.0)	M	Decent Homes Programme for the backlog will be completed by 2010. A reduction in responsive repairs is anticipated but so far service levels and value does not reflect this. Further analysis required.
Admin	Management/Infrastructure	(47.6)	(1.0)	L	Agreed - post not required as part of reorganisator
Contracting prime costs	Contracting prime costs	(77.6)	(2.0)	L	Reduction of stores staff and gas engine
Operational Management	Operational Management	(24.6)		L	Savings in operational management
Management Infrastructure	Management Infrastructure	(70.0)		L	Business rates reductor
Major Projects/Policy/Technical	Major Projects/Policy/Technical	(30.0)		L	Reduction in consultancy budget
Review of Fees and Charges					
Increase in Income - Based on using Target Rent when tenancy changes through Voids	HRA Rental Income	(113.3)		L	moving to target rents for voids
Increase rent income to match increase subsidy	HRA Rental Income	(2,107.4)		L	Increase rental income with a cap of 6.2% for 2011-12
Service Reductions					
Welcome Weeks & Tenant's Choice	Planned Maintenance	(132.4)		L	Cancelling existing scheme of void dec packs
Tenants Choice	Planned Maintenance	47.6		L	Replacing scheme with dec packs costing £22.6k and improved void standard costing £25k. Paper attached
REMS and Disturbance				L	25% reduction in budgeted cost represents a reduced service
Post in MD63 Furnished Tenancies				L	Post not needed as a result of reorganisator

HOUSING REVENUE ACCOUNT PRESSURE, SAVINGS & EFFICIENCIES 2011/12

Item	Service Area	2011/12 £'000	No.of FTE	Risk Rating H/M/L	Explanatory notes
Furnished Tenancies suspended to new entrants for one year while reviewing scheme				M	Suspend all new tenancies leaving sufficient funding for replacement of damaged goods. 2010/11 budget is £385k. Risk deemed high due to being politically sensitive.
Disabled Adaptations	Planned Maintenance			M	Reduced service which would result in waiting periods extending. Revenue budget was £198k. Capital Budget £900k. HRA has no means to fund programme which expands each year. Further discussions on level and how funding applied is required. May be politically sensitive.
Exemptions				M	Eligibility for this scheme are tenants in receipt of disability allowance and/or tenants over 65yrs. This entitles tenants to degree of internal decoration and making good within property. The current budget at £130k, if reduced by £60k would require placing a cap on the budget per property at an appropriate level.
Tree Cutting	Planned Maintenance			L	Current budget is £228k. Sufficient budget remains for all immediate and urgent works. Routine work from stock condition surveys will be carried out in a planned manner.
Contact Centre - End free phone service				L	Service terminated
Warden Control Centre	Planned Maintenance	(26.9)		L	Service ended based on County revised service
Total		(615.9)	(8.5)		

Additional Potential Efficiency Savings

The following savings are identified as potential savings but not currently included in the HRA budget for 2011-12 and future years.

	2011/12 £'000	No.of FTE	
Capital			
Kitchens & Bathrooms and work to Voids	(200.0)	5.0	M
Windows	(500.0)		L
Disabled Adaptations			M
Total	(700.0)	5.0	
Total HRA savings including potential savings	(1,315.9)	(3.5)	

Senior Building Surveyor	37	1.0
Building Surveyor	37	1.0
Building Surveyor	37	1.0
Clerk of Works	37	1.0
Clerk of Works	37	1.0
Minor Works Inspector	37	1.0
Senior Technical Administrator	37	1.0
Technical Admin Officer	21	0.6
Technical Admin Officer	16	0.4
Senior Building Surveyor	37	1.0
Senior Technical Officer	37	1.0
		<u>14.1</u>
		<u>47.91</u>

INTERNAL RECHARGES

SERVICE AREA PROVIDER**BASIS OF CHARGE*****Executive Support***

Chief Executive, Directors & Corporate Secretariat Percentage time allocation to CDC, then balance allocated to respective service areas managed by CHEX & directors. Corp Sec team allocated as overhead.

Policy, Performance & Communication

Corporate Projects Team Fixed percentage to CDC, balance across all services based on employee numbers, but excluding manual employees.

Performance Improvement Team Fixed percentage to CDC, balance across all services based on employee numbers, but excluding manual employees.

Media & Communications Fixed percentage to CDC, balance across all services based on employee numbers, but excluding manual employees.

Town Hall Management Estimated use by Councillors (9% in total) charged to Members.

Business Improvement

Procurement Percentage time allocation based on time spent on each contract in previous year. Corporate contracts split according to budget

Transformation Management Based on percentage time allocation for specific staff. Other staff based on head count, but excluding manual staff.

Other Admin & Post Room Based on time spent on each task, allocated to cost centre codes.

City Development

Development /PRs Team No Recharges

Building Control No Recharges

Ramsay House Reception Staff transferring to Customer Services and will be incorporated in CS recharges.

Community Housing & Development

Area Co-Ordinators Fixed amount to CDC KF01 (based on salary costs).

Community Housing No Recharges

Crime & Nuisance Act charge to HRA 39% recharge to MC11 (HRA) based on number of cases.

Elderly Services charge to HRA N/A Staff typed out

Temporary Accommodation Management Fixed fee to MC11 (HRA)

Housing Options & Allocations Fixed fee to MC11 (HRA)

Environmental Development

Service requests (Env Protection) Fixed fee based on estimate of time spent

Environmental Policy Fixed fee based on estimate of time spent

Corporate Assets

Caretaking & Cleaning Estimated time spent per building and then apportioned on floor space through the office accommodation SLA

Courier Service Allocated on percentage of time to the users of the Service

Asset Management Estimate of time projected to be spent on projects

Office Accommodation Estimated cost per building charged on useable floor space, including caretaking and cleaning.

Building Design & Construction Estimated percentage of fee income from work plan less capital.

Internal Management & Support All internally based on estimate of time spent

Customer Services

Customer Services Will be based on "call volume" data from CS.
Fixed Fee within HRA to cover Oxford City homes Call Centre

ICT Services

Business Systems Charges made directly for specific systems such as Agresso & Academy. Fixed fee to HRA with balance to be allocated according to the number of PC's in each Service Area by Cost Centre.

Telephones Fixed fee for line rental plus separate charge for calls made (based on previous years actuals)

Internal support Estimate of time spent

Finance

Head of Service & support Accountancy Team Time allocation to service areas. Where work is for all services, apportion on head count.
Fixed Fee in to HRA

Revenues Team Respective staff apportionments based on creditor invoice numbers, cash transactions, debtor invoice numbers (weighted for debt collection work required).
Management staff time based on percentage time allocation.
Based on Audit Plan

Audit & Risk District Audit Most charged to CDC but some work related to grants is charged directly

Cash Van Number of collections

Bank Charges 100% charge to CDC

People & Equalities

Payroll Number of employees

Training Number of employees

Human Resources other than training Number of employees

Law & Governance

Members Services 100% charge to CDC

Committee Services 100% charge to CDC

Legal Services Based on previous years time spent

Internal management Estimate of time spent

Scrutiny 100% charge to CDC

Allocation of SLA charges for 2011/12 by Service Area

Service Area receiving the service	Service Area providing the service										
	Policy, Culture & Communication	Strategic Procurement & Shared Services	Environmental Development	Community Housing & Development	Corporate Assets	Customer Services	Business Transformation	Finance	People and Equalities	Law and Governance	Total
Policy, Culture & Communication	22,794	11,090	0	0	571,976	0	102,485	46,986	65,055	28,102	848,488
Strategic Procurement & Shared Services	4,557	41,389	0	0	18,746	0	20,593	27,697	13,009	30,749	156,740
City Development	47,172	12,086	10,500	0	241,491	129,293	291,312	112,681	134,665	110,217	1,089,417
Environmental Development	31,460	10,762	0	0	70,375	68,956	224,311	108,597	89,790	117,551	721,802
Community Housing & Development	52,417	26,186	0	0	256,906	0	386,784	93,370	160,032	126,202	1,101,897
Corporate Assets	12,307	35,779	0	0	1,378,191	0	81,606	136,642	59,849	241,518	1,945,892
Customer Services	69,493	24,433	0	0	233,850	703,701	540,803	85,275	198,393	91,254	1,947,202
City Leisure	15,050	37,954	0	0	113,482	0	121,672	106,415	132,713	36,126	563,412
Direct Services	25,785	37,542	0	0	83,464	658,751	185,671	369,402	325,273	72,127	1,758,015
HRA	85,225	31,044	0	498,064	75,190	628,968	978,871	664,190	434,463	315,222	3,711,237
Business Transformation	16,848	72,285	0	0	166,470	0	171,848	139,237	48,076	33,442	648,206
Finance	20,998	37,271	0	0	77,443	0	306,017	197,460	59,940	66,519	765,648
People and Equalities	11,167	11,794	0	0	50,375	0	113,912	62,522	31,876	147,449	429,095
Law and Governance	73,044	14,420	0	0	192,510	0	190,962	81,282	54,645	137,741	744,604
CDC & NDC	289,086	14,621	0	243,469	0	0	158,403	776,228	0	1,641,113	3,122,920
Suspense	457	38	0	0	0	0	658	10,001	1,301	0	12,455
Total	777,860	418,694	10,500	741,533	3,530,469	2,189,669	3,875,908	3,017,985	1,809,080	3,195,332	19,567,030

CAPITAL PROGRAMME

CAPITAL BUDGET 2011-15

Capital Scheme	2010-11	2011-12	2012-13	2013-14	2014-15
A1500 Paradise Street - work of art	661	0	0	0	0
F1323 Bridge Over Fiddlers Stream	58,912	0	0	0	0
F1330 Work of Art Donnington Middle School Site	0	1,662	0	0	0
F1332 West End Contributions		172,271	0	0	0
F6015 Slade Area Public Work of Art	6,743	0	0	0	0
F7004 Littlemore Village Hall - improvement of facilities	10,000	0	0	0	0
F7005 Oxford Road Park, Littlemore - Improvements		17,624	0	0	0
F7006 Work of Art - Littlemore		17,850	0	0	0
M5002 Refurbishment of Bonn Square	32,679	0	0	0	0
M5014 West End Partnership (Growth Points Grant)	987,203	35,000	0	0	0
M5016 Housing Delivery (Funded via New Growth Points)	184,671	0	0	0	0
NEW Land at Barton		500,000			
S11 City Development Total	1,280,869	744,407	0	0	0
E3511 Renovation Grants	30,000	50,000	50,000	50,000	50,000
E3521 Disabled Facilities Grants	640,000	640,000	640,000	640,000	640,000
S12 Environmental Development Total	670,000	690,000	690,000	690,000	690,000
F1096 Nth/Sth Works Cycle Route	0	63,446	0	0	0
F5008 West Oxford Cylce Route	16,152	0	0	0	0
F5010 Marsh Lane to Stockleys Rd cycle link	29,902	0	0	0	0
F5011 Barton Cycle Link	0	48,225	0	0	0
F6012 Wood Farm Community Centre - provision or enhanceme	50,000	0	0	0	0
F6013 Bullingdon Community Centre - provision or enhancemer	18,710	0	0	0	0
F6014 Rose Hill - provision or enhancement of community facilit	0	225,820	0	0	0
F7007 Woodfarm / Headington Community Centre - Improvemer	0	19,887	0	0	0
G3013 Diamond Place car park footpath extension	6,324	0	0	0	0
G3014 East Oxford Community Association Improvements	4,880	0	0	0	0
G4006 Florence Park CC Kitchen	4,057	0	0	0	0
G6010 Mount Place Square Refurbishment	13,002	0	0	0	0
G6011 St Lukes Church Hall Extension	10,000	0	0	0	0
G6012 South Oxford Community Centre Main Hall Replacement	0	8,100	0	0	0
M5013 Affordable Housing - Garage Sites	0	116,429	0	0	0
M5015 Old Fire Station	1,601,956	1,666,778	90,000	0	0
M5018 Wood Farm Community Building Project	10,000	56,000	0	0	0
G3015 - North East Marston Croft Road recreation ground	25,000	0	0	0	0
G1013 - Dawson street gardens	19,000	0	0	0	0
G3016 - Peat Moors all weather pitch	17,000				
Z3718 St Lukes church - community facilities	0	16,362	0	0	0
S13 Community Housing & Development Total	1,825,983	2,221,047	90,000	0	0
A4800 Barton Pool	10,237	0	0	0	0
A4801 BBL Pool	38,350	0	0	0	0
A4802 BBL LC	671,533	0	0	0	0
A4803 Ferry LC	135,877	0	0	0	0
A4804 Hinksey Pool	125,636	0	0	0	0
A4805 Temple Cowley Pool	10,837	0	0	0	0
A4806 Ice Rink	256,863	0	0	0	0
A4807 Barton Pool Improvements	614,880	33,000	0	0	0
A4808 Blackbird Leys LC Improvements	730,958	38,000	0	0	0
A4809 Ferry Sports Centre Improvements	570,673	30,000	0	0	0
B0003 Roof Repairs & Ext Refurb - 44-46 George St	0	30,000	0	0	0
B0010 Covered Market - signage improvements	0	12,147	0	0	0
B0012 BBL CC - wiring Improvements	25,000	0	0	0	0
B0014 South oxford CC - replacement rainwater goods	76,752	0	0	0	0
B0015 South Oxford CC - Roof refurbishments	42,975	0	0	0	0
B8347 South Oxon Comm. Centre - install new lift 04/05	7,586	0	0	0	0
B9202 Parks properties (H&S works)	40,000	0	0	0	0
B9203 Community Centres - Water Bylaws and Legionella	30,000	0	0	0	0
B9205 Town Hall Roof & Guttering repairs	17,989	0	0	0	0
B9207 Northway Centre Demolition	102,385	0	0	0	0
F1103 Beenhams, Railway Lane - Affordable Housing Scheme	145,000	0	0	0	0
Z3017 Office Accommodation	883,000	3,553,000	792,000	0	0
Z7500 Building Improvements (General Fund)	102,011				
B1001 Blackwells Music Shop repairs	35,000	35,000			
B1002 -Town Hall PA system upgrades	30,000	0	0	0	0
B1003 - Town Hall pigeon proofing	5,000	0	0	0	0
B1004 - Covered Market repairs/upgrading	25,000	0	0	0	0
B1005 - Town Hall	15,000	10,000	0	0	0
B1006 - Bury Knowle external repair/decoration		25,000	0	0	0
Z7506 Building Improvements (GF Leisure)	130,000	0	0	0	0
NEW Parks & cemetery stone wall & path improvements		35,000			
NEW Refurbishment of Council Buildings		1,000,000	2,011,000	2,011,000	2,011,000
NEW Improvements and upgrade to roof at covered market		85,000			
NEW Installation to new roof structures at Avenues & 3 from High St in Covered Market		30,000	85,000		
NEW Upgrade to lettable condition 33-35 George St		57,000			
NEW Hinksey Pools main pool liner		110,000			
NEW Leisure centre substantive repairs		425,000	245,000	110,000	66,000
NEW Consolidation of Parks depot from South Park to Cutteslowe		60,000			
S14 Corporate Assets Total	4,878,542	5,568,147	3,133,000	2,121,000	2,077,000

CAPITAL BUDGET 2011-15

Capital Scheme	2010-11	2011-12	2012-13	2013-14	2014-15
C3041 New server for telephone system	18,000	0	0	0	0
NEW Customer First Programme		161,000			
S21 Customer Services Total	18,000	161,000	0	0	0
A1161 Fry's Hill Leisure Development		140,074	0	0	0
A1300 Playground Refurbishment	1,030,000	808,062	0	0	0
A2808 Replacement Sports Facilities - Cowley Marsh	49,783	0	0	0	0
A3115 Barton Village Recreation Ground - Improvements		82,545	0	0	0
A3120 Florence Park Public Open Space/Children Play Area	0	25,346	0	0	0
A3124 Barton Village Pavillion	10,000	182,608	0	0	0
A3125 Milham Ford Park Land and Recreational Facilities	0	32,130	0	0	0
A3129 Donnington Recreation Ground Improvements	0	44,375	0	0	0
F6001 Ferry Centre - provision or enhancement of facilities	19,306	0	0	0	0
F6002 Temple Cowley Pool - Provision or enhancement of facilities	0	26,473	0	0	0
F6003 Barton Pool - Provision of indoor sports facilities	8,640	0	0	0	0
F6004 St Christophers Place - enhancement of play area	8,057	0	0	0	0
F6005 Barracks lane Allotments - enhancement of facilities	112	0	0	0	0
F6006 Sunnymead Park - enhancement of play area facilities	0	1,830	0	0	0
F6009 Town Furze Allotments - enhancement of facilities	677	0	0	0	0
F6010 Dene Road Play Area - enhancement of facilities at dene	17,669	0	0	0	0
F7001 Cuddesdon Way - relocation of street sports site		60,000	0	0	0
F7002 Margaret Road Recreation Ground - Improvements	7,604	0	0	0	0
F7003 Temple Cowley / Blackbird Leys - improvements to indoor	0	1,320	0	0	0
Z3008 Contribution to Skate Park		50,000	0	0	0
Z3009 Contribution to Barton Pavilion		50,000	0	0	0
Z3010 Rosehill/Iffley Play Sites	38,000	0	0	0	0
PLAY BARTON - NEW		800,000			
Z3018 New Build Competition Pool	635,000	7,365,000	500,000	0	0
Z8009 Bury Knowle Park - Improvements	14,000	0	0	0	0
NEW Develop new burial space			0	1,000,000	
NEW Ice Rink improvements of facilities		6,960			
NEW North/Jericho Area - provision of indoor sport		2,100			
NEW Slade Area - Indoor/Outdoor sports facilities		1,260			
NEW Recreation/Sports - City of Oxford		200,000			
NEW Oxrad/Ferry indoor sports		11,018			
NEW Florence Park improvements		631			
NEW Herschel Crescent Recreation Ground Improvements		7,002			
NEW Rose Hill Play Area Improvements		3,000			
NEW Rose Hill Recreation Ground Improvements		3,000			
NEW Rose Hill Work of Art		8,000			
S22 City Leisure Total	1,838,848	9,912,734	500,000	1,000,000	0
A1217 Aristotle Lane Improvements	1,880	0	0	0	0
A3127 Girdlestone Rd improvement to public space	500	0	0	0	0
F6011 Meadow Lane - improvements to recreational facilities	31,500	0	0	0	0
R0005 MT Vehicles/Plant Replacement Prog.	672,921	292,000	1,280,000	1,719,000	1,678,000
BINS - NEW	600,000				
New - Pay & display equipment for parking in parks	92,000				
Z0001 Vehicle Waste & Recycling	1,137,000	0	0	0	0
NEW Purchase of two hand operated street sweepers		30,000			
NEW Purchase of two vehicles for garden waste collection		308,000			
NEW Purchase of ANPR for use in car park enforcement		50,000			
NEW Pay & Display machines			84,000		
S23 City Works Total	2,535,801	680,000	1,364,000	1,719,000	1,678,000
C3039 ICT Infrastructure	50,000	100,000	150,000	200,000	100,000
NEW ICT Development		200,000			
S31 Business Transformation Total	50,000	300,000	150,000	200,000	100,000
Housing Revenue Account					
Tower Blocks	179,000	150,000	150,000	150,000	150,000
Aids & Adaptations	1,100,000	900,000	900,000	900,000	900,000
Decent Homes			6,550,000	6,550,000	6,550,000
Structural	80,000	100,000			
Controlled Entry	100,000	100,000			
Major Voids	1,000,000	900,000			
Damp-proof works	80,000	100,000			
Kitchens and Bathrooms	3,500,000	3,500,000			
Heating	1,100,000	1,000,000			
Roofing	195,000	200,000			
External Doors	243,000	200,000			
Windows	400,000	900,000			
Electrics	150,000	200,000			
Sheltered Blocks	200,000	150,000	150,000	150,000	150,000
Non-Trad Structural	211,000	100,000			
New Build	8,965,000	0	0	0	0
Housing Revenue Account	17,503,000	8,500,000	7,750,000	7,750,000	7,750,000
Grand Total	30,601,043	28,777,335	13,677,000	13,480,000	12,295,000

CAPITAL BUDGET 2011-15

Capital Scheme	2010-11	2011-12	2012-13	2013-14	2014-15
FINANCING					
FUNDING					
General Fund					
Section106	505,808	1,539,248	0	0	0
Other Funding/County	0	0	0	0	0
Government Funding	3,163,830	2,997,359	390,000	390,000	390,000
Capital Receipts	1,984,924	6,593,100	3,017,000	2,421,000	1,377,000
Direct Revenue Funding	802,716	1,187,147	1,150,000	1,200,000	1,100,000
Prudential Borrowing	6,640,765	7,960,481	1,370,000	1,719,000	1,678,000
TOTAL GENERAL FUND	13,098,043	20,277,335	5,927,000	5,730,000	4,545,000
HRA					
MRA	5,300,000	5,360,000	5,200,000	5,200,000	5,200,000
Grant re Lambourne Rd/Cardinal House	4,079,925				
Capital receipts - sheltered blocks	1,699,075	1,750,000	1,450,000	1,450,000	1,550,000
Decent Homes Reserve	1,824,000	1,390,000	1,100,000	1,100,000	1,000,000
Prudential Borrowing	4,600,000	0	0	0	0
TOTAL HRA	17,503,000	8,500,000	7,750,000	7,750,000	7,750,000
TOTAL FINANCING	30,601,043	28,777,335	13,677,000	13,480,000	12,295,000



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Oxford City Council Budget Book

The budget book provides a financial summary of spending plans for Oxford City Council from 2011 to 2012

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